INSTITUTIONAL MAINTENANCE IN HEALTHCARE PROJECT MANAGEMENT

A THESIS SUBMITTED TO

THE GRADUATE SCHOOL OF SOCIAL SCIENCES

OF

MIDDLE EAST TECHNICAL UNIVERSITY

BY

EMRE BULUT

IN PARTIAL FULFILLMENT OF THE REQUIREMENTS

FOR

THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION

IN

THE DEPARTMENT OF BUSINESS ADMINISTRATION

DECEMBER 2019

Approval of the Graduate School of Social Sciences

Prof. Dr. Yaşar Kondakçı
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Business Administration.

Prof. Dr. Z. Nuray Güner
Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of Business Administration.

Assist. Prof. Dr. Çağrı Topal
Supervisor

Examining Committee Members

Prof. Dr. Nazlı Wasti Pamuksuz	(METU, BA)	
Assist. Prof. Dr. Çağrı Topal	(METU, BA)	
Prof. Dr. Çetin Önder	(ASBÜ, BA)	

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Name, Last name : Emre Bulut

Signature :

ABSTRACT

INSTITUTIONAL MAINTENANCE IN

HEALTHCARE PROJECT MANAGEMENT

Bulut, Emre

MBA, Department of Business Administration

Supervisor: Assist. Prof. Dr. Çağrı Topal

December 2019, 102 pages

The study area of this thesis is exploring institutional work theory and institutional maintenance within the context of healthcare project management in the Turkish branch of a multinational company. The main objective of this thesis is to understand how the projects as an institutional practice are completed successfully in a very challenging and dynamic environment, and how they are maintained in the organization. The study utilizes qualitative research techniques on data obtained from meeting, field observations, and interview notes of institutional actors.

The findings indicate that there are mechanisms contributing to institutional maintenance. Internal interaction within each department provides the continuity of their own integrity and helps reproduction of their own meaning frameworks.

Therefore, the departments are differentiated within themselves and this situation increases the need for coordination between different departments. Rules, norms, and relations are the main contributors to institutional maintenance. Rules and norms can be considered as value shapers in the institution and they enable actors to continue acting their roles, and since people live in a social context, the improved relationships with others increase productivity for everyone. There are also supporting mechanisms that increase the impact of both rules, norms, and relations.

Keywords: Institutional Work Theory, Institutional Maintenance, Rules and Norms, Relationship Management, Supporting Mechanisms

ÖZ

SAĞLIK PROJE YÖNETİMİNDE

KURUMSAL BAKIM

Bulut, Emre

Yüksek Lisans, İşletme Bölümü

Tez Yöneticisi: Assist. Prof. Dr. Çağrı Topal

Aralık 2019, 102 sayfa

Bu tezin temel amacı, çokuluslu bir şirketin Türkiye'deki şubesinde kurumsal iş teorisi ve kurumsal bakımın sağlık hizmetleri proje yönetimi kapsamında incelenmesidir. Bu çalışma örgütsel yapının örgütsel üyeler tarafından nasıl yeniden üretildiğini, projelerin çok zorlu ve dinamik bir ortamda nasıl başarılı bir şekilde tamamlandığını ve kurum içinde kurumsal uygulamaların nasıl sürdürüldüğünü anlamayı hedeflemektedir. Çalışma toplantılardan, saha gözlemlerinden ve kurumsal aktörlerin görüşme notlarından elde edilen veriler üzerinde nitel araştırma teknikleri kullanmaktadır.

Bulgular kurumsal bakıma yardımcı olan mekanizmaları ortaya çıkarmıştır. Her departmandaki iç etkileşim, kendi bütünlüklerinin devamlılığını sağlar ve kendi anlam çerçevelerinin yeniden üretilmesine yardımcı olur. Bu nedenle, bölümler kendi içinde farklılaşmakta ve bu durum farklı departmanlar arasındaki koordinasyon ihtiyacını artırmaktadır. Kurallar, normlar ve ilişkiler ana destekleyici mekanizmalardır. Kurallar ve normlar kurumda değer biçimlendirici olarak düşünülebilir ve aktörlerin rollerinin devam ettirilmesini sağlar. Çalışanlar sosyal bir bağlamda yaşadıklarından diğerleri ile daha iyi ilişkiler herkes için üretkenliği artırmaktadır. Kuralların ve normların etkinliğini artıran destekleyici mekanizmalar da bulunmaktadır.

Anahtar Kelimeler: Kurumsal Çalışma Teorisi, Kurumsal Bakım, Kurallar ve Normlar, İlişki Yönetimi, Destekleyici Mekanizmalar

To my family.

ACKNOWLEDGEMENTS

Writing this thesis was not an easy period, rather it is achieved by the big support of the people below.

First of all, I would like to extend my deepest gratitude to my supervisor Assist. Prof. Dr. Çağrı Topal for his endless guidance, support, and contributions in the general development process of the study. He always inspired, motivated, and supported me throughout this study. Members of the examining committee, Prof. Dr. Nazlı Wasti Pamuksuz and Prof. Dr. Çetin Önder's contributions and enlightening comments also brought perfection to the study.

I would like to thank all research participants for their time, and more importantly for their sincerity to answer each interview question without hesitation.

I am indebted to every single member of my family, notably my son and wife, father and mother, for their great support in this process and everlasting presence in my life.

TABLE OF CONTENTS

PLAGIARISM iii
ABSTRACT iv
ÖZ vi
ACKNOWLEDGEMENTS ix
DEDICATION viii
TABLE OF CONTENTS x
LIST OF FIGURES xii
CHAPTER
1. INTRODUCTION 1
1.1 General Overview of Institutional Theory and Relation to Institutional Work ... 1
1.1.1 Institutional Logics and Institutional Work 1
1.1.3 Introduction to Institutional Work 2
1.1.4 The Concept of Institutional Work 3
1.1.5 Background of Agency, Actors and Institutions 5
1.1.6 Relationship Between Agency and Institutions 6
1.2 Context of the study 8
1.3 Project Management as an Institutional Practice 12
1.4 Threats to the Institutional Maintenance of Project Management 14
2. LITERATURE REVIEW 16
2.1 Maintaining Institutions 16
2.1.1 Enabling Work 17
2.1.2 Policing 17
2.1.3 Deterrence 18
2.1.4 Valorizing and Demonizing 18
2.1.5 Mythologizing 19
2.1.6 Embedding and Routinizing 19

2.2 Relational Institutional Work 20
2.3 Repairing Breaches with Rules and Procedures 21
2.4 Institutional Contradictions and Identity Work 23
2.5 Institutional Work, Values, and Moral Emotions 25
2.6 Research Question 26
3. RESEARCH METHODOLOGY AND RESEARCH DESIGN 28
3.1 Research Methodology 28
3.2 Research Design 29
3.3 Data 30
3.4 Data Analysis, Limitations, and Ethics 32
4. FINDINGS 36
4.1 Rules and Norms 37
4.1.1 Flexibility in Rules 38
4.1.2 Goal Orientation 40
4.2 Relations 43
4.2.1 Building Reciprocity and Trust 44
4.2.2 Conditional Dominance 46
4.3 Support Mechanisms 48
4.3.1 Planning and Timing 48
4.3.2 Training and Development 51
5. CONCLUSION 54
5.1 Contributions to Theory 55
5.2 Limitations and Future Research 57
5.3 Managerial Implications 59
REFERENCES 60
APPENDICES
APPENDIX A. HUMAN SUBJECTS ETHICS COMMITTEE APPROVAL 71
APPENDIX B. INFORMED CONSENT FORM 72
APPENDIX C. INTERVIEW QUESTIONS 74
APPENDIX D. ORGANIZED INTERVIEW TABLE 76
APPENDIX E. OPERATIONALIZATION OF LITERATURE TABLE 88
APPENDIX F. TURKISH SUMMARY / TÜRKÇE ÖZET 89
APPENDIX G. TEZ İZİN FORMU / THESIS PERMISSION FORM 102

LIST OF FIGURES

Figure 1. The recursive relationship between institutions and action 4

Figure 2. Themes and Categories 36

CHAPTER 1

INTRODUCTION

This thesis examines institutional work theory and institutional maintenance within the context of healthcare project management in the Turkish branch of a multinational company. The main objective of this study is to understand how the projects as an institutional practice are completed successfully in a very challenging and dynamic environment, and how they are maintained in the organization. As data sources, the study utilizes meetings, field observations, and interview notes of project managers and communications with employees within the company.

In this introduction chapter, the background of this study and the relation between healthcare project management and institutional theory will be elaborated.

1.1 General Overview of Institutional Theory and Relation to Institutional Work

1.1.1 Institutional Logics and Institutional Work

This subsection explains the reason why institutional work is the theoretical framework in this study. There are two main branches in institutional theory, namely institutional logics and institutional work, which are the frameworks for conceptualizing and analyzing institutional dynamics, highlighting the different aspects of dynamics. (Zilber, 2015). Although institutions are transmitted by various types of carriers (Fligstein, 2001, p. 108), they need human interaction to be legitimized. These actors may be the individuals, groups or even organizations, whose work has effects on the institutions. Actors engaged in institutional work can create, maintain, and disrupt institutional norms and practices (Jones and Massa, 2013). Unlike institutional work, institutional logics are defined as a whole meaning of social reality based on practices, values, beliefs and rules produced by the

individuals that have historical background in the social context (Thornton and Ocasio, 1999, p. 804). In this sense, institutional logics stand on social level and focus on macro-level phenomena, whereas institutional work is more with the micro-level of institutions and organizations. Institutional work emphasizes the actions and reactions of individual actors. With its macro-level focus, institutional logics tend to focus on higher level structural aspects with the cost of ignoring actor-level ideas and interpretations (Zilber, 2015) and the power of agency while institutional work is more at the individual level and is more related with relations and agency undertaken within the institution. The study of institutional work provides an explicit way of understanding and examining the relationship between individuals and the effect of those relations on institutions (Lawrence and Suddaby, 2006).

Micro-level interactions are important aspects in understanding institutional work since the actors' assumptions and beliefs about the organization's role and the actions of actors are in the center of both the maintenance and transformation of institutions (Zilber, 2013). As a theoretical framework, institutional work facilitates the analysis of daily interactions and their patterns, which constitute institutions.

In this thesis, institutional work will be elaborated as the theoretical framework since the study focuses on micro-level interactions.

1.1.3 Introduction to Institutional Work

Institutional work studies have become more and more significant in organizational theory. They give an alternative and comprehensive approach to understand how organizations are shaped and evolve throughout their life span. Unlike traditional organizational studies, institutional work approaches focus deeply on individuals, the actions and relationships of individuals with other individuals, or with the institutions, and look through a new and different perspective to find answers to the questions not fully answered by traditional studies (Lawrence and Suddaby, 2006).

Institutional work theory was firstly mentioned by Lawrence and Suddaby (2006) in order to propose a framework for the agency in institutional theory. Institutional work studies focus on continuous action that is performed in the background of institutions being built, maintained and changed. Institutional work can be defined as the

deliberate actions that aim at creating, maintaining, and disrupting institutions whether the result is successful or not (Lawrence and Suddaby, 2006, Zilber, 2015). Lawrence and Suddaby (2006) present their institutional work review with numbers of research studies in the institutional field. These articles range from agency in institutional change (DiMaggio, 1988) to institutional maintenance (Oliver, 1997). The foundations of institutional work theory are based on agency in institutional theory and sociology.

In institutional work, the relationship between institutions, actions, and the agency environment in which these actions take place are important aspects. All these actions are embedded in the institutional environment and simultaneously they produce, reproduce, and transform.

1.1.4 The Concept of Institutional Work

Institutional work focuses on the influence of intentional actions on the organization as a whole by creating, maintaining and disrupting the institution. These intentional actions taken in relation to institutions sometimes may be seen as visible and direct and sometimes may be invisible day to day behaviors. Thus, a significant part of institutional work is to have an extended view of agency in relation to institutions (Lawrence and Suddaby, 2006).

Firstly, the idea of institutional work should be examined by its components which are “institutions” and “work”. Institutions can be thought as permanent elements of the social context (Hughes, 1936) that can shape the behavior and thinking of actors and create ground for actions (DiMaggio and Powell, 1991; Meyer and Rowan, 1977; Scott, 2001). Work can be thought as mostly the actions led by intentionality and effort. Thus, the notion of intentionality and effort should be examined as well.

To have a better understanding of the intentionality idea, Emirbayer and Mische’s (1998) concept of “projective agency” can be used. Projective agency defines a future-oriented intentionality which focuses on reshaping the social situations consciously and strategically. Alternatively, intentionality might focus on handling the requirements and necessities of immediate situations (Emirbayer and Mische, 1998). Often, the intentionality of institutional work may seem as a habit, with the

oriented agency of tacit and well-known patterns of action that have been improved through previous interactions (Emirbayer and Mische, 1998, p. 975).

Effort is another important aspect of work; it is defined in the dictionary as: “activity involving mental or physical effort done to achieve a result” (Oxford English Dictionary, 2007). It is obvious that the work is related to effort and a goal. Thus, institutional work refers to the effort that leads to an effect on the institution.

In order to understand institutional work better, the most significant point is the direction between the actors and institutions as shown in Figure 1. If there is a recursive relationship between institutions and actions, institutions provide a ground for action and regulative mechanisms enforcing this ground; action affects this ground and regulative processes. In this manner, the direction of institutional work is the one which action affects institutions. There is no doubt that institutions influence action and these influences are very important to understand the nature of institutional work, but mostly action and its effects on institutions will be elaborated.

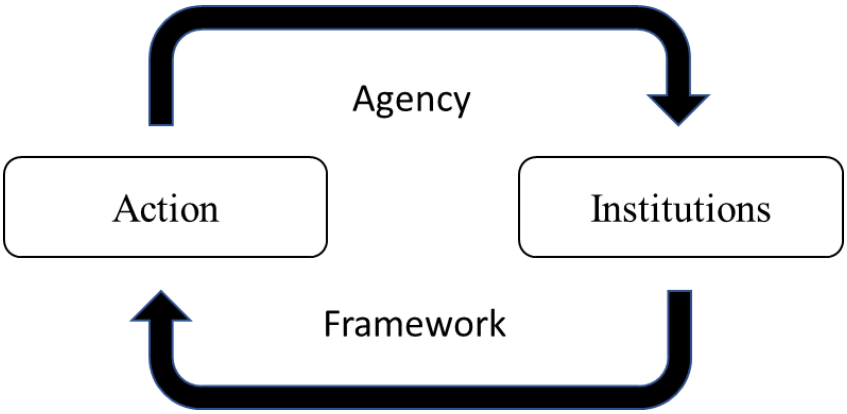


Figure 1. The recursive relationship between institutions and action
(Lawrence, Suddaby and Leca, 2009)

There are three key elements institutional work should be oriented to (Lawrence and Suddaby, 2006, p. 219-220): (1) it would "emphasize the awareness, skill and reflexivity of individuals"; (2) it would create "an understanding of institutions formed in the conscious actions of individuals"; and (3) it would identify an approach, which "cannot step outside of action as practice - even the action that aims to change the institutional order takes place within the set of institutionalized rules". Still, as

indicated by intentionality and effort, the focus is on the agency of individuals. Individuals are institutionally skillful and capable actors to maintain, disrupt, and create institutions even within the constraints of existing institutions.

1.1.5 Background of Agency, Actors and Institutions

Neo-institutional studies emphasize that institutions affect organizational practices and structures by their cultural processes. Consequently, studies focused on how the institutions shape the behaviors of actors while agency stand as a reaction to institutional pressures. Recent studies show that role of the agency is much bigger than thought before *(*Lawrence et al., 2009).

Agency is related with the social context and interactions between the actors within an institution. Institutions not only influence the acts of agents, but also to what extent agency is legitimately doable and which individual will have agency. The status of agency in an institutional environment is dependent on institutions.

Later, the neo-institutional approach faced increasing criticism that agency should be more central to institutional theory. As a partial response to these criticisms, "institutional entrepreneurs" - organized actors "who leverage resources to create new institutions or to transform existing ones" (Maguire, Hardy and Lawrence, 2004, p. 657) were introduced into the literature. The main focus of institutional entrepreneurship was the strategy of changing institutional structure instead of complying with it. But this idea was lack of consideration that even entrepreneurs were embedded in an institutional environment and institutional entrepreneurs were very unlikely and rare (Delmestri, 2006, p. 1536-1537).

In the history of neo-institutional studies, two key issues were related with agency; the degree of agency possessed by the actors and how to describe the relationship between the agency and institution. At this point, the institutional work concept has been introduced as an awareness of institutions which can be implied as consequences action and reaction. The aim of the institutional work concept is by analyzing the complexities such as motivations, interests, and efforts to understand the extended patterns of desire and capacity to create, maintain, and alter institutions.

1.1.6 Relationship Between Agency and Institutions

There is an ongoing debate in institutional theory often known as the embedded agency paradox (Garud, Hardy and Maguire, 2007) which seeks to address the balance between agency and institutions (Battilana and D'Aunno, 2009). This is a paradox of how actors take actions with new practices and adopt others if they are embedded in an institutional context and subject to institutional processes that structure their meaning frameworks and identities (Friedland and Alford, 1991; Clemens and Cook, 1999). Dominant actors may have enough power to force change but often lack the motivation; subordinate actors may have enough incentive to create and master new practices, but often lack the power to change institutions (Maguire et al., 2007).

The institutional work concept emphasizes the interaction between the agents and institutions. There are two focus areas related with the relationship between agency and institutions. Firstly, it is the emergence of agency within the institutional processes. Traditional institutional studies are questionable as they either focus on the institutionalization of new practices or the position of particular agents affecting the institutional change. However, institutional work emphasizes how and why actors work to reproduce the institutions, and how those actions lead to unintended institutional consequences (Lawrence, Suddaby and Leca, 2011).

Secondly, agency is a distributed phenomenon which is accomplished often through the organized or unorganized efforts of actors in vast numbers. Distributed agency tries to explain how individual actors align and relate each other and how they as whole result institutional change or stability (Garud and Karnøe, 2003). Distributed agency is explained as a notion where actors are involved in numbers in the process of strategic action (Garud et al., 2007). Unlike institutional entrepreneurs (Battilana et al., 2009), distributed agency contains actors, artifacts, rules and routines that are distributed across time and space (Garud and Karnøe, 2004); thus, it needs to be studied as a combination and accumulation of individual efforts (Lawrence et al., 2011). Actors from different fields bring their own institutionalized practices (Phillips, Lawrence and Hardy, 2000) and their work is framed by the rules and norms of the fields. The actors collaboratively need to have enough power to influence

institutions. With the help of collaboration, actors may have the chance to strategically affect the direction or development of institutions (Phillips et al., 2000).

1.1.7 Types of Institutional Work

There are three main categories in institutional work which are defined as creating, maintaining, and disrupting institutions, and various forms of institutional work belong to each category. After a short summary of types of institutional work, institutional maintenance will be explained in detail in the literature chapter since the focus of this research is institutional maintenance.

Creating institutions are studied mostly as institutional entrepreneurship in which actors try to create new institutions or transform existing ones. There are various forms related with creating institutions, which can be separated into three rough types as (1) reconstructing rules, rights and boundaries which define access to resources, (2) reconfiguring the belief systems of actors in their actions, and (3) reshaping the actions which alter the boundaries of meaning systems (Lawrence and Suddaby, 2006, p. 221).

Maintaining institutions has not been studied deeply due to the understanding of institutions as self-producing as they have taken-for-granted status (Phillips and Malhotra, 2008; Scott, 2001), or they survive by the help of regulative mechanisms (Jepperson, 1991; Lawrence, Winn and Jennings, 2001). In fact, every institution needs maintenance in order to survive. Previous studies show that this can be either through compliance with the rules systems, or efforts on existing norms and belief systems (Lawrence and Suddaby, 2006, p. 230).

Disrupting institutions has not been studied much either, and the actors trying to deinstitutionalize the organization have not been documented well. Actors feel very often that existing institutional norms do not serve their interests well, and when possible, they will eventually work to disrupt institutional norms (Abbott, 1988; Bourdieu, 1993; Bourdieu and Wacquant, 1992; DiMaggio, 1991), and attack or undermine the mechanisms of compliance with institutions.

1.2 Context of the study

The context of the study is the healthcare industry in Turkey which is a combination of different services and fields that provide goods and services in order to treat patients. The contemporary healthcare industry is divided into many different sectors and interdisciplinary divisions which have their own dedicated expertise that focus on meeting the healthcare needs of individuals. This study examines a medical equipment manufacturer company and focuses on the project management practices and relationship with other departments and customers as well. The company has diagnostic imaging, life care solutions, information technologies and solutions services.

In the Turkish branch of the company there are approximately 300 employees. Most of them are employed either in the supply chain, sales, service departments or related with these departments.

The supply chain department includes:

- *Project managers:* Responsible for project execution at the customer site. The primary function of project managers is organizing and planning projects from the very beginning of the opportunity phase to handing over the system to customer in a very dynamic environment with the help of the related departments.
- *Operations management and procurement:* Responsible for locally sourced items needed in order to fulfill the system configuration, such as lead glass, lead aprons, injectors, MRI compatible materials, etc. Their main objective is to provide all subsidiary items to be on site on time.
- *Order management and Order to remittance:* Responsible for communication with the factory and providing factory updates to both the logistics and project management team. After a successful handing over to customer, they are responsible for revenue recognition of the project.
- *Logistics:* Responsible for all arrangements of the systems all the way from the factory to customer site. They also arrange system related tools for mechanical installation and commissioning. Warehouse management is also

done by the logistics team. Since there is no manufacturing in Turkey, the business is sales focused. With each order, systems are allocated from factories in different locations depending on the system and order type. Their main objective is to consolidate the system in the warehouse and align it with project managers and contract terms to arrange the required logistics support.

- *Shared services:* Responsible for providing support to project managers. There are different teams under shared services: (1) design center which is responsible for providing final drawings in a very detailed format if requested by the project manager, (2) installation support function which is responsible for providing installation guidelines if the customer site has issues.

Sales department includes:

- *Account managers:* Responsible for dealing with the customer. Each customer is considered as an account. They keep in touch with the customer and keep the sales opportunity updated. Their main objective is to win opportunities.
- *Commercial operations:* Responsible for the documentation of each opportunity. They track government tenders, prepare contracts and all contractual documents as required. They mainly work as the back office and their main objective is to prepare correct documentation and keep account documents updated.
- *Modality sales specialists:* Experts of system specifications. There are several modalities covering equipments: MRI (Magnetic Resonance Imaging), Molecular Imaging (Nuclear Medicine), CT (Computed Tomography), DGS (Detection and Guided Solutions), IGS (Interventional Graphy Systems-Angiography), SXI (Surgery and X-Ray). Modality sales specialists know every detail of the products and work with account managers. They create and offer the best system configuration as per technical specifications data or customer needs. Their main objective is assisting account managers to win opportunities.

Service department includes:

- *Field engineers:* Responsible for commissioning the systems and keeping them up and running. Their main objective is fixing malfunctions, change parts, maintain customer satisfaction and hence extend the service contract with their performance and rapport with the customer.
- *Service call center:* Responsible for arranging schedule of field engineers. They are the direct contact point for customers as long as the service contract is available after the project is handed over to service. Their main objective is to arrange field engineers on time as requested by the customer and make arrangements in a shorter cycle time.
- *Clinical education specialists:* Responsible for providing all required system application training for the customer in order for them to use the systems on patients. They know all procedures and protocols of the systems which may differ in different parts of the body. Their main objective is to educate doctors and technicians how to use systems with all purchased options.

Projects are managed by the HPM (Healthcare Project Management) department under the global supply chain. In the company, there are 6 project managers and a project director. The average project management experience is 9 years, average working experience is 12 years and average experience in the company is 4 years. HPM team consists of engineers having degrees of electrical and electronics, mechanical and civil engineering. Approximately, more than 100 projects per year are completed by the HPM team in all modalities.

A project starts with pre-sales activities. With sales teams, project managers visit hospital sites and make observations regarding the system requirements. After the tender is won and the contract has been signed, the sales opportunity becomes a solid project for project manager. The main responsibilities of a project manager are to ensure site feasibility, monitor and control site readiness, system delivery, mechanical installation and cabling, commissioning, application training, and ensure that the project is handed over to the customer within the project constraints and contractual obligations.

Relations are very essential for every project both internally and externally. Project managers engage in daily communication as necessary with other departments as well as with customers to get updates and give information about their projects as a two-way communication which improves relations. These relations help to define proper project planning and smoothen the project course.

The healthcare industry is very complex, important, and vital. There are dozens of variables affecting project course significantly. Some examples of these variables are as below:

- End customer profiles and customer attributes. For each project a representative from the hospital or customer is determined. This makes relations very personal and communication skills very essential.
- Hospitals may change in size and in entity. There are city hospitals, state hospitals, university hospitals, private hospitals, clinics, etc. Each hospital has their own rules, policies, and procedures. The project must be aligned with these requirements.
- Equipment needs of customer change. Some projects include package deals while some others have only one equipment. This changes the effort to be made in project planning and execution.
- Each system has its own requirements such as system, environmental, patient safety, etc.
- Funding of projects may change as PPP (Public Private Partnership), PFI (Public Finance Initiative), direct purchase, government tender, through leasing with Letter of Credit (LC), etc. According to the type of funding, the scope of projects may change. For example, in a government tender, the company provides a turnkey solution from construction works to third party sub-system parts and is responsible for all tasks being done within a limited time defined in contract, while in a PFI deal the company only provides equipment and is responsible for delivering the system up and running while construction works is done by the investor company.

Being successful and maintaining this success in such a dynamic and challenging environment is only possible by changing and adapting the organization structure to

market needs by the actions of individuals. Day to day actions, procedures and workarounds in order to fulfil customer priorities and needs are required within the organization and in relations with outside stakeholders. This environment can best be described by the theory of institutional work, in which interactions have large role.

1.3 Project Management as an Institutional Practice

Project management has been in use for thousand years. For example, Stonehenge is an outcome of project management. Since mid-20th century, project management started to be recognized as a profession. In order to create industry standards in 1969 PMI (Project Management Institute) was founded in USA as a nonprofit organization and PMI has standardized the project management processes. According to PMI, "project is a temporary endeavor undertaken to create a unique product, service, or result" (PMBOK, 2017, p. 4). Project management is the right way of applying the knowledge, skills, tools, and techniques in order to reach project requirements. Project management is completed by the appropriate application and integration of the project management processes determined for the project. Project management enables organizations to execute projects effectively and efficiently (PMBOK, 2017, p. 10).

The iron triangle suggests that there are three main constraints for a project which are cost, time and, quality (Atkins, 1999). Most of the times, conflicts arise due to the lack of one of these constraints. For example, customer may not like the quality of the outcome, or budget overrun may occur during the project, etc. The project manager works to balance the competing constraints on the project with the resources available. Hence, the institution for the project management stands on balancing the things related to project itself. These things may include stakeholders, project constraints, project resources, etc.

Institutional practices have three typical indicators within institutions: (1) they are taken-for-granted, (2) widely accepted and (3) resist change (Tolbert and Zucker, 1983, p. 25). Project management is significantly needed in diagnostic imaging since systems are big in scale, site conditions and requirements are different for each site, and need of project planning and execution are essential for a smooth project course.

The Turkish market is very challenging and dynamic. Thus, market conditions lead to very chaotic and risky situations. The primary function of project management is organizing and planning projects to manage these situations while managing changes which are very natural in any project. Without proper planning projects are doomed from the start. Stakeholder management is also important since there are many different project stakeholders involved and effective communication is needed with the stakeholders. Budgets are narrowed during opportunity phase in order to sign the contract and costs are controlled in order to maintain desired margins. Systems have different requirements and for each site special treatment is required. Therefore, project management is an essential practice, without which healthcare companies cannot do their job and has become a routine inherent in those companies. Employees may not be aware of its function as they routinely deal with activities related to project management. However, when project management fails, it is not difficult to recognize its importance. Hence, it is possible to assume that project management is taken-for-granted as an institutional practice.

There are three big players in the Turkish market and the company being studied in this thesis has approximately 40% market share according to COCIR (European Coordination Committee of the Radiological Electromedical and Healthcare IT Industry) Q2,2017 which the European Trade Association shows market intelligence statistics for medical imaging systems. Since all the companies operate internationally, they have to comply with the same international standards. Thus, the organizational structures and associated practices including project management are very similar in all companies. Project management has its own department under the supply chain department and acts as a bridge between sales and service. The project manager numbers are also similar when compared to market share. The advantages of this company are its dominant market share and ease of access for the research study. Since the market share is large, the company can reflect the industry in general. Hence, it is possible to assume that project management is widely accepted as an institutional practice and maintained by organizational members.

Variables within the project environment may affect the project course. So, project management is open to change and threats from the outside. Successfully completing a project needs consistent interactions between individuals and their resistance to

threats. In fact, individuals involved in project management seem be successful in collaborating and dealing with threats as the practice continues more or less in the same manner. Hence, it is possible to assume that project management is exhibiting permanence as an institutional practice.

1.4 Threats to the Institutional Maintenance of Project Management

Although institutions are related to automatic mechanism of social control and self-reproducing (Jepperson, 1991), many of them have no such mechanisms that do not require continuous maintenance. “Democracy” in national elections is an example to this. Jepperson (1991) claims that democracy in the US is highly institutionalized while in some other countries it is less. So, in countries where democracy is not much institutionalized, more effort is required of both governmental and non-governmental actors in order to mount elections. However, elections in the US are not very exceptional since there is significant institutional work going on such as voter registration drives, which are a kind of an institutional work aimed at the maintenance of elections as a democratic institution.

Institutions require maintenance in the face of breaches or violations of presumed beliefs about roles. Project management also needs institutional maintenance as it is in touch with different departments and customers. As different groups interact conflicts and areas for maintenance emerge. Hence, even though they have the same values at the macro level, different specialties may interpret values differently in everyday work at the micro level. A breakdown in values creates a potential ground for conflicts in daily interactions between specialists inside organizations (Czarniawska and Joerges, 1996). The second challenge is created by alternative norms and practices aimed at meeting the organizational requirements such as resource efficiency that unintentionally decrease the value of a profession (Kraatz, Ventresca, and Deng, 2010). This may create conflicts between professional values and organizational norms and practices.

Possible threats to flawless project management are given below:

- Groups have their own rule systems. Since rules belong to a particular group, they may create conflicts with other groups. For example, no project can be conducted on site without a sales purchase order. The project has a schedule to be followed, but execution may be stopped due to a process to be followed by the procurement. Such a situation has negative impact for the project course, so individual interaction is required to expedite the process.
- Organizational requirements and unrealistic goals determined by the upper management are also challenges to institutional practices. Especially at the end of each quarter there is huge pressure on every employee to meet organizational targets. In order to achieve them, groups should unite under an umbrella and work for the goal. The revenue is recognized by project management after site delivery completed or customer acceptance taken. Such an effort needs an extensive amount of institutional work in project management.
- Since every department has a different meaning framework as values change in minor scale, there is a need for relationship improvement in order to break difference in meaning frameworks. Individuals or groups having different mindsets hardly communicate and the project course gets in jeopardy.
- The project management department is relatively small and newly established in comparison to service and sales for. The service and sales departments have dominance over project management and project management lacks power over other departments. Project management needs powerful project managers for a smooth project course and conflicts should be eliminated.
- There are limited resources in the organization and in order to complete the projects these resources should be distributed according to need while other departments need and compete for those resources. Without required resources the project schedule is doomed to failure.

This is the end of chapter one. In the next chapter literature review will be elaborated.

CHAPTER 2

LITERATURE REVIEW

In this chapter institutional maintenance related literature will be reviewed.

2.1 Maintaining Institutions

The maintenance of institutions includes supporting, repairing, or recreating the social mechanisms needed for compliance. It should be separated from basic stability or the lack of change. Maintenance of institutions requires extensive effort and often it is a result of change in the institutional settings. In order to maintain institutions, individuals should comply with the new and unexpected evolution of the organization with new members of the organization, and institutional ingredients such as technology and demography. As a result, individuals should develop specific techniques that engage and socialize new members, new norms, demographic models, and changes in the external settings are incorporated into existing routines and patterns. Understanding how institutions maintain themselves must focus on understanding how actors can influence the processes of persistence and stability in the face of confusion and change.

Overall, there are six types of institutional work related to maintaining institutions. The first three, “enabling”, “policing” and “deterring”, specifically express maintenance by dedication to rule systems. The latter three, “valorizing/demonizing”, “mythologizing” and “embedding and routinizing” express the maintenance provided by the efforts on reproducing existing norms and belief systems. Maintaining institutions based on rule systems (enabling, policing, and deterring) has a high degree of comprehensibility because actors are aware of purpose and influence. In contrast, reproduction of norms and belief systems (valorizing/demonizing, mythologizing and embedding/routinizing) is generally less understandable since the

actors are often unaware of their ultimate goal or the results of their actions. Each of these types are detailed below.

2.1.1 Enabling Work

Enabling work means the creation of rules and procedures that drive institutions and provide resources to empower individuals to sustain institutional practices. Enabling work is related to continuance and consolidation of institutional practices. The longer the continuance of those practices is preserved, the more institutional consolidation will be maintained.

Enabling work brings certainty into institutional settings and help actors avoid internal conflict. It is often achieved by the "construction and maintenance of intra-professional agreement over boundaries, membership and behavior" (Greenwood, Suddaby and Hinings, 2002). By introducing constitutive rules such as membership, institutions "function in a primarily regulatory capacity … as they enable the formation, dissemination and reproduction of shared meanings and understandings in an organizational arena" (Galvin, 2002, p. 677).

The activities of the engineering department is an example for enabling work as they have the deepest knowledge about all the systems and can guide project managers in case of any extraordinary issues. Project managers submit a concession workflow if a project has a violation for servicing, and the engineering department can bring certainty to the situation and provide continuance for project management as an institutional practice with reference to various rules related to the violation.

2.1.2 Policing

Policing refers to maintaining institutions by ensuring compliance through enforcement, auditing, and monitoring. Sanctions and inducements (Scott, 1994) are the core parts of policing and they are often used at the same time and by the same agents. Especially in professionalized institutions, auditing and monitoring are often sufficient to ensure compliance.

As sanctions, every employee is being monitored by the compliance departments within the organization. Compliance breaches are considered very serious and the

employee contract can even be terminated. Also, inter-departmental audits are conducted periodically. As inducement, if the sales team reaches their yearly target, they get promotions.

2.1.3 Deterrence

Deterrence refers to maintaining institutions by compliance with rules and use of coercive barriers to institutional change. Deterrence contains the threat of pressure to force the conscious obedience of individuals.

Enabling, policing, and deterrence work in harmony to turn the coercive foundations of an institution into reality; without such work, it is likely that coercive foundations of institutions will become empty threats or promises instead of self-activating institutional control means. Therefore, the coercive work is more prominent and distinct than cognitive or normative equivalents. Individuals engaging in or complying with such work are aware of the results, impacts and purpose of such work maintaining and preserving institutions.

For MRI systems, for example, specially designed rooms are required, and the company has predetermined standards for this kind of rooms. Although providing this special room along with the system is an institutionalized practice, in some cases customers want to build their own rooms. In this case, customers are forced to comply with company standards. As another example, the company compliance department publishes compliance reminder videos from time to time and specifies bad compliance acts based on true events which resulted in employee termination.

2.1.4 Valorizing and Demonizing

Valorizing and demonizing refer to maintaining institutions by providing positive and negative cases especially for public consumption, which show the normative foundations of an institution. They help actors to interpret the moral status of others, both as a way of securing both institutionalized beliefs and the power of these beliefs. For example, the company in our research has an award system and awards are given during the year for the ones who showed high performance. Such public recognitions provide clear indication to other individuals what kind of effort is appreciated.

Compliance reminder videos can be given as negative examples as these reminders provide clear indication to other individuals from what kind of actions should be refrained.

2.1.5 Mythologizing

Mythologizing refers to maintaining institutions by preserving the normative underpinnings of institutions through mythologizing past events. In order to create and uphold a myth, a story is needed, and it should be told occasionally. The company in our analysis was founded more than a hundred years ago by a very well-known inventor. On occasional events, mostly in onboarding training, the company history and success stories are told. Also, in annual meetings, brief sessions are given about how company was successful in the past and how it can be sustained. This mythologizing work provides a normative understanding of why competition is and should be central for the organization.

2.1.6 Embedding and Routinizing

While valorizing, demonizing, and mythologizing present discursive resources, embedding and routinizing use daily routines and practices in order to infuse them with normative foundations. With the balancing effect, embedded routines and repetitive practices such as training, education, recruitment, certification routines and ceremonies of celebration maintain and reproduce institutional practices. For example, clinical education specialists who provide application training to the customers are routinely recruited from within radiology technicians. Thus, clinical education specialists have the experience of customer frameworks and when they provide application training, customer technicians feel affinity with the clinical education specialists and can communicate easily since they share common frameworks. In addition, clinical education specialists easily understand the needs, requests, questions, or requirements of the customer and shape the application training accordingly. This increases efficiency of the application training and the customer satisfaction.

2.2 Relational Institutional Work

Individual actors more or less embedded in institutions engage in relationships with other actors as they have particular power positions and meaning frameworks (Creed, 2003; Currie, Lockett, Finn, Martin, and Waring, 2012; Malsch and Gendron, 2013; McCann, Granter, Hyde, and Hassard, 2013). Within these relationships, they may act as institutionally creative, reproductive, or disruptive, in line with their meanings compatible or incompatible with other individuals depending on the degrees of power (Berger and Luckmann, 1966; Meyer and Rowan, 1977; Foucault, 1980, 1990, 1995; Lawrence, Winn, and Jennings, 2001; Lawrence, 2008). (1) Relative power positions refer to the dominance of the positions compared to others (Creed, 2003; Symon, Buehring, Johnson, and Cassell, 2008; Kraatz, 2009; Ritvala and Granqvist, 2009; Currie et al., 2012; Grafstrom and Windell, 2012). (2) Relative meaning frameworks refer to the similarity in norms and beliefs in relation to others (Zilber, 2002; Tracey, Phillips, and Jarvis, 2011; Van Dijk, Berends, Jelinek, Romme, and Weggeman, 2011; Smets, Morris, and Greenwood, 2012; Heaphy, 2013; Malsch and Gendron, 2013; McCann et al., 2013). Actors act within the boundaries created by institutional meanings and positions to become more or less embedded and relate to others. Consequently, the resulting relations form the basis for the emergence of different types of institutional work (Topal, 2015). Since institutional maintenance will be examined in this study, it would be better to detail the conditions of institutional maintenance.

Regardless of the actors' relative power positions, maintenance is expected when it comes to consensus-based relations that are shaped by social stability and reproduction (Berger and Luckmann, 1966). When the common meanings and associated relationships of the subordinate actors are embedded in an institutional framework that resembles the dominant framework, institutional work also ends up with reproduction and maintenance (Berger and Luckmann, 1966; Zilber, 2009; Heaphy, 2013; McCann et al., 2013). In general, consensus-based relationships often facilitate maintenance with no (or ignorable) changes to existing settings (Berger and Luckmann, 1966; Kraatz, 2009; Zilber, 2009; Dacin et al., 2010; Currie et al., 2012; Grafstrom and Windell, 2012). However, diverging or conflicting meanings might create continuous struggle between the actors (Malsch and Gendron, 2013). Still,

conflicting frameworks might help maintain operational performance based on the power and embeddedness of especially dominant actors. Attempts by dominant actors to ensure their control over subordinate actors and their resistance can also lead to maintenance if dominant actors' meanings represent operational productivity. An example of this is when leaders try to keep the disruptive initiatives of subordinates within institutional boundaries (Kraatz, 2009).

Project management department interacts with various stakeholders (departments and customer) during the project course. Relative power positions and relative meaning frameworks have direct impact on the output of the efforts given in project management.

2.3 Repairing Breaches with Rules and Procedures

Breaches are simply a kind of disruption to institutions. In institutional work studies, "disruptions" may be explained as intended attacks on institutions (Lawrence and Suddaby, 2006). They can be used as opportunities to form institutional change, or to turn "institutional wrinkles into significant tears in the institutional fabric" (Reay et al. 2006, p. 994). In fact, disruptions do not always emerge from intended attacks. They can be also smaller-scale, less intentional disturbances as well. Such smaller-scale, everyday disruption issues may be smoothed out by use of rules and procedures. Embeddedness in the institution and actions shaped by the shared meaning frameworks (Dacin, Ventresca, Beal, 1999) also have a great impact on fixing the issues. Specifically, embeddedness provides a background on rules and procedures, understanding how to act in the face of novel issues, and knowledge about how to apply selectivity and creativity; in other words, skillful tailoring of rules and procedures. As in organizations that are heavily surrounded by rules, individuals are embedded in the institution and have knowledge about the rules, and they can use them as tools (Silbey and Bittner, 1982) for repairing breaches.

Breaches as a form of disruption violate common understanding or in other words "reciprocity of perspectives" (Feldman, 1995; Schutz, 1962, p. 11–12). When people communicate, they establish "interpretive trust" (Garfinkel 1964), or trust being shared by others as similar perspective of experiences. Thus, perspectives are

reciprocated (Heritage 1984, p. 97). When breaches violate the interpretive trust, people are not able to evaluate the situations through their normative expectations, they consider their reciprocity of perspectives and find these violations intentional and expressive. As a result, breaches frustrate people since their common understanding of social world is violated and disturbed. Additionally, they temporarily become insufficient and do not know what to do since they cannot interpret the meaning of the situation.

Breaches are likely in a dynamic and challenging environment such as project management in the healthcare business are vulnerable to such breaches, especially with customer focused roles. Interpretive trust can be changed with each different customer and different scenarios apply each time. There are three main categories of breaches which will be explained briefly within the healthcare project management context: interpersonal, operational, and institutional breaches. Interpersonal breaches are violations of presumed expectations in personal interactions. Operational breaches occur when customers are frustrated about their experiences in the project due to the processes being executed. These experiences violate customers' expectations about their roles in the project that would be taken care of and helped. Institutional breaches occur when a presumed belief about the purpose of the project is violated. Such situations cause violations in the project, especially with service and support given to the customers.

2.3.1 Interpersonal Breaches

Interpersonal breaches occur when it is suddenly realized that people's perspectives are not shared by the other, which forces them to question the meaning of the situation. In such cases, individuals with disrupted expectations and frustrations may not know how to act. They therefore turn to different individuals with shared interpretive trust to get help. These people might be superior managers, sales and account managers. Existing organizational rules, policies, and procedures are being used to repair these breaches as clarifying the typically presumed expectations.

2.3.2 Operational Breaches

While interpersonal breaches occur due to specific social interactions, operational breaches occur during processes, such as handing over between departments. Thus, operational breaches mostly evolve over a period of time and include involvement (or lack of involvement) of multiple people. For example, customers may experience operational breaches as some of the committed promises given by sales team couldn't be realized by project management due to deficient hand over from sales to project management.

2.3.3 Institutional Breaches

While interpersonal breaches are related to social interactions and operational breaches emerge out of organizational processes, institutional breaches occur when a presumed belief about the capability, availability and the main purpose of the organization is violated. In our context, there seems to be one important institutional breach, which is a resource breach, or a violation of an expectation that customers would generally be able to get all the resources that they feel needed for their satisfaction.

2.4 Institutional Contradictions and Identity Work

Institutions shape individual attitude by presenting logics – 'sets of material practices and symbolic constructions' (Friedland and Alford, 1991, p. 248) that transform into 'identities, sources of interest, and bases of action' (Washington and Ventresca, 2008, p. 33). However, when two or more conflicting logics coexist, there is ground for institutional contradictions (Swan, Bresnen, Robertson, Newell, and Dopson, 2010). The existence of institutional contradictions may be difficult and often annoying for individuals (Voronov and Vince, 2012). This may force individuals to question their roles and responsibilities. Transformation in awareness of individuals may lead to an institutional change which aims less contradictions (Seo and Creed, 2002). Therefore, facing contradictions may impulse a differentiation in collective awareness that promotes change and maintenance in certain situations as well. When change is not considered as an option, individuals who face conflicting identity prescriptions, must

find solution to help them form and maintain self-consistency. (Creed, Hudson, Okhuysen, and Smith-Crowe, 2014; Giddens, 1991).

To resolve the contradiction, individuals enact identity work (Creed, DeJordy, and Lok, 2010) which helps them smoothen the tensions between the identity elements due to misalignment. Identity work is the set of actions for creating, presenting and maintaining personal identities that helps to sustain the self-concept (Snow and Anderson, 1987, p. 1348). Identity work helps individuals to understand their identity, specifically, knowledge of 'who they are' and 'what they do' (Lok, 2010; Pratt, Rockmann, and Kaufmann, 2006).

There are two approaches in identity work, (1) distancing from illegitimacy (2) embedding in legitimate traditions. Through distancing and embedding, identity work creates a temporary identity truce or settlement of contradictions. While distancing refers to putting yourself away from what you think is wrong and illegitimate, embedding is the involuntary initiative of identity positioning within institutional practices and beliefs. Distancing can be used in order to differentiate legitimate belief from illegitimate ones. Embedding can be used in order to create identity in normative forms. In the event of contradictions, common ways of doing things and previous examples create a tradition that individuals can embed their identities in order to manage such contradictions. In our study, third party service providers are example of identity work for both distancing and embedding identities. third party providers may offer cheaper services than the OEM (Original Equipment Manufacturer) companies. In this case OEM companies distance themselves from illegitimate others who may skip some of the compulsory standards which are forced by EHS, quality and compliance departments; and embed their identity as true service provider complying with all the standards. By doing so, individuals achieve a temporary identity truce that relieves the feeling of contradictions while maintaining the current situation.

Identity work can help us understand the institutional contradictions happening day to day. Although individuals may not have any outward signs, they may still struggle to justify to themselves what they believe and practice in daily life. Identity work helps them create and display a positive identity that reconciles conflicting situations.

2.5 Institutional Work, Values, and Moral Emotions

Values which can be explained as "conceptions of the preferred or the desirable, together with the construction of standards to which existing structures or behaviors can be compared and assessed" (Scott, 2008, p. 54) are important aspects of professions as an institution at the macro level, and specialists are encouraged to maintain values in the face of contradictions. Specialization has significant impacts for values and brings along two challenges. The first challenge is that identities of specialists become customized during training and socialization (Pratt, Rockmann, and Kaufmann, 2006), often in a structurally separated special departments within the institutions (Ferlie, Fitzgerald, Wood, and Hawkins, 2005; Martin, Currie, and Finn, 2009). Hence, even though they have same values at the macro or organizational level, different specialties may consider values differently in everyday work at the micro level. Therefore, the professions' values become "refracted" for different specialties as values travel from macro to micro levels (Czarniawska and Joerges, 1996). A breakdown in values creates a potential ground for conflicts in daily interactions between specialists inside organizations. For example, in the healthcare business, every individual has values such as customer priority and patient safety at the organizational level. But at the departmental level there are different values within different specialties. For example, the sales department is sales oriented, while the service department is future service operations oriented and the project management department is oriented towards effective installation and the project course at micro level.

The second challenge is created by potential norms and practices aimed at meeting organizational requirements such as resource efficiency that unintentionally decrease the value of a profession (Kraatz, Ventresca, and Deng, 2010). This may create conflicts between professional values and organizational norms and practices. In our empirical context, for example, the company has quarterly revenue targets recognized by project execution. When an order is given, in order to recognize the revenue, the company has to either deliver the system to the customer site or get customer acceptance depending on the contract. Also, budgetary constraints may create conflicts during project execution. This may create challenges and shape organizational practices. For the sales department, the sales target pressure may shape

their practices in ways that seem inconsistent with the values of primacy of patient safety and proper working equipment. Similar concerns exist for the service team such as resource efficiency, and headcount limitations create pressure for field engineers and increase their workload.

Maintaining the values at the macro level can be achieved by professionals giving purposive efforts at the micro level which is institutional work. Institutional work to maintain values might include cognitive and affective processes, and individuals strive to maintain the institution when they have high levels of cognitive and emotional investment in institutions (Creed et al., 2014; Voronov and Vince, 2012). Emotions may be more prominent in institutional work at maintaining values within institutions since commitment to the values of an institution means that individuals "really care" about these values and standards (Stinchcombe, 1997, p. 19). Moral emotions can be explained as "emotions that are linked to the interests or welfare either of society as a whole or at least of persons other than the judge or agent" (Haidt, 2003, p. 853). They occur by incidents that have no direct harm or benefit to the owner of the emotions (Haidt, 2003), including incidents involving or deviating from, the moral values (Stet and Turner, 2007). Additionally, they increase likelihood of responding through actions that "benefit others or else uphold or benefit the social order" (Haidt, 2003, p. 854). Moral emotions can thus change "perceptions of the rightness or wrongness of particular actions" compared to a profession's values and further encourage professionals for maintenance (Kroll and Egan, 2004, p. 352). Sometimes, job of the field engineers on site may not be completed within the working hours but one hour later. In such cases, instead of requesting overtime, field engineers just complete their job and leave the site. This is an example of benefit to social order since no tangible benefit provided to field engineer, but the job is completed, and system is ready for patient scan.

2.6 Research Question

The general overview of institutional work literature about institutional maintenance reveals significant research gaps. Firstly, the literature on institutional work is relatively new (Lawrence and Suddaby, 2006; Zilber, 2015) and there are a limited number of studies regarding institutional maintenance. There is limited knowledge

on how different types of institutional work function for different practices like project management. Also, we do not have much knowledge on how rules are used when there is conflict between different institutional actors or departments. This study uses institutional maintenance in order to explain how project management as an institutional practice is completed successfully in a very challenging and dynamic environment, and how it is maintained in the organization. There is a research need focusing on relevant aspects of institutional maintenance of project management.

Second, the customer notion and impacts of customers are not much examined in literature in terms of institutional maintenance. Customers are key for the success of organizations; they have a direct impact on them. Customer priority can even change the relationships between different organizational actors. The literature examined relationships through the relational perspective of institutional work; but this perspective does not address customers as an actor and thus the impact of the customer on institutional practices remain unexplored in the literature. The literature also looked into the identity work of organizational actors. Yet, it does not relate this work to customers.

Lastly, the link between moral emotion and customer orientation was not sufficiently addressed in the literature. It might be possible that moral emotions can work towards the customer more than professional orientation.

Overall, these reasons lead this study to develop its research question as “What are the mechanisms that help maintain the project management as an institutional practice in healthcare organizations?”

This is the end of chapter two. In the next chapter research methodology and research design will be elaborated.

CHAPTER 3

RESEARCH METHODOLOGY AND RESEARCH DESIGN

In this chapter the research methodology and research process are explained in detail. Research methodology focuses on the research design, sampling and data collection procedures and the research instruments used. Also, sample and individual participant information, research ethics and limitations will be elaborated. The research was conducted within the most inter-related departments in the company including sales, service, and project management.

3.1 Research Methodology

The research was conducted through a qualitative research design. A qualitative approach is appropriate since the aim of the study was to recognize ideas and shared meanings and their material manifestations (Gephart, 2004). The study is aimed at understanding how institutional maintenance is conducted in healthcare project management, how agents experience institutional maintenance and meaning frameworks, and how healthcare project management as an institutional practice is reproduced through different mechanisms. Qualitative research focuses on social interactions and meanings as it is naturalistic; it tries to examine daily interactions of different groups of actors or communities in their natural setting (Denzin and Lincoln, 2000). Qualitative research focuses on agents' experiences and views of their world and explores how they create their own meaning. Qualitative research attempts to explore people and the settings in which they live (Myers, 2009). Information is difficult to obtain and explain without qualitative data. The data is analyzed during the collection phase, and the data analysis guides the selection of further data collected.

3.2 Research Design

The research design is basically the logic or master plan of this research and it is the core explanation of how this study is to be conducted. It shows how the study attempts to clarify the research question. The research design can be thought as the plan, structure and execution of a set of procedures to maximize the validity of findings for a given research problem (Mouton, 1996, p. 175).

Due to the reasons stated above, the research is structured as qualitative instead of quantitative data analysis. This approach elaborates the understanding in the given context in question through in-depth data analysis which can be defined as gathering more data from less resources instead of less data from a greater number of resources. Since research aims to explore the dynamics of institutional meaning frameworks of actors, a specific hypothesis was not proposed while designing the research. Understanding the dynamics of institutional meaning frameworks of actors requires a flexible and evolving research design during the analysis of data. Qualitative research is flexible for changes (Glaser and Strauss, 1967; Van Maanen, 1998) because it "is often designed at the same time it is being done" (Gephart, 2004, p. 455). Thus, new ideas and their integration into the results are welcome in qualitative research and it leads to rich descriptions and insights. To better understand the context, in-depth interviews are conducted and analyzed as the main data source. Along with the interviews, meeting notes and field observations are also used. The theory is shaped with the data gathered from interviews, meetings and field observations as a reverse process. In the first stage, the interviews began and during the interview period the basic theory was shaped out through the analysis of the answers. This method enabled the theory to evolve during data collection phase.

A case study approach was used because it is the most convenient method for analyzing the collected data and revealing the basic theory. Cases as a single group, community or a single event try to reflect the logic behind the actions of human beings in a social context. A case study is an exploration of a specific research question by seeking a range of different evidences from the case setting (Gillham, 2000).

After finalizing the research question as “What are the mechanisms that help maintain the project management as an institutional practice in healthcare organizations?”, the most relevant research methodology has been determined. Since the relationship between the actors was unexplored, it was important to obtain the initial knowledge from primary resources by conducting an in-depth interviewing method, daily observation, and participating in weekly meetings. These actions are conducted with different but interrelated actors in the sales, service and project management departments. By using this method, research is focused on both finding answers to the initial research question and revealing the meaning frameworks and differences between departments.

3.3 Data

During the data collection period, various meeting notes were taken, daily observations were done, and a series of interviews were conducted with different actors in the sales, service and project management departments and total of 14 interviews were realized between the beginning of January 2018 and mid July 2018. Required permissions are taken from Middle East Technical University Human Subjects Ethics Committee for this study. A copy of the Informed Consent Form is provided in Appendix A. The Informed Consent Form contained information about the purpose and aim of the study, how the interview will be conducted, how the information gathered will be used, statements about the confidentiality and volunteerism of participation and contact information of the researcher and research coordinator. Prior to starting each interview, all participants were informed verbally regarding the purpose of the research and the interview was conducted according to the methodology. In addition, all respondents were assured about confidentiality of the research and the research question that had already been approved by the Applied Ethics Research Centre of METU.

The project management department has weekly meetings with the service and sales departments in order to have effective communication and better understanding of interdepartmental relations. In meetings with the service department usually upcoming installations and resource allocation topics are discussed while in meetings with sales ongoing sales opportunities are briefly explained and the current situation

of opportunity is discussed. The meeting notes were used in the analysis and they revealed the fact that the themes emerged out of meetings are reproduced in the interviews as well.

Observations of both self and others were done during the data collection period. Collecting continuous data for a long period of time has a positive effect to understand and reveal institutional practices better and enrich the variety of cases related with institutional work of maintenance. The ethnomethodological perspective states that social order should be disrupted to understand how individuals maintain the social order (Garfinkel, 1967). Most disruptions to the institution occur in PPP (Public Private Partnership) projects commonly known as city hospitals, which are giant hospital projects. Practices are not familiar and adopted for such giant projects and project management as an institutional practice is being disrupted under the scale and the scope of the projects. Self-observation was very important since the researcher himself is responsible for all city hospital project executions on customer sites.

For the interview part of data collections there are mainly two different sets of questions; (1) for project managers, and (2) for sales and service departments. Within each set of questions there are other questions that might be asked according to the course of the interview. Interview questions are entirely open-ended and roughly seek to answer the following:

- *Basic information about respondent – For how long s/he has been in the company, brief job explanation.*
- *Daily interactions with others*
- *Conflicts happening within and outside the organization*
- *How to sustain job objectives, how to maintain institutional order*
- *Daily actions taken, institutional practices*
- *Power positions and meaning frameworks and impacts on the institutional practices*
- *Values and moral emotions and their impact on the institutional practices*
- *Customers in general*
- *Effort and intention in actions*
- *Trust within and between departments*

Interviews are held as semi-structured in order to discover the underlying individual motivations, ideas, and thoughts about the research study. The interview questions are provided in Appendix B.

The sample consisted of respondents working for the sales, service and project management departments in a single company. The names of the interview respondents are not disclosed for confidentiality.

All interviews were conducted by the researcher and each interview took approximately 45 minutes. Rather than recording the interviews, important points were noted during the interview and these notes were elaborated later during the data analysis.

3.4 Data Analysis, Limitations, and Ethics

As mentioned above, analyzing the collected qualitative data and revealing the findings and basic theory were done through a qualitative case study approach. To do so, firstly draft categories were formed upon interview questions and individual interviews notes were examined around these draft categories. During these elaborations, draft categories and the content were reviewed and refined iteratively, until interrelated patterns started to emerge. For each question in the interview, related individual interview answers were sorted next to each other. By doing this, all the answers are aligned, and patterns and categories became more visible. The organized interview table is provided in Appendix C. As a first step, the individual answers and the common themes within those answers were examined, grouped, and analyzed. During the analysis, higher order categories were developed by looking at the similarities and frameworks within the answers and common themes. Categories were further examined and the patterns across the categories were identified. The purpose of the analysis of the overall data was to understand whether there are institutional mechanisms and/or practices within the organization and their impacts to maintain the project management process.

Examining one's own company creates unclear visibility on the content of the data, which is a result of "inquiry from the inside" (Evered and Louis, 1981). Inquiry from the inside can be explained by the involvement of the researcher with self-experience

and other insiders' day to day experiences (Evered and Louis, 1981, p. 386). Some events seem very usual to the researcher since these events are part of the researcher's job and extracting findings from these usual events becomes a struggle. In order to overcome this limitation, inquiry from the outside is required. In contrast to inquiry from the inside, inquiry from the outside can be explained as detachment from the part of researcher and remaining as an onlooker; and the outsider is more likely to be trained in social science research methods than the insider (Louis and Bartunek, 1992, p. 102). Insider and outsider (I/O) collaboration can create a balanced view for each. In I/O collaborations, team members have a unique experience history that can shape their interpreting frames. The more diverse experience history of individuals is, the more diverse their understanding of the events will be (Louis and Bartunek, 1992, p. 103). In this thesis, the insider was the researcher himself, while the outsider was the thesis supervisor. In order to analyze the findings, all collected data were shared with the supervisor and an exchange of views was done. By doing this, more detailed connections could be made with the data.

Executing the interviews was the first difficulty within the overall data collection process. Although there was ease of access to respondents, an interview was not so easy to arrange due to conflicting working programs and required time for interviews. Firstly, all desired interview respondents were contacted and briefly informed about research and interview. When the respondents were informed that the interview might take around one hour, they requested to postpone and reschedule the interview. In other cases, for a prearranged interview there were urgent incidents which obstructed the interview from taking place. Therefore, each interview was rearranged at least two or three times. No further interview request was sent more than three times. Hence, the intended interview numbers could not be reached. In order to enrich the data, the researcher attended regular meetings (teleconferences) within and between departments. Also, an observation of daily activities was conducted and noted.

Interviews were primarily intended to be conducted face-to-face but due to locational obstructions some of the interviews were done via telephone. Conducting an interview via telephone was the preferred way by the respondents because of ease and convenience. The respondent did not have a necessity to be in the same place

with the researcher. During the interview the respondents were in the office, traffic, or airport and this created a cozy and free environment for the respondents.

Some of the questions were not comprehended exactly by some of respondents. For such cases, the researcher tried to clarify by giving examples in order to facilitate the respondents' answers. Also, some of the respondents went out of track of the conversation and started to discuss things that were not related to the questions and it was not easy to interrupt, or they just could get bored. However, these limitations were mostly manageable and did not have a significant impact on the data analysis and no re-interviews were required.

As briefly explained above, the field research instruments were previously submitted to the Human Research Committee of Applied Ethics Research Centre (UEAM) of Middle East Technical University (METU) for approval that clarifies no ethical inconveniences for the respondents. Accordingly, all the respondents were required to sign the Voluntary Participation Form that contains all necessary information about the research regarding the purpose of the study, how the interview will be conducted, how the information gathered will be used, statements about the confidentiality and volunteerism of participation and contact information of the researcher and research coordinator. All agreed to sign and deliver the document without any concern, but for the interviews done via telephone, getting the signed document was not as easy as for the face to face interviews. Respondents not located in Ankara sent their signed forms to the Ankara office by courier and the ones in Ankara left it in the office and researcher collected them from time to time. The disadvantage of conducting interviews via telephone was the necessity of following up the signed document since the respondent may not remember to send it or not consider the document as a necessity.

The ethnomethodological point of view states that individuals are generally unaware of and so skilled at their accommodative work, so it can be difficult to observe (Garfinkel, 1967). Because of that, during the interviews it was hard for respondents to understand and give proper responses to the interview questions. Although they perform many different institutional practices in their daily life, they were either unaware of these actions or unaware that these actions are institutional practices.

Respondents were not prepared in advance for interviews. So, the interviews focused on recent incidents as responses to questions were mostly covering them. There might be more relevant incidents happening in the past but short-term memory was leading the interviews for respondents.

This is the end of chapter three. In the next chapter findings of the research will be elaborated.

CHAPTER 4

FINDINGS

In this part, the findings of the analysis carried out with the data from various sources (meeting notes, interview notes, self and daily observation notes) will be provided and the research question will be answered. The analysis of collected data indicated that project management needs maintenance within the organization, and maintenance is provided through various mechanisms explained below. It is worth expressing again that the themes revealed below are only one way to present the analyzed data. Although the thesis supervisor acts as an outsider and guides the researcher during the analysis, since the researcher is an insider, this situation must have an impact on the interpretation process and other perspectives can never be ruled out entirely despite the attempts to be self-reflexive.

There are three higher-order themes and six categories, which refer to the mechanisms of institutional maintenance. Through these mechanisms, actors in different departments coordinate their activities and ensure continuance of project management in its current successful form. An overview of the higher-order themes and their subthemes are exhibited in Figure 2.

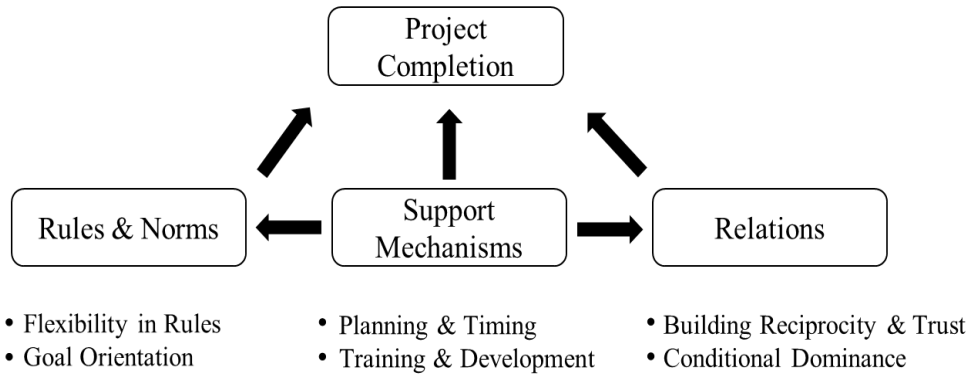


Figure 2. Themes and Categories

Internal interaction within each department provides the continuity of their own integrity and helps reproduction of their own meaning frameworks. For example, a weekly meeting with similar actors within the same department creates a similar framework and identity. Therefore, the departments are differentiated within themselves and this situation increases the need for coordination between different departments. While different groups produce their own logic, they also need to communicate with different groups. Thus, there is a need of coordination between groups.

> *From a departmental point of view, our priorities and perspectives are different. Sales maintains relationships and process management through figures while project management emphasizes more the technical issues. Mutual communication needs to be kept alive. We must appear as a single body in front of the customer (Respondent 6, Account Manager).*

In fact, this is a fragile structure where everyone lives in their own world, so it may be concluded that coordination is needed intensely to preserve this fragile structure, although there are departmental differences. If departmental differences are settled, external coordination is also maintained with other groups. Convergence of meaning frameworks creates institutional maintenance.

> *The priorities can be different. We have weekly meetings and during these meetings, mutual evaluations and prioritization are made for both short-term and long-term activities (Respondent 9, Director of Services).*

All findings and related literature are given in Appendix D in the Operationalization of Literature Table and explained in related chapters.

4.1 Rules and Norms

Rules and norms can be considered as value shapers for the institution. Using rules supports actors to continue acting their roles and thus institutional maintenance is conducted. Values are non-written rules directing actions of individuals. They also set limits that affect how an organization performs its mission. Values are our deep beliefs shaping our both frameworks and perception of our environment. They have impact on organizational settings and ultimately affect the quality of our lives. Values stand at the center for our choices and decision making. They are the principles we rely on and extremely difficult to compromise on. Values are important aspects of

professions at the macro level, and the specialists are encouraged to maintain daily values in the face of contradictions.

4.1.1 Flexibility in Rules

Using rules in order to overcome breaches is an important aspect for institutional maintenance. Rules provide a framework for employees' actions, and employees declare that rules are necessary as well. In this context, rules can be defined as a general guide for institutional maintenance and, if necessary, in order to achieve the goals rules can be bent. This, in fact, gives a clue about how people with different meaning frameworks continue their work. The rules cannot be followed in detail because the rules probably do not fit everyone in every case, and breaches may occur. In order to maintain daily routines, flexibility comes into play. Disruptions not always emerge from intended attacks, but also smaller-scale, less intentional disturbances as well. Thus, such smaller-scale, everyday disruptions may be facilitated and smoothed out through flexible use of rules and procedures.

There are rigid and indispensable rules that cannot be bent in the institution. These rules are also important for the effective execution of the project processes. In case of non-compliance with the requirements, the concerned department may decide to stop the work. Stopping the work results in a healthier outcome than a faulty or inaccurate result. Stopping the job until the wrong or faulty job is corrected may also be used as a leverage in order to create pressure on the party making the fault and speed up the process.

> *There are indispensable rules which can be considered as skeletal rules, and also there are rules that make the things bulky. Compliance with the rules is important, the rules should be shaped in accordance with the main objectives (framework compliance) (Respondent 2, Project Manager).*
>
> *Rules are the tools that lead us. We play according to them. We can take initiatives if we are succeeding on our objective (Respondent 9, Director of Services).*

In contrast, there are some rules which are flexible according to the needs. Rules can be considered as a high way. Rigid rules are the borders on the road that help to keep the actions on the road and prevent going out of the way. Between the borders there are lanes and flexible rules helping the actions to change lanes since needs and

requirements may vary according to situation, departments, groups, market, geography, etc. Win-win situations are mostly required for rules to be bent or stretched.

> *Rules for the sales department should be flexible. The rules should be goal oriented. If the main purpose is achieving the sales targets, the rules in theory must be put into practice. In order to be customer and goal oriented, it may be necessary to stretch the rules according to the needs and situations (Respondent 7, Account Manager).*

> *The rules and procedures summarize the experiences from the past. Although all of them have causes, flexibility is required according to the region and need. The global rules set by a global company may not be suitable for every region. Regardless of the regulations of the region, the culture, the way people do business, the expectations of the customers can be different. In this direction, it is also possible to evaluate the rules according to the current conditions and to be able to use the necessary stretching (Respondent 6, Account Manager).*

Flexibility in rules helps to sustain institutional nature and provide resources for institutional survival.

As explained in section 2.1, maintaining institutions based on rule systems (enabling, policing and deterring) has high degree of comprehensibility because actors are aware of purpose and influence. In contrast, reproduction of norms and belief systems (valorizing/demonizing, mythologizing and embedding/routinizing) is generally less understandable since the actors are often unaware of their ultimate goal or the results of their actions (Lawrence and Suddaby, 2006). Using rules and norms facilitates institutional maintenance. The rigid and indispensable rules create common frameworks in the institution, and they are very well known by the organizational members. Thus, these rules prevent dead-end discussions and save time. For example, if the financial credit of the customer is not approved by the finance team, system delivery cannot take place. This is a rigid rule known by the individuals and it is not questioned. Contrary, flexibility in rules provides an open discussion framework, widens the limits in the organization and helps to find different ideas and common solutions. For example, in order to receive the acceptance of the customer in a project, in which the customer has not started yet to scan patients, by the approval of the finance team, project managers can extend the payment period of the customer and get the signature. Thus, using rules helps to sustain institutional routines and

distribute resources to ensure institutional survival and creates a framework for institutional maintenance.

As explained in section 2.3, in order to repair breaches, using formal rules (i.e., formal policies and procedures) is essential since it supports actors to continue acting their roles and thus institutional maintenance is ensured (Heaphy, 2013). Flexibility in rules enables individuals to find a solution when existing rule systems do not provide an exact answer for their needs or when they do not know how to act in the face of breaches. For example, after the clinical application training, the project manager should ask for customer acceptance since every liability is fulfilled by the company. Similar to the above example, if the customer has not started to scan patients yet, the customer may not want to sign the acceptance and start the warranty period. This may create an operational breach. In such cases the project manager has flexibility to wait until the patient scan period starts.

4.1.2 Goal Orientation

Since each department has their own integrity and meaning frameworks that are different from others, in order to achieve goals, a common basis of understanding should be settled between departments. This can be realized by having shared values pointed at goal orientation. Although the values at the micro, departmental level break down and cause conflicts, common values that meet at the macro, organizational level under one roof support institutional maintenance. In order to eliminate the micro level conflicts, institutional maintenance is based on the value of goal orientation. Alignment in common basis of understanding creates converging meanings which lead to institutional maintenance.

There are three major categories of the shared value of goal orientation which can be defined as (1) customer centricity, (2) sales and revenue targets, (3) patient and employee safety. In every interview, respondents mentioned all these three shared values without any exception.

Customer centricity is one of the most important awareness and shared value in the organization. Actors define customer as the center point for their actions and believe that the customer determines success. Meaning frameworks for each department

should somehow be connected and related with the customer. Having such an understanding in all customer facing departments creates customer satisfaction throughout the whole experience they have. Since a satisfied customer means continuity in the business, customer experience is crucial for the company and it is being measured in a survey after project closure by an independent organization. When a healthy relationship is established between the departmental groups and customers, it mostly results in a positive feedback from the customer since any conflicts would have been eliminated from the beginning before it grows and creates further issues. If there is negative feedback from customer, this means that there was something wrong and it could not be properly communicated. Most of the time, related actors are not aware of customer dissatisfaction and learn the customer facts after the customer survey. Necessary steps are surely taken after the survey and such a practice helps the institution to be maintained, thus, institutional practices are reproduced effectively by organizational members and the project course is smoothened for future opportunities.

> *We put the customer in the center of all of our operations. If we are like circles, we have customers in the middle. Each customer has different attributes and attitudes, but by having a common understanding of customer focus helps us to overcome them (Respondent 10, Director of Services).*
>
> *Mindset (meaning framework) of any employee in any department should not be disconnected from customer. Customer is the cause of our existence (Respondent 2, Project Manager).*
>
> *The customer determines the success of our whole performance and if they are satisfied, we can establish a long-term relationship. Selling a system to the customer is just the beginning; after making a significant financial investment, having a good experience of project course and realization of the expectations they have, lead to customer satisfaction. In addition to that, service performance is very important and if customer is also satisfied with the service, they want to extend the service contract and a long-term relationship is established (Respondent 1, Project Manager).*

Sales and revenue targets are also important in the organization. Everyone in the organization recognizes the importance of having a clear vision and of setting specific, measurable objectives. One of the most important objectives set in the company is the quarterly and yearly sales targets. Sales figures show how well the company did and helps to get a screenshot of the instant situation. At the end of the quarter the departments put big efforts to reach the target and create a collaborative

synergy. Achieving the sales target creates a positive effect both in motivation in actors and also for the credibility of the organization in the region and among global operations. Having high credibility as a country helps the organization to reduce lead times of system arrivals, making new equipment slots in the factory much easier to find. Thus, actors feel confident; and they can find optimum solutions for their customers. This situation creates confidence in the actors, and this also reflects on their daily actions with other groups which help institutional maintenance.

> *Sales targets are one of the most important common values that show what the company can achieve as a team. If sales targets are achieved, they have a positive impact on meeting customer expectations, protecting and improving the company's reputation, contributing to the company's quarterly turnover and facilitating the activities of the company in the future (Respondent 7, Account Manager).*

Patient and employee safety are also important aspects for all actors in the organization. Since the company is in the healthcare sector, patient safety is crucial for every action. Patient safety is to protect patients from errors, injuries, accidents, and infections. This applies for the employees working in the same environment. The result of an erroneous or incomplete job may be fatal for both patients and employees. In order to avoid such incidents, there are rigid rules and procedures to be applied. Since every actor in the company has similar cognition, this creates convergent meaning framework. Also using rules help avoid breaches, leading to institutional maintenance.

> *We feel responsible for the fact that we provide products that are in contact with human beings and the diagnosis of our product is important. Patient safety is very important to us. Although the relationship with the customer is determined by the contract, sometimes prioritization is made in terms of patient safety and serviceability. However, in any case, our actions must be done within the framework of the rules and procedures (Respondent 9, Director of Services).*

As explained in section 2.2, when it comes to consensus-based relations maintenance is expected (Topal, 2015). Having shared values points to goal orientation triggers converging meaning frameworks which result in institutional maintenance. Actors easily understand and unite around the shared values such as customer centricity or sales and revenue target if any action needed. As explained in section 2.3, in the face of breaches, using rules may help individuals to meet at common base of

understandings such as patient safety (Heaphy, 2013). In order to avoid safety issues, there are rigid rules and procedures to be applied. Since every actor in the company has a similar cognition on rules and procedures regarding safety, this creates convergent meaning framework and common values. Using rules help avoid breaches, leading to institutional maintenance (Heaphy, 2013). Hence, goal orientation contributes to institutional maintenance since it reflects on the actors' daily life. As explained in section 2.5, although the values at the micro level break down and cause conflicts, common values that meet at the macro, organizational level support institutional maintenance (Wright, Zammuto, and Liesch, P. W., 2017). Moral emotions can thus change "perceptions of the rightness or wrongness of particular actions" compared to a profession's values and further encourage professionals for maintenance (Kroll and Egan, 2004, p. 352). Especially, at the end of quarters there is huge pressure on every employee to meet organizational targets. In order to achieve them, groups unite under an umbrella and work for the goal. During these times individuals share the responsibility and act for the benefit of the social order, since every sales amount is realized by the project management after site delivery completed or customer acceptance taken. Such an extensive amount of effort brings institutional maintenance.

4.2 Relations

Since people live in a social context, better relationships with others create happier and more productive environment for everyone. Social interactions maintain institutions on daily basis, depending on positions and meaning frameworks (Dacin et al. 2010; Bourdieu, 1990). Having a good relationship (social rapport) gives several other benefits such that work is more enjoyable with others, people are more likely to tolerate changes that need to be implemented, and they are more innovative and creative. Good social interaction is not only needed with colleagues but also with customers, suppliers and key stakeholders. So, it is very crucial to build and maintain social interaction with others in the working environment in order to sustain institutional stability. Good relationships can help foster effective communication between groups, which improves morale and efficiency.

There are formal and informal relationships in the organization. Formal relationships defines relationships based on rules and policies that are established for compliance on an existent system of authority. On the other end, informal relationships emerge through social interaction. Such relations and interactions are created naturally, informally, and unofficially. They come into existence informally out of the formal framework.

The ethnomethodological point of view suggests that people are involved in "accommodative work" which can be described as consistency of people's normative expectations to maintain a common social world with others (Garfinkel, 1967). Since individuals are generally unaware of and so skilled at their accommodative work, it needs to be disrupted to be observed. From time to time, there are cases where social order is disrupted, and actors go out of their defined job descriptions. Although the roles are certain in the job descriptions, in some cases such as city hospital projects, there are many occasions that do not fit in the job descriptions but must be dealt with. In such occasions the organizational structure is being disturbed and institutional practices are being tested. With the help of informal relations, things become easier to handle and can be completed in a smoother way.

4.2.1 Building Reciprocity and Trust

As explained in section 2.2, regardless of the actors' relative power positions, maintenance is expected when it comes to consensus-based relations (Berger and Luckmann, 1966). Strengthening relationships with others and especially with customers provides a positive impact on project management. Institutional actors spend time mostly face to face with the customer and build strong relationships. Actors occasionally have social events with customers such as dinners and lunches; the extra demands of customers are met only if they are compliant and manageable. As a result of strong relationship with the customer, meaning frameworks converge and mutual benefits can be achieved. The customer's expectations are sought to be satisfied as much as possible by taking into consideration the possibility of being an internal subject of return in the future. In hard situations, problems arising during the project course are tried to be managed by using relationship with the customer. This may be phrased as "you scratch my back, I scratch yours".

As explained in section 2.5, moral emotions are "emotions that are linked to the interests or welfare either of society as a whole or at least of persons other than the judge or agent" (Haidt, 2003, p. 853). Moral emotions encourage specialists to act individually or collectively in order to maintain the values. In this case, priority is given to the customer or to the other group without any expected return in the first place. However, according to the basis of reciprocity in relationships, an expectation may emerge somehow in the future in order to receive the return of the benefit provided. It is a kind of emotional lending and borrowing which can be stated as conditional emotion. As explained in section 2.3, rules can be used as tools (Silbey and Bittner, 1982) for repairing breaches. In this way, breaches that may occur during the project course are solved by using the customer initiative and the project is continued successfully. This situation also creates a trust environment and strengthens the relationship. Having a close meaning framework with the customer provides institutional maintenance and helps to complete the projects successfully.

> *The social relationship with the client is intentionally strengthened. Thus, we can be more approachable to each other (Respondent 1, Project Manager).*
>
> *In many cases, a sales opportunity doesn't end with a sale. But we do as much as we can to benefit the customer that will not benefit us at all. We put priority in the future need of the customer because the customer knows that we are doing our best and work for the benefit of the customer (Respondent 6, Account Manager).*
>
> *We do emotional lending to the customer. My emotional relationship with the client is more of a relationship of interest. If I help them, they also help me (Respondent 11, Field Engineer).*

Trust is the basis of every human relationship. Trust needs to be proven with words and actions. Trust is important because if mutual trust is not ensured effective relationships are not possible. When mutual trust is engaged within the groups, a powerful bond is created, which helps working and communicating more effectively. Mutual trust creates openness and honesty in both thoughts and actions. "Without the element of trust, cooperation cannot exist, assertiveness becomes threatening, responsibility is avoided, communication is hampered, autonomy is suppressed, and coordination is haphazard" (Norsen et al., 1995, p. 45).

Trust is more valuable than workflows and processes in departments within the organization. There is an environment in which the actors within the organization are at a certain level of maturity and mutual trust is allocated among them. Trust is taken as a reference in mutual evaluations. Such an institutional practice speeds up the processes in a mutually trusting environment which leads to projects progressing in a smoother environment.

> *Communication and prioritization are our anchor points. While there are some workflows available (SRC=Site Readiness Checklist), I have trust and respect in others' word in the company. One-to-one communication is done and their trust in me is respected more than workflows (Respondent 10, Director of Services).*
>
> *Empathy and trust are important. All the employees in this company are at a certain level of maturity. So, we do have mutual trust (Respondent 9, Director of Services).*

Reciprocity and trust play important roles in institutional maintenance. In an environment of mutual reciprocity and trust, actors can be open and honest with each other; they can easily express their ideas, they become givers instead of takers, social interaction increases, and effective relationship is established, which leads to institutional maintenance.

4.2.2 Conditional Dominance

As explained in section 2.2, the relational perspective on institutional work identifies two structural factors: (1) Relative power positions refer to the dominance of the positions compared to others (Creed, 2003; Symon, Buehring, Johnson, and Cassell, 2008; Kraatz, 2009; Ritvala and Granqvist, 2009; Currie et al., 2012; Grafstrom and Windell, 2012). (2) Relative meaning frameworks refer to the similarity in norms and beliefs in relation to others (Zilber, 2002; Tracey, Phillips, and Jarvis, 2011; Van Dijk, Berends, Jelinek, Romme, and Weggeman, 2011; Smets, Morris, and Greenwood, 2012; Heaphy, 2013; Malsch and Gendron, 2013; McCann et al., 2013). These factors are also realized between different departments. The relational perspective of institutional work emphasizes the relationship of dominant or subordinate individual actors or departments with diverging or conflicting meanings. In such a relationship there is a situation of continuous struggle. Since the sales and service departments are more established with relatively larger number of

organizational members, they are generally more dominant as opposed to the project management department which has fewer than ten people. Taking into consideration that sales and service departments have their own differentiated meaning frameworks, such a dominance possessed by these departments may increase their decision-making power. However, this situation is not very clear and visible due to the formal structure of company in daily business.

The project management department mostly acts as a bridge between the two departments (sales and services) with a customer-centric point of view as part of the realization of the customer expectations as well. In this way, the project management department can also dominate other departments by highlighting customer priorities (conditional dominance) and receives support from other departments for the successful management of the project.

> *I think there are no power positions in the matrix structure, each unit has indispensables (sin qua non), prioritization is made according to the customer situation. The important thing is the successful completion of the work (Respondent 8, Senior Field Engineer).*

Conditional dominance refers to situational dominance acquisition by using important priorities against dominant positions. For each actor or department in the organization, during the project course there are significant and indispensable priorities that must be met, actors may use this situation for their advantage, and they can become dominant. The customer is a focal point for all departments and subordinate departments can use the advantage of customer priority against dominant departments. For example, the project management department can request overtime work over weekends if it is necessary and required by the customer. The service department actors are not obliged to work overtime, but project management department's conditional dominance forces the service department to work overtime over weekends.

> *Dominance is about the work of departments. The side where the customer has priority is dominant. We consider the customer as the first priority (Respondent 10, Director of Services).*

> *When the planning is reported to the service department by the project management, the service department does its best to comply with this plan, although the service department is more dominant than the project management team (Respondent 12, Senior Field Engineer).*

Conditional dominance helps actors to ease their tasks and creates an environment of collective work. In an environment of conditional dominance, a shared priority has been used as a convergent meaning framework. Conditional dominance reduces time to complete tasks. Having an important priority helps other parties to understand the situation and act faster than usual accordingly. Also, conditional dominance helps prioritization and expediting the project course, which leads to institutional maintenance.

4.3 Support Mechanisms

Support mechanisms have a significant role in facilitating the impact of both rules and norms and relations. These mechanisms support rules and norms as well as relations by providing a general framework for the organizational members to act and maintain the relations between the departments and with the customer. Previous experiences and the requirements of departments and the customer regarding planning and timing, and knowledge and skills acquired through training shapes the implementation of rules and norms, and continuity of relations. Hence, these mechanisms are used for eliminating conflicts and seeking optimal solutions. Institutional practices within the company are reinforced by the effective use of the support mechanisms and this creates the tendency to institutional maintenance.

4.3.1 Planning and Timing

Planning and timing help maintain relations between different departments as well as customers and develop norms of project management. Planning and timing for ongoing and future activities such as sales opportunities and projects are significant in order to eliminate conflicts between and within the departments as they encourage and necessitate intense relations. In order to avoid such conflicts, there are weekly meetings held between and within the departments. Every department has their own division of labor, and also mutual prioritization and evaluations are made. The project management department has meetings with sales in order to have knowledge about sales opportunities and with the service department in order to arrange project resources. Hence, having meetings for planning and timing create opportunities to relate to other departments and organize interrelated activities.

As explained in section 2.4, the existence of institutional contradictions may be difficult and often annoying for individuals (Voronov and Vince, 2012) and this may force individuals to question their roles and responsibilities. Individuals who face conflicting identity prescriptions need to find solutions to help them form and maintain self-consistency (Creed, Hudson, Okhuysen, and Smith-Crowe, 2014; Giddens, 1991). To resolve the contradiction, individuals enact identity work (Creed, DeJordy, and Lok, 2010) which helps them smoothen the tensions between the identity elements due to misalignment. In the event of contradictions, a common way of doing things and previous examples create a tradition that individuals can embed their identities in order to manage such contradictions (Giorgi and Palmisano, 2017). There may be contradictions in the planning phase related to resource problems or conflicts in actions. In such cases, a common way of doing things is prioritization and mutual evaluations which are made according to the importance of the actions. Prioritization of norms around customer needs develops and is supported through planning and timing evaluations. As a result of these evaluations, resources are distributed according to the need. In this way, individuals can embed their identities in traditional practices; such identity work helps individuals to understand their identity, specifically, knowledge of 'who they are' and 'what they do' (Lok, 2010; Pratt, Rockmann, and Kaufmann, 2006).

The project management department mostly faces resource problems with the service department. These are mostly limited resources such as field engineers and the supply of the tools required for the installation of the systems. The planning of the project is important at this point to support the norms of customer orientation and the plans are shared at the routine meetings. In order to have a successful project course, the service department puts great effort to align limited resources, and if necessary, support is obtained from other regions and supply of both field engineers and tools are provided. In this way, projects continue without interruption.

> *Resources are limited. Mutual assessment is required for a seamless project course (Respondent 4, Project Manager).*

Planning history of the customer helps a special planning norm to be established for that customer. Attributes possessed by the customer such as previous projects, loyalty, financial history, total amount of sales contract, etc. have impact on the

prioritization. If the planning and the service given to the customer was prioritized in the past, they expect to receive similar priority in the future as well. Such attitude of the customers is also well known by the company and planning is tried to be done around these expectations.

> *We make mutual evaluations through communication. We're prioritizing. We have weekly meetings. During these meetings we do short-term and long-term evaluations (Respondent 9, Director of Services).*

As explained in section 2.3, during handing over processes operational breaches may occur and they mostly evolve over a period of time and include involvement (or lack of involvement) of multiple people (Heaphy, 2013). Timely involvement prevents having operational breaches. Hence, it is crucial that the sales department involves the project management department at an early stage. It supports the norm of customer orientation and relations with both customers and other departments. In this way, the project manager recognizes both the customer and the expectations of the customer at the pre-sales stage and shapes the project requirements accordingly. Also, the project manager becomes aware of the verbal commitments given to the customer by the sales team and minimizes the communication related issues that might be occurred in the future. There are procedures (PIN/POC=Project Initiation Notification / Pre Order Consultation) used in the organization in order to ensure timely interaction and handover between departments. Sales opportunities are notified to the project managers by account managers before order take place and the project manager is required to visit the customer site and to give feedback about the site to the account manager. If there are any missing fields, mistakes, or overlooked points it is revealed at a very early stage and conflicts can be resolved without major impacts.

> *There is always a risk of having conflicts with the sales department greater than the service department. These conflicts might be related with budgetary issues, risk assessment, system configuration and features, commitments, etc. Processes such as PIN/POC are being implemented and have worked fine until so far (Respondent 5, Project Manager).*

> *There is a shortage of communication with the sales department. We need to be involved on time. The PIN/POC process is important, otherwise there may be planning shortages (Respondent 3, Project Manager).*

Planning and timing maintain ongoing relations between departments. They support the existing procedures and rules around customer orientation and help to bring certainty and avoid interdepartmental conflicts. Through periodic planning and timing meetings, project management as an institutional practice is reproduced in an iterative way and becomes more effective. Groups may understand mutual needs and act accordingly to organize and continue their relations and respond to customer needs more effectively. This helps projects to be completed successfully in variable environments with limited resources and institutional practices to be maintained in the organization.

4.3.2 Training and Development

Training opportunities allow employees to strengthen and improve their skills while development opportunities increase the level of individuals. Thus, individuals have more or less equal skill and knowledge. This may have many benefits for both employees and organization itself. Some of the benefits are as follows:

- Improved employee performance,
- Improved employee satisfaction and morale,
- Addressing weaknesses,
- Consistency,
- Increased productivity and adherence to quality standards,
- Increased innovation in new strategies and products,
- Reduced employee turnover,
- Enhanced company reputation and profile.

There are basically three types of training in the organization: (1) Mandatory training, (2) technical training, and (3) soft skill training. These training programs may be online or in class.

Mandatory training is related with rigid rules and policies that need to be done. Mandatory training is given in periodically and they differ according to the role of the employee. Routinely, compliance, quality and EHS (environment, health and safety) training is given. This ensures that rigid and indispensable rules in the company are not bent and contribute to the formal structure of the organization. It

also helps maintain quality, which is actually a norm complementing customer orientation, and improve relations by providing a common ground of understanding on several key issues like quality and safety. Hence, training is a tool to create common norms, through which better stakeholder relations can be developed. As explained in section 2.1, maintaining institutions has a continuum of "comprehensibility". Reproduction of norms and belief systems (valorizing/demonizing, mythologizing and embedding/routinizing) is generally less understandable since the actors are often unaware of their ultimate goal or the results of their actions (Lawrence and Suddaby, 2006). Mandatory training refers to reproduction of norms and belief systems in order to maintain institutional practices related to project management. In terms of valorizing and demonizing, EHS (Environment, Health and Safety) training and accident reports are published to create an EHS mindset within the organization and in terms of deterrence EHS training reminds employees of the requirement of compliance with rules and use of coercive barriers to institutional change. As explained in section 2.3, mandatory training emphasizes maintenance in the face of possible breaches by using rules (Heaphy, 2013). For example, in the case of a customer pressure to complete a task in an unsafe environment, individuals are able to stop the work due to safety concerns. Thus, breaches are eliminated by the right usage of rules.

Technical training is mostly related with systems, products or services. They are the basic know-how of how to do things right. They also refer to quality requirements and intend to refresh the minds of employees and ensure that the procedures are done correctly. Therefore, they create a common technical context, in which employees have similar approaches to problems and solutions (Topal, 2015). Technically qualified employees are more likely to comply with quality norms and develop trust in both customers and other employees through their informed and consistent actions and interactions.

Soft skill training is mostly related with relations and contribute to the informal structure. The attitude of the employees is as significant as their knowledge. Soft skills are part of personal attributes that increase the efficiency and harmony in social interactions. The organization invests in soft skill training which is crucial for effectivity in business. Soft skill training aims to improve communication, problem

solving, conflict resolution, leadership, emotional intelligence, time management, and teamwork, etc. skills which support the informal structure of the organization and develop relations. They contribute mainly to the social context of the organization. 2.Being skilled in such areas, employees are more likely to protect a common meaning framework and maintain the existing practices (Topal, 2015).

Training and development emphasize the importance of correct and effective communication based on certain technical, legal, and interpersonal norms. Employees try to strengthen their communication and persuasion skills, customer and process management skills by the help of training and development programs. This situation develops the shared values within the organization leading to institutional maintenance (Wright, Zammuto, and Liesch, 2017) and provides a healthier relationship and involvement between the departments that have different meaning frameworks as well as the customer side. Thus, training and development provides background on common meaning framework for individuals on both technical and social context, resulting in maintenance (Topal, 2015).

> *The company structure determines the way we work. There is a very diverse working structure and employee profiles in such a multinational company with different cultures. Soft skill training is given a lot, and these are being put into practice. We try to convince the other side and serve the common purpose (Respondent 10, Service Department).*

This is the end of chapter four. In the next chapter conclusion of the research will be elaborated.

CHAPTER 5

CONCLUSION

The findings of this research revealed the mechanisms that help maintain project management as an institutional practice. As different groups interact, conflicts and areas for maintenance emerge. In this research, how the projects as an institutional practice are completed successfully in a very challenging and dynamic environment and how they are maintained in the organization have been examined within the Turkish branch of a multinational healthcare company.

The past research implied that institutional work approaches focus deeply on individuals, actions and relationships of individuals with other individuals or with institutions (Lawrence and Suddaby, 2006) and institutional maintenance requires some degree of agency (Lawrence and Suddaby, 2006) because institutions are not self-reproducing (Scott, 2008). However, the research fails to provide a systematic analysis of mechanisms that help institutional maintenance in different contexts. Although institutions are social constructions and taken for granted by institutional actors, they need maintenance to exist. This research contributes to institutional work studies as it explores institutional work within the context of healthcare organizations and points out the contributor mechanisms of institutional maintenance. Rules and norms can be considered as value-shapers for the institution while reciprocity/trust and conditional dominance are relation-shapers. In addition, planning/timing and training support the positive effect of values and relations. By revealing these different mechanisms associated with institutional maintenance, this study explains how actors engage in collective maintenance and reproduce institutional practices like project management in healthcare organizations. Hence, it opens up new possibilities of theory and practice based on identified concepts and associated practices.

5.1 Contributions to Theory

This research has meaningful contributions to the institutional work literature. First, it complements and confirms several findings of the existing literature. Second, it introduces the concepts of conditional dominance and conditional emotion into the literature. To summarize how it complements the literature:

- Flexibility in rules indicates that using rules increases effectiveness and common understanding within the organization (Lawrence and Suddaby, 2006). Also having rule systems eliminates the possibility of having conflicts and breaches (Heaphy, 2013).
- Goal orientation implies that converging meaning frameworks at goal orientation triggers institutional maintenance (Topal, 2015); in the face of breaches, using rules may help individuals to meet at a common understanding such as patient safety (Heaphy, 2013). Also, goal orientation shows that although the values at the micro level break down and cause conflicts, common values that meet at the macro, organizational level support institutional maintenance (Wright, Zammuto and Liesch, 2017).
- Building reciprocity and trust support the findings of the literature that having good relations helps improve converging meaning frameworks (Topal, 2015) and helps individuals in the face of breaches (Heaphy, 2013).
- Planning and timing complements the literature as it points out that timely involvement of individuals eliminates having operational breaches (Heaphy, 2013) and planning history of the customer helps individuals to find identity truce by the help of traditions (Giorgi and Palmisano, 2017).
- Training and development contributes to the literature as they are demonstrated to facilitate reproduction of norms and belief systems (Lawrence and Suddaby, 2006), create common meaning frameworks within individuals in both technical and social context (Topal, 2015), help individuals to maintain institutions by using rules (Heaphy, 2013), and develop common values for individuals (Wright, Zammuto and Liesch, 2017).

Two new concepts are introduced as well to the literature. First, the concept of conditional dominance is introduced. Relational perspective on institutional work highlights two structural factors including relative power positions, which refer to the dominance of the positions compared to others (Creed, 2003; Symon, Buehring, Johnson, and Cassell, 2008; Kraatz, 2009; Ritvala and Granqvist, 2009; Currie et al., 2012; Grafstrom and Windell, 2012), and relative meaning frameworks, which refer to the similarity in norms and beliefs in relation to others (Zilber, 2002; Tracey, Phillips, and Jarvis, 2011; Van Dijk, Berends, Jelinek, Romme, and Weggeman, 2011; Smets, Morris, and Greenwood, 2012; Heaphy, 2013; Malsch and Gendron, 2013; McCann et al., 2013). Conditional dominance is situational dominance acquisition by using important priorities against dominant positions. Each actor or department in the company can use significant and indispensable priorities that must be met and become dominant over others even they are subordinate. In healthcare companies, the priority is customer and customer orientation emerges as a general meaning framework almost equally important for all departments. Hence, when a relatively subordinate actor like a project manager emphasizes and shows the relevance of customer orientation in the operation, s/he can situationally dominate relatively dominant actors like sales or service people. Conditional dominance might actually be a source of conflict between departments and thus disruption to institutional practices as it reverses established positions in the organization. The study shows that, on the contrary, conditional dominance is essential in maintaining those practices by emphasizing organization-wide values within a temporary role reversal.

Second, the concept of conditional emotion is introduced. Moral emotions can be explained as "emotions that are linked to the interests or welfare either of society as a whole or at least of persons other than the judge or agent" (Haidt, 2003, p. 853) and they encourage specialists to act individually or collectively in order to maintain the values. Moral emotion refers to providing help to others without any expected return in the first place. However, according to the basis of reciprocity in relationship, an expectation may emerge somehow in the future, in order to receive the return of the benefit provided. It is a kind of emotional lending and borrowing. In this way, the conflicts that may occur are avoided and institutional maintenance is ensured. Hence,

in our case, moral emotions appear as conditional emotions as reciprocation is expected. In healthcare companies, conditional emotion can emerge between customers and project managers. While project managers respond to customer needs, which vary with each customer, customers accommodate technical necessities not exactly in line with their needs and continue to work with the same company in the future. This reciprocity implies the success of project management in its current form and contributes to its continuance.

Both concepts of conditional dominance and conditional emotion highlight the role of customers in maintaining institutional practices within organizations. Relationships with customers can be as important as between internal organizational actors for institutional maintenance. The effect might be indirect yet significant. Customer orientation as a general meaning framework provides a common basis for all internal actors who develop routines of coordination and reciprocation with other actors, including customers. In fact, customers temporarily become organizational actors whose relations with others shape the process of institutional maintenance. They become the normative and emotional center of the process. In this sense, they are the main reason why healthcare projects keep their institutional form despite conflicts with and demands of other departments. This study thus demonstrates this central role of customers in the maintenance of healthcare projects as an established, institutional practice, which seems to be generally successful in satisfying customers.

5.2 Limitations and Future Research

In this study, the researcher examined his own employer company which may create unclear visibility on the content of data. Some events seem very ordinary to the researcher since these events are part of the researcher's job and extracting findings from these usual events becomes a struggle. Since the researcher is an insider, this situation must have an impact on the interpretation process and other perspectives can never be ruled out entirely despite the attempts to be self-reflexive and use multiple perspectives. Some other researcher may reach different findings.

This research was conducted in a limited environment with a limited sample size, geographical and business domain restrictions which reveal the problem of

generalization. Concentration on a limited number of participants working in the same company eventually brings the concern of whether these results would be different in other business domains. Hence, some other organizations different from the company profile and business domain can be researched in future studies.

Based on these limitations, some recommendations can be made for further research on institutional work theory and institutional maintenance.

Firstly, this study needs to be integrated with quantitative research over a larger sample that would examine the proposed relationship between institutional maintenance and associated mechanisms. Quantitative studies can put the relationships between these mechanisms to test and help develop a better sense of their strength and impact on maintenance. Thus, the proposed model might be changed and improved accordingly.

The researchers intending to follow a similar study are recommended to perform it:

- In other business domains in where the customer is surrounded by sales, service and project management departments. In this study, company does not have any manufacturing in Turkey, so its business is dependent on sales. In such a business domain, a company having manufacturing in Turkey may result in different findings.
- In regions or cultures where relations are more formal and based on task management. In the Turkish context, trust is very important, and relations are very emotional. Formal, contractual relationships might lead to different results in a similar study.
- In small-scale local companies instead of a global corporate company. Training opportunities might be limited in small-medium sized companies. Therefore, training as a support mechanism may be limited or even absent. There might be other mechanisms, for example informal mentoring activities, which have an impact on institutional order.

In sum, findings from different regions, cultures, scales, or business domains might result in changes to the mechanisms or themes described in the findings. Still such

studies in different contexts will help comparatively evaluate the role of mechanisms in institutional maintenance.

5.3 Managerial Implications

There are a few implications for managers and professionals which can be inferred from the findings of this study. Firstly, trust is the social glue and it cements the relationship by enabling individuals to live and work together. Without trust no relationship lasts long. So, managers should focus on relationship building activities. In order to have long term relationships, managers should flex the rules and avoid establishing only contract-based relationships. Managers should always leave room for informal relations and trust building.

Secondly, it is important that training and development activities take place. Training strengthen and improve the skills while development opportunities increase the level of individuals. Thus, individuals have more or less equal skill and knowledge. This may have many benefits for both individuals and organization itself. Managers should pay attention for the needs of individuals and improve the weaknesses within the team. By this way, the team performance increases collectively, and team acts result oriented in a more efficient way.

Lastly, goals are important endeavors that unite the individuals around. However, goals should be SMART. The acronym of smart stands for Specific, Measurable, Achievable, Realistic, Timely. Clear goals are useful tools in motivating the individuals and reach the targets. Otherwise, goals are nothing else than empty illusions which disrupt the harmony within the institution and decrease the value of a professions.

REFERENCES

Abbott, A. (1988). The system of professions. Chicago: University of Chicago Press.

Atkins, R. (1999). Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. International Journal of Project Management, 17, 337-342.

Barley, S. R., and Tolbert, P. S. (1997) Institutionalization and structuration: Studying the links between institutions and actions. Organ. Stud. 18(1):93–117.

Barley, S. R. (1986). Technology as an occasion for structuring: Evidence from observations of CT scanners and the social order of radiology departments. Administrative Science Quarterly, 31, 78-108.

Battilana, J. (2006). Agency and institutions: The enabling role of social position. Organization, 13, 653-676.

Battilana, J., and D'Aunno, T. A. (2009). Institutional work and the paradox of embedded agency. In T. B. Lawrence, R. Suddaby, and B. Leca (Eds.), Institutional work: Actors and agency in institutional studies of organizations (pp. 31–58). Cambridge, UK: Cambridge University Press.

Battilana, J., and Dorado, S. (2010). Building sustainable hybrid organizations: The case of commercial microfinance organizations. Academy of Management Journal, 53, 1419–1440.

Berger, P. L., and Luckmann, T. (1967). The social construction of reality: A treatise in the sociology of knowledge. New York, NY: Anchor.

Bourdieu P (1990) The Logic of Practice (Harvard University Press, Cambridge, MA).

Bourdieu, P. (1993). Sociology in question. London: Sage.

Bourdieu, P., and Wacquant L. J. D. (1992). An invitation to reflexive sociology. Chicago: University of Chicago.

Clemens, E. S., and Cook, J. M. (1999). Politics and institutionalism: Explaining durability and change. Annual Review of Sociology, 25: 441-466.

Clemens, E., and Cook, J. (1999). Politics and institutionalism: Explaining durability and change. Annual Review of Sociology, 25, 441–466.

Creed, W. E. D. (2003). Voice lessons: Tempered radicalism and the use of voice and silence. Journal of Management Studies, 40(6), 1503–1536.

Creed, W. E. D., DeJordy, R., and Lok, J. (2010). Being the change: Resolving institutional contradiction through identity work. Academy of Management Journal, 53, 1336–1364.

Creed, W. E. D., Hudson, B. A., Okhuysen, G. A., and Smith-Crowe, K. (2014). Swimming in a sea of shame: Incorporating emotion into explanations of institutional reproduction and change. Academy of Management Review, 39, 275–301.

Currie, G., Lockett, A., Finn, R., Martin, G., and Waring, J. (2012). Institutional work to maintain professional power: Recreating the model of medical professionalism. Organization Studies, 33(7), 937–962.

Czarniawska, B., and Joerges, B. (1996). The travel of ideas. In B. Czarniawska and G. Sevon (Eds.), Translating organizational change: 13–48. Berlin, Germany: de Gruyter.

Dacin, M. T., Ventresca, M. J., and Beal, B. D. (1999) The embeddedness of organizations: Dialogue and directions. J. Management 25(3):317–356.

Dacin, M. T., Munir, K., and Tracey, P. (2010). Formal dining at Cambridge colleges: Linking ritual performance and institutional maintenance. Academy of Management Journal, 53(6), 1393–1418.

Delmestri, G. (2006) Streams of inconsistent institutional influences: middle managers as carriers of multiple identities. Human Relations, 59 (11): 1515-1541.

Denzin, N. K., and Lincoln, Y. S. (2000). Introduction: The discipline and practice of qualitative research. In N. K. Denzin and Y. S. Lincoln (Eds.), Handbook of qualitative research: 1-32. London: Sage.

DiMaggio, P.J. (1988) Interest and agency in institutional theory. In L. G. Zucker (ed.), Institutional Patterns and Organizations: Culture and Environment, pp. 3-22. Cambridge, MA: Ballinger. (1997) Culture and cognition. Annual Review of Sociology, 23: 263-287.

DiMaggio, P. J. (1991) Constructing an organizational field as a professional project: U.S. art museums, 1920-1940. In Powell, W. W., and DiMaggio, P. J. (Eds.), The new institutionalism in organizational analysis: 267-292. Chicago: University of Chicago Press.

DiMaggio, P. J., and Powell, W. W. (1991). Introduction. In W. W. Powell and P. J. DiMaggio (Eds.), The new institutionalism in organizational analysis (pp. 1-38). Chicago, IL: University of Chicago Press.

Emirbayer M., and Johnson, V. (2008) Bourdieu and organizational analysis. Theory Soc. 37(January):1–44.

Emirbayer, M., and Mische, A. (1998). What is agency? American Journal of Sociology, 103, 962-1023.

Evered, R. and Louis, M. R. (1981). Alternative perspectives in the organizational sciences: “Inquiry from the inside” and “inquiry from the outside”. Academy of Management Review, 6 (3): 385-395.

Feldman MS (1995) Strategies for Interpreting Qualitative Data (Sage, Thousand Oaks, CA).

Ferlie, E., Fitzgerald, L., Wood, M., and Hawkins, C. (2005). The nonspread of innovations: The mediating role of professionals. Academy of Management Journal, 48: 117–134.

Fligstein, N. (2001). Social skill and the theory of fields. Sociological Theory, 19: 105-125.

Foucault, M. (1980). Two lectures. In C. Gordon (Ed.), Power/knowledge: Selected interviews and other writings, 1972-1977 (pp. 78–108). New York, NY: The Harvester Press.

Foucault, M. (1990). The history of sexuality, vol. 1: An introduction. New York, NY: Vintage Books.

Foucault, M. (1995). Discipline and punish. New York, NY: Vintage Books.

Friedland, R. and Alford, R. R. (1991). Bringing society back in: Symbols, practices, and institutional contradictions. In W. W. Powell and P. J. DiMaggio (eds.), The new institutionalism in organizational analysis: 232-263, Chicago: University of Chicago Press.

Galvin, T. (2002). Examining institutional change: Evidence from the founding dynamics of U.S. health care interest associations. Academy of Management Journal, 45(4): 673-696.

Garfinkel H (1967) Studies in Ethnomethodology (Prentice-Hall, Englewood Cliffs, NJ).

Garud R. and Karnøe, P., (2004). Distributed agency and interactive emergence. In Innovating Strategy Process. Eds. Floyd, S., Roos, J., Jacobs C. and Kellermanns, F. Blackwell Publishers, pp. 88-96.

Garud, R., and Karnøe, P. (2003). Bricolage versus breakthrough: Distributed and embedded agency in technology entrepreneurship. Research Policy, 32, 277-300.

Garud, R., Hardy, C. and Maguire, S., (2007). Institutional Entrepreneurship as Embedded Agency: An Introduction to the Special Issue. Organization Studies, 28(7), pp.957–969.

Gephart, R. P. (1978) Status degradation and organizational succession: An ethnomethodological approach. Administrative Science Quarterly, 23(4):553–581.

Gephart, R. P. (2004). From the editors: Qualitative research and the Academy of Management Journal. Academy of Management Journal, 47 (4): 454-462.

Giorgi, S., and Palmisano, S. (2017). Sober Intoxication: Institutional Contradictions and Identity Work in the Everyday Life of Four Religious Communities in Italy. Organization Studies, 38(6), 795–819.

Glaser, B. G. and Strauss, A. L. (1967). The discovery of grounded theory: Strategies for qualitative research. Chicago: Aldine Publishing Company.

Grafstrom, M., and Windell, K. (2012). Newcomers conserving the old: Transformation processes in the field of new journalism. Scandinavian Journal of Management, 28, 65–76.

Greenwood, R., Suddaby, R. and Hinings, C. R. (2002). Theorizing change: The role of professional associations in the transformation of institutionalized fields. Academy of Management Journal, 45: 58-80.

Greenwood, R., Oliver, C., Suddaby, R. and Sahlin-Andersson, K. (2008) The Sage Handbook of Organizational Institutionalism. Sage, London.

Haidt, J. (2003). The moral emotions. In R. J. Davidson, K. R. Scherer and H. H. Goldsmith (Eds.), Handbook of affective sciences: 852–870. Oxford, U.K.: Oxford University Press.

Hassard, J. (1990) Ethnomethodology and organizational research: An introduction. Hassard J, Pym D, eds. The Theory and Philosophy of Organizations: Critical Issues and New Perspectives (Routledge, London), 97–108.

Heaphy, E. D. (2013). Repairing breaches with rules: Maintaining institutions in the face of everyday disruptions. Organization Science, 24(5), 1291–1315.

Heclo, H. (2008). On thinking institutionally. Boulder, CO: Paradigm Publishers.

Heritage, J. (1984) Garfinkel and Ethnomethodology (Polity Press, Cambridge, UK).

Hughes, E. C. (1936). The ecological aspect of institutions. American Sociological Review, 1, 180-189.

Jepperson, R. L. (1991). Institutions, institutional effects, and institutionalism. In W. W. Powell and P. J. DiMaggio (Eds.), The new institutionalism in organizational analysis (pp. 143-163). Chicago, IL: University of Chicago Press.

Jones, C., and Massa, F. G. (2013). From novel practice to consecrated exemplar: Unity Temple as a case of institutional evangelizing. Organization Studies, 34, 1099–1136.

Kellogg, K. C. (2011) Challenging Operations: Medical Reform and Resistance in Surgery (University of Chicago, Chicago).

Kraatz, M. S. (2009). Leadership as institutional work: A bridge to the other side. In T. B. Lawrence, R. Suddaby, and B. Leca (Eds.), Institutional work (pp. 59–91). New York, NY: Cambridge University Press.

Kraatz, M. S., Ventresca, M. J., and Deng, L. (2010). Precarious values and mundane innovations: Enrollment management in American liberal arts colleges. Academy of Management Journal, 53: 1521–1545.

Kroll, J., and Egan, E. (2004). Psychiatry, moral worry and moral emotions. Journal of Psychiatric Practice, 10: 352–360.

Lawrence, T. B. (2008). Power, institutions, and organizations. In R. Greenwood, C. Oliver, R. Suddaby, and K. Sahlin (Eds.), Handbook of organizational institutionalism (pp. 170–197). London: Sage.

Lawrence, T.B., Leca, B., and Zilber, T.B. (2013). Institutional work: Current research, new directions, and overlooked issues Organization Studies, 34 (8) pp. 1023-1033.

Lawrence, T. B., and Suddaby, R. (2006). Institutions and institutional work. In S. R. Clegg, C. Hardy, T. B. Lawrence, and W. R. Nord (Eds.), Handbook of organization studies (2nd ed., pp. 215-254). London, UK: Sage.

Lawrence, T.B., Suddaby, R., and Leca, B. (2009). Introduction: Theorizing and studying institutional work. Institutional work.

Lawrence, T. B., Suddaby, R., and Leca, B. (2011). Institutional work: Refocusing institutional studies of organization. Journal of Management Inquiry, 20, 52–58.

Lawrence, T. B., Winn, M., and Jennings, P. D. (2001) The temporal dynamics of institutionalization. Academy of Management Review, 26: 624-644.

Lok, J. (2010). Institutional logics as identity projects. Academy of Management Journal, 53, 1305–1335.

Louis, M. R. and Bartunek, J. M. (1992). Insider/outside research teams: Collaborations across diverse perspectives. Journal Management Inquiry, 1 (2): 101-110.

Maguire, S., Hardy, C., and Lawrence, T. B. (2004). Institutional entrepreneurship in emerging fields: HIV/AIDS treatment advocacy in Canada. Academy of Management Journal, 47: 657–679.

Malsch, B., and Gendron, Y. (2013). Re-theorizing change: Institutional experimentation and the struggles for domination in the field of public accounting. Journal of Management Studies, 50(5), 870–899.

Martin, G. P., Currie, G., and Finn, R. (2009). Reconfiguring or reproducing intra-professional boundaries? Specialist expertise, generalist knowledge and the "modernization" of the medical workforce. Social Science and Medicine, 68: 1191–1198.

McCann, L., Granter, E., Hyde, P., and Hassard, J. (2013). Still blue-collar after all these years? An ethnography of the professionalization of emergency ambulance work. Journal of Management Studies, 50(5), 750–776.

Meyer, J. W., and Rowan, B. (1977). Institutionalized organizations: Formal structure as myth and ceremony. American Journal of Sociology, 83, 340-363.

Meyerson, D. (1994) Interpretation of stress in institutions: The cultural production of ambiguity and burnout. Admin. Sci. Quart. 39:628–653.

Mouton, J. (2010). Research designs in the social sciences. Class notes (African Doctoral Academy Summer School, January 2010). Stellenbosch: University of Stellenbosch.

Myers, M. D. (2009). Qualitative research in business and management. Thousand Oaks, CA. Sage Publications Ltd.

Oakes, L. S., Townley, B., and Cooper, D. J. (1998) Business planning as pedagogy: Language and control in a changing institutional field. Admin. Sci. Quart. 43(2):257–292.

Oliver, C. (1997). Sustainable Competitive Advantage: Combining Institutional and Resource-Based Views. Strategic Management Journal, 18(9), pp.697–713.

Oxford English dictionary. (2007). Oxford, UK: Oxford University Press.

Phillips, N., Lawrence, T.B., and Hardy, C. (2000). Inter-organizational collaboration and the dynamics of institutional fields. Journal of Management Studies, 37(1): 23-44.

Phillips, N., and Malhotra, N. (2008) Taking social construction seriously: extending the discursive approach in institutional theory. In R. Greenwood, C. Oliver, K. Sahlin and R. Suddaby (eds.), Handbook of Organizational Institutionalism, pp. 702-720. London: Sage.

Pratt, M. G., Rockmann, K. W., and Kaufmann, J. B. (2006). Constructing professional identity: The role of work and identity learning cycles in the customization of identity among medical residents. Academy of Management Journal, 49: 235–262.

Project Management Institute. (2007). A guide to the project management body of knowledge (PMBOK guide). Newtown Square, Pa: Project Management Institute.

Reay. T., Golden-Biddle, K., and Germann, K. (2006) Legitimizing a new role: Small wins and microprocesses of change. Acad. Management J. 49(5):977–998.

Ritvala, T., and Granqvist, N. (2009). Institutional entrepreneurs and local embedding of global scientific ideas – The case of preventing heart disease in Finland. Scandinavian Journal of Management, 25, 133–145.

Schutz, A. (1962) Collected Papers, Vol. 1 (Martinus Nijhoff, The Hague, The Netherlands).

Scott, W. R. (2008) Institutions and Organizations, 3rd ed. (Sage, Thousand Oaks, CA).

Scott, R. W. (2001). Institutions and Organizations. 2nd ed., Thousand Oaks, CA: Sage, 255 p.

Scott, W. R. (1994). Conceptualizing organizational fields: Linking organizations and societal systems. In H-U. Derlien, U. Gerhardt and F.W. Scharpf (Eds.) Systemrationalitat und partialinteresse [Systems rationality and partial interests]: 203-221). Baden-Baden: Nomos-Verlagsgesellschaft.

Seo, M. G., and Creed, W. E. D. (2002) Institutional contradictions, praxis, and institutional change: A dialectical perspective. Acad. Management Rev. 27(2):222–247.

Smets, M., Morris, T., and Greenwood, R. (2012). From practice to field: A multilevel model of practice-driven institutional change. Academy of Management Journal, 55(4), 877–904.

Snow, D. A., and Anderson, L. (1987). Identity work among the homeless: The verbal construction and avowal of personal identities. American Journal of Sociology, 92, 1336–1371.

Stets, J. E., and Turner, J. H. (2007). Handbook of the sociology of emotions. New York, NY: Springer.

Stinchcombe, A. L. (1997). On the virtues of the old institutionalism. Annual Review of Sociology, 23: 1–18.

Swan, J., Bresnen, M., Robertson, M., Newell, S., and Dopson, S. (2010). When policy meets practice: Colliding logics and the challenges of 'Mode 2' initiatives in the translation of academic knowledge. Organization Studies, 31, 1311–1340.

Symon, G., Buehring, A., Johnson, P., and Cassell, C. (2008). Positioning qualitative research as resistance to the institutionalization of the academic labour process. Organization Studies, 29(10), 1315–1336.

Thornton, P. H., and Ocasio, W., (1999). Institutional logics and the historical contingency of power in organizations: Executive succession in the higher education publishing industry, 1958–1990. American Journal of Sociology, 105(3), 801–843.

Tolbert, P.S., and Zucker, L.G. 1983. Institutional sources of change in the formal structure of organizations: The diffusion of civil service reform, 1880-193 5. Administrative Science Quarterly, 30: 22-39.

Topal, C. (2015). A relational perspective of institutional work. Journal of Management and Organization, 21, pp 495-514.

Tracey, P., Phillips, N., and Jarvis, O. (2011). Bridging institutional entrepreneurship and the creation of new organizational forms: A multilevel model. Organization Science, 22(1), 60–80.

Van Dijk, S., Berends, H., Jelinek, M., Romme, A. G. L., and Weggeman, M. (2011). Micro institutional affordances and strategies of radical innovation. Organization Studies, 32(11), 1485–1513.

Van Maanen, J., and Schein, E. (1979) Toward of theory of organizational socialization. Cummings LL, Staw BM, eds. Research in Organizational Behavior, Vol. 1 (JAI Press, Greenwich, CT), 209–264.

Van Maanen, J. (1998). Different strokes: Qualitative research in the Administrative Science Quarterly from 1956 to 1996. In J. Van Maanen (Ed.), Qualitative studies of organizations: 8-33. Thousand Oaks, CA: Sage.

Voronov, M., and Vince, R. (2012). Integrating emotions into the analysis of institutional work. Academy of Management Review, 37, 58–81.

Washington, M., and Ventresca, M. J. (2008). Institutional contradictions and struggles in the formation of US collegiate basketball, 1880–1938. Journal of Sport Management, 22, 30.

Wright, A. L., Zammuto, R. F., and Liesch, P. W. (2017). Maintaining the values of a profession: Institutional work and moral emotions in the Emergency Department. Academy of Management Journal, 60(1): 200–237.

Wright, A. L., and Zammuto, R. F., (2018). Intentionality and Institutional Work: Emergency Physicians as Institutional Guardians. Academy of Management Proceedings. 2013. 16383-16383.

Zilber, T. B. (2002). Institutionalization as an interplay between actions, meanings, and actors: The case of rape crisis center in Israel. Academy of Management Journal, 45(1), 234–254.

Zilber, T. B., (2015). Institutional Logics and Institutional Work: Should They Be Agreed? In Institutional Logics in Action, Part A. Emerald Group Publishing Limited, pp.77–9.

Zilber, T. B. (2009). Institutional maintenance as narrative acts. In T. B. Lawrence, R. Suddaby, and B. Leca (Eds.), Institutional work (pp. 205–235). New York, NY: Cambridge University Press.

Zilber, Tammar. (2013). Institutional logics and institutional work: Should they be agreed? Research in the Sociology of Organizations, 39, 77-96

Zucker, L. G. (1988) Where do institutional patterns come from? Organizations as actors in social systems. Zucker LG, ed. Institutional Patterns and Organizations (Ballinger, Cambridge, MA), 23–52.

Zucker, L. G. (1977). The role of institutionalization in cultural persistence. American Sociological Review, 42, 726-743.

APPENDICES

APPENDIX A. HUMAN SUBJECTS ETHICS COMMITTEE APPROVAL

UYGULAMALI ETİK ARAŞTIRMA MERKEZİ
APPLIED ETHICS RESEARCH CENTER

ORTA DOĞU TEKNİK ÜNİVERSİTESİ
MIDDLE EAST TECHNICAL UNIVERSITY

DUMLUPINAR BULVARI 06800
ÇANKAYA ANKARA/TURKEY
T: +90 312 210 22 91
F: +90 312 210 79 59
ueam@metu.edu.tr
www.ueam.metu.edu.tr

Sayı: 28620816 /557

15 ARALIK 2017

Konu: Değerlendirme Sonucu

Gönderen: ODTÜ İnsan Araştırmaları Etik Kurulu (İAEK)

İlgi: İnsan Araştırmaları Etik Kurulu Başvurusu

Sayın Yrd.Doç.Dr. Çağrı TOPAL ;

Danışmanlığını yaptığınız yüksek lisans öğrencisi Emre BULUT' un **"Institutional Maintenance in Healthcare Project Management"** başlıklı araştırması İnsan Araştırmaları Etik Kurulu tarafından uygun görülerek gerekli onay **2017-SOS-199** protokol numarası ile **15.12.2017-30.08.2018** tarihleri arasında geçerli olmak üzere verilmiştir.

Bilgilerinize saygılarımla sunarım.

Prof. Dr. Ş. Halil TURAN
Başkan V

Prof. Dr. Ayhan SOL
Üye

Prof. Dr. Ayhan Gürbüz DEMİR
Üye

Doç. Dr. Yaşar KONDAKÇI
Üye

Doç. Dr. Zana ÇITAK
Üye

Yrd. Doç. Dr. Pınar KAYGAN
Üye

Yrd. Doç. Dr. Emre SELÇUK
Üye

APPENDIX B. INFORMED CONSENT FORM

ARAŞTIRMAYA GÖNÜLLÜ KATILIM FORMU

Bu araştırma, ODTÜ İşletme Bölümü Yüksek Lisans öğrencisi Emre Bulut tarafından Orta Doğu Teknik Üniversitesi İşletme Bölümü Öğretim Üyesi Yrd. Doç. Dr. Çağrı Topal danışmanlığındaki yüksek lisans tezi kapsamında yürütülmektedir. Bu form sizi araştırma koşulları hakkında bilgilendirmek için hazırlanmıştır.

Çalışmanın Amacı Nedir?

Araştırmanın amacı, kurumsal pratikleri inceleyerek proje yönetim süreçlerinde kurumsal çalışmanın nasıl başarılı bir şekilde devam ettirildiğini ortaya çıkarmaktır.

Bize Nasıl Yardımcı Olmanızı İsteyeceğiz?

Araştırmaya katılmayı kabul ederseniz, sizden araştırma sahibiyle görüşmeniz beklenmektedir. Yaklaşık olarak 40 dakika sürmesi beklenen bu görüşmede sizlere proje yönetim süreçleri ve diğer departmanlarla olan ilişkileri ile ilgili açık uçlu sorular sorulacaktır. Bu sırada içerik analizi ile değerlendirilmek üzere cevaplarınızla ilgili notlar alınacaktır.

Sizden Topladığımız Bilgileri Nasıl Kullanacağız?

Araştırmaya katılımınız tamamen gönüllülük temelinde olmalıdır. Görüşmede sizden kimlik veya kurum belirleyici hiçbir bilgi istenmemektedir. Cevaplarınız tamamıyla gizli tutulacak ve sadece araştırmacılar tarafından değerlendirilecektir. Katılımcılardan elde edilecek bilgiler toplu halde değerlendirilecek ve bilimsel yayımlarda kullanılacaktır.

Katılımınızla ilgili bilmeniz gerekenler:

Görüşme, genel olarak kişisel rahatsızlık verecek sorular veya uygulamalar içermemektedir. Ancak, katılım sırasında sorulardan ya da herhangi başka bir

nedenden ötürü kendinizi rahatsız hissederseniz görüşmeyi yarıda bırakıp çıkmakta serbestsiniz. Böyle bir durumda görüşmeyi uygulayan kişiye görüşmeden çıkmak istediğinizi söylemeniz yeterli olacaktır.

Araştırmayla ilgili daha fazla bilgi almak isterseniz:

Görüşme sonunda, bu çalışmayla ilgili sorularınız cevaplanacaktır. Bu çalışmaya katıldığınız için şimdiden teşekkür ederiz. Çalışma hakkında daha fazla bilgi almak için İşletme Bölümü öğretim üyelerinden Yrd. Doç. Dr. Çağrı Topal (E-posta: ctopal@metu.edu.tr) ya da yüksek lisans öğrencisi Emre Bulut (E-posta: bulut.emre@hotmail.com) ile iletişim kurabilirsiniz.

Yukarıdaki bilgileri okudum ve bu çalışmaya tamamen gönüllü olarak katılıyorum.

(Formu doldurup imzaladıktan sonra uygulayıcıya geri veriniz).

İsim Soyad Tarih İmza

APPENDIX C. INTERVIEW QUESTIONS

MÜLAKAT SORULARI

PROJE YÖNETİCİLERİ İÇİN MÜLAKAT SORULARI

Kesin Olarak Sorulması Gereken Sorular

1. Kaç yıldır bu şirkette çalışıyorsun?
2. Yaptığın işi kısaca tanımlayabilir misin?
3. Şirket içerisinde kimlerle etkileşime giriyorsun?
4. Departmanlar arası ne gibi çelişkiler yaşanıyor ve bunlar nasıl çözümleniyor?
5. Müşterilerle ne gibi çelişkiler yaşanıyor ve bunlar nasıl çözümleniyor?
6. Kendi biriminde ne gibi çelişkiler yaşanıyor ve bunlar nasıl çözümleniyor?
7. Yaptığın işin devamlılığını nasıl sağlıyorsun veya işin devamlılığını sağlamak için gündelik ne gibi şeyler yapıyorsun?
8. Kurallar ve prosedürlerin gündelik iş hayatında yerini nasıl tanımlarsın?
9. Departman içinde ve dışında ne gibi ortak değerler bulunmakta, bu değerler çelişkileri önlemenize ne denli yardımcı oluyor?

Yeri Geldikçe veya Konu Açılırsa Sorulması Gereken Sorular

10. Departmanlar arası ilişkilerde güç pozisyonları ve anlam çerçevelerini tanımlayabilir misin?
11. İşinde duygunun önemi nedir?
12. İşinde müşteriyi nasıl tanımlıyorsun, müşteri sizin işinizin neresinde duruyor?
13. Müşteri ile duygusal bağ kuruyor musun, kuruluyorsa nasıl bir bağ olduğunu tanımlar mısın?
14. Ne gibi işlere çaba sarfediyorsun?
15. İşinde niyetin önemi nedir?
16. İşinde seni yönlendiren kurumsal bir yapı var mı, varsa bu yapının sana etkisini nasıl tanımlarsın?
17. Diğer departmanlarla ilişkilerde güveni nasıl tanımlarsın?

SATIŞ VE SERVİS ÇALIŞANLARI İÇİN MÜLAKAT SORULARI

Kesin Olarak Sorulması Gereken Sorular

1. Kaç yıldır bu şirkette çalışıyorsun?
2. Yaptığın işi kısaca tanımlayabilir misin?
3. Şirket içerisinde kimlerle etkileşime giriyorsun?
4. Proje yöneticileriyle ne gibi çelişkiler yaşanıyor ve bunlar nasıl çözümleniyor?
5. Yaptığın işin devamlılığını nasıl sağlıyorsun veya işin devamlılığını sağlamak için gündelik ne gibi şeyler yapıyorsun?
6. Kurallar ve prosedürlerin gündelik iş hayatında yerini nasıl tanımlarsın?
7. Departman içinde ve dışında ne gibi ortak değerler bulunmakta, bu değerler çelişkileri önlemenize ne denli yardımcı oluyor?

Yeri Geldikçe Veya Konu Açılırsa Sorulması Gereken Sorular

8. Proje yönetim departmanıyla olan ilişkilerde güç pozisyonları ve anlam çerçevelerini tanımlayabilir misin?
9. İşinde duygunun önemi nedir?
10. İşinde müşteriyi nasıl tanımlıyorsun, müşteri sizin işinizin neresinde duruyor?
11. Müşteri ile duygusal bağ kuruyor musun, kuruluyorsa nasıl bir bağ olduğunu tanımlar mısın?
12. Ne gibi işlere çaba sarfediyorsun?
13. İşinde niyetin önemi nedir?
14. İşinde seni yönlendiren kurumsal bir yapı var mı, varsa bu yapının sana etkisini nasıl tanımlarsın?
15. Proje yöneticileriyle ilişkilerde güveni nasıl tanımlarsın?

APPENDIX D. ORGANIZED INTERVIEW TABLE

Questions	Project Management Department	
	Respondent 1, Project Manager	
	Answer	Code
1. How long have you been working for this company?	3	
2. Can you briefly describe what you are doing?	project, relationship and process management	
3. Who do you interact with in the company?	sales, service, application, modality	
4. What are the contradictions between departments (project managers) and how are they resolved?	different cultures, different way of business understanding, sales and service different worlds, optimum solution seeking, prioritization and business need importance	The meaning frameworks are different and they are being reproduced by the intra-department relations resources limited proiritization project management is enabler function
5. What are the conflicts occur with customers and how are they resolved?	customer is not kowledgable, insecure, irrelevant, has expectations. We dont have overlapping plans	resources limited needs are different
6. What kind of conflicts are there in your unit and how are they resolved?	job distribution and resource constraints, prioritization is being done. The department works individually.	resources limited prioritization
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	stakeholder management, follow up, agency factor, sense of responsibility	internal and customer relations
8. How do you define the place of the rules and procedures in everyday business life?	there are unnecessary ones and they slow down the processes. The rules should be to the point, should not be information crowd; is a condition to come to a certain level	rules must be up to date and to the point, rules guiding
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	sales targets customer happiness ge beliefs patient safety reputation	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	most dominant is (in order) sales-service-project management. the service has indispensibles other than that the project is more dominant service long term and quality oriented sales short term and result oriented	
11. What is the importance of moral emotion in your job?	there is no place for feelings, we are acting according to the situation instead of feeling do not trying to dissappoint my manager	conditional emotion institution effects you in this way
12. How do you describe the customer in your business, where does the customer stand?	customer determines the succes, result oriented, business center. customer determines the success of our whole performance and if they are satisfied, we can establish a long-term relationship.	center in the business, other departments rund around it
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?	social relationship is strengthened on purpose. We become more approachable to each other	intention, approachable, mutual (reciprocal) emotion
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?		

Questions	Project Management Department	
	Respondent 2, Project Manager	
	Answer	Code
1. How long have you been working for this company?	4	
2. Can you briefly describe what you are doing?	Project management	
3. Who do you interact with in the company?	sales, service, application, modality, procurement	
4. What are the contradictions between departments (project managers) and how are they resolved?	incomplete jobs can be done, jobs may not suitable for the technical specs, service expectations can not be met	relational issues, operational breaches
5. What are the conflicts occur with customers and how are they resolved?	customer wants to trust, the cost of investment high, so customer has high expectations, you have to compromise since the competition is huge	trustworthy, expectations, verbal commitment to customer, relations, forwarding right people
6. What kind of conflicts are there in your unit and how are they resolved?	sales target related issues, sometimes reource constraints may occur. prioritization and business need importance	resources limited prioritization
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	remote control, relations	interal and external relations important
8. How do you define the place of the rules and procedures in everyday business life?	there are necessarily rules (skeletal rules), there are rules that are bulky, compliance is important, the rules need to be shaped in line with the main goals (framework harmony)	skeleton and side rules framework should be aligned with the customer
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	GE beliefs, patient safety, sales targets, customer satisfaction, ethical values	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	sales and service make mistakes and blame project management, other departments are dominant to the project management, there is the effect of personal success	sales and service are dominant, personal success and harmony (character) affect this situation.
11. What is the importance of moral emotion in your job?	character issue, we have to be customer-oriented and also think about company interests	individual character
12. How do you describe the customer in your business, where does the customer stand?	customer is in our center point but we are not in the center of the customer.	center in the business, other departments rund around it
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?	goal of making the best work	
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	success in each project increases your confidence to the others. Something that has been won by tiime and hardworking	

Questions	Project Management Department	
	Respondent 3, Project Manager	
	Answer	Code
1. How long have you been working for this company?	2	
2. Can you briefly describe what you are doing?	project management	
3. Who do you interact with in the company?	sales, service, modality, application, service center, connectivity, lcs	
4. What are the contradictions between departments (project managers) and how are they resolved?	relational difficulties, we need to be involved in time, PIN / POC process is important, planning can be a problem	relational issues, resources, using rules
5. What are the conflicts occur with customers and how are they resolved?	verbal communication of the sales may come back to us as a demand. Hand over required	verbal commitment to customer
6. What kind of conflicts are there in your unit and how are they resolved?	resource problems might occur, prioritization and business need importance	resources limited prioritization
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	I know the customer's reflex since I came from customer side. I constantly take notes, I work on a schedule, make site visits frequently, we become enablers. Face to face communication is important for relations	enabler, planned, relations important, presence on site and face to face communication
8. How do you define the place of the rules and procedures in everyday business life?	sets the limits of the job rules, is a must	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	customer satisfaction, patient safety, sales targets, ge beliefs	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	sales and service are more dominant to project management, the project team is not even crowded. Project managers are enabler, service and modality have more rigid rules, sales and project managers manage situations and people and do not have any physical work, so they can have flex more rules.	sales and service are dominant difference in frameworks can provide flexibility in implementing rules.
11. What is the importance of moral emotion in your job?	Everyone needs each other, we must benefit each other. We are on the same team, no matter how individual we work	conditional emotion
12. How do you describe the customer in your business, where does the customer stand?	there is a customer in the business center, there is no business for us if there is no sales	center in the business, other departments rund around it
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?	we are trying to change the client's future preferences. We are constantly trying to attract customers who have used competitors equipments.	strategic intention
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	In professional life, you should not trust someone totaly. Everyone in the company is on a certain line, but I prefer to communicate people in writing.	written communication and trsut

Questions	Project Management Department	
	Respondent 4, Project Manager	
	Answer	Code
1. How long have you been working for this company?	6	
2. Can you briefly describe what you are doing?	project management, which is responsible for the field installations, not exactly a whole project management. Our interface and our stakeholders are in many (internal, external), the regulations are too much	lack of empowerment, relations, using rules (regulations)
3. Who do you interact with in the company?	sales, service, modality, logistics, application, ehs, finance, compliance, controllership, quality	
4. What are the contradictions between departments (project managers) and how are they resolved?	meaning frameworks are different, priorities may conflict. Resource is not enough.Reconciliation is underway, and prioritization is being done.	meaning frameworks, resources, relations, prioritization
5. What are the conflicts occur with customers and how are they resolved?	we may not be involved in pre-sales. The sales process can be very long. We may not know about what was spoken.	verbal commitment to customer, operational breaches & using rules (PIN / POC not being used)
6. What kind of conflicts are there in your unit and how are they resolved?	quarter-end sales pressures, resource problems. Prioritization and customer relations are being looked at for good project course. There may be shortcomings in communication.	resources limited prioritization relations
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	there are routine meetings, daily relations, there are workflows we follow.	relations and follow-up, weekly meetings and evaluations
8. How do you define the place of the rules and procedures in everyday business life?	we have checklists, workflows, these are integral parts of the job. For the rules you think are unnecessary, the company gives you the opportunity to change. We act proactively.	using rules for standardization and safety
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	EHS zero defect, patient safety, sales targets, customer satisfaction, ge beliefs	necessary for the creation of a common meaning framework
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	sales and service are dominant, we are becoming enabler. We are making all kinds of help for the sales realization and service continuity, but we can establish dominance in some of indispensibles.	project enabler, conditional dominance (dominance in indispensibles)
11. What is the importance of moral emotion in your job?	we are doing tasks that are not our duty, we should not do too much of it otherwise they become our duty.	
12. How do you describe the customer in your business, where does the customer stand?	customer is center of the business, sometimes we go out of defined jobs. Each customer is different	
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?	I do my best for the customer, I keep the relations ongoing, I keep them informed always	
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?	we work in a corporate structure, when i started to this job i didnt know anything about it. Our corporate structure taught everything to me.	effect of institution to actor
17. How do you define trust in relation to other departments (project managers)?	trust is related with say do ratio. Trust is a personal situation, it is necessary to separate trust from institutionalism and take a personal look.	

Questions	Project Management Department Respondent 5, Project Manager	
	Answer	Code
1. How long have you been working for this company?	6	
2. Can you briefly describe what you are doing?	project management	
3. Who do you interact with in the company?	sales, service, modalte, logistics, ehs, quality, procurement	
4. What are the contradictions between departments (project managers) and how are they resolved?	most of the conflicts occur with sales such as budget, risk assessment, system configuration. Processes such as Pinpoc are implemented. It is not enough to put these, it is also important to follow up.Conflicts with service are such as planning and prioritization issues. Impact assessment is in progress.	meaning frameworks, resources, relations, prioritization, using rules
5. What are the conflicts occur with customers and how are they resolved?	the customer is in pursuit of providing self-interest, if there is a gap in the contract and project plan, customer wants to take advantage of it. Oral communication is common and dangerous. Communication of the right people is important, customer satisfaction and continuity are important.	verbal communication risks right communication with right people
6. What kind of conflicts are there in your unit and how are they resolved?	workload and regional distribution issues we have, prioritization and evaluations are being done.	resources limited common territory with sales prioritization
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	There are separate mechanisms within the framework of rules and procedures. Weekly meetings between project management and service and sales	relations and follow-up, weekly meetings and evaluations
8. How do you define the place of the rules and procedures in everyday business life?	it needs to be business-oriented and simple, it needs to add value to the business, simplification. Stay lean to go fast (ge beliefs)	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	ge beliefs, sales targets, patient safety, customer satisfaction	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	In some cases the matrix structure is no longer functional. This can be market and sales-driven, sales target leads to this, sales are dominant.	conditional dominance
11. What is the importance of moral emotion in your job?	you work more closely with the people you understand well, you become more motivated with customers and colleagues who have strong relations.	convergent meaning frameworks bring maintenance
12. How do you describe the customer in your business, where does the customer stand?	the customer is at the center of our business. We are trying to maximize the desired benefit in return for the amount invested.	
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?	have relations with continuous and important customers	relations
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?	the units and departments that we are affiliated limits us by the rules.	
17. How do you define trust in relation to other departments (project managers)?	involvement on time, trsut is established when we are included in processes and we need to spend some time together.	

Questions	Sales Department	
	Respondent 6, Account Manager	
	Answer	Code
1. How long have you been working for this company?	5	
2. Can you briefly describe what you are doing?	Sales, marketing, maximizing sales by taking into account company goals, profitability and customer relations	
3. Who do you interact with in the company?	project, modality, finance, comops, service	
4. What are the contradictions between departments (project managers) and how are they resolved?	priorities can be different, perspective lines are different, we are doing relationship and process management through figures, the project management emphasizes more technical issues. We need to keep mutual relations constant and alive.	meaning frameworks, two way communication for relations
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	relations are very important. Being in constant contact with the customer gives the opportunity to know the needs of the customer before the rivalries.	Contact, conditional relations (to provide benefit)
8. How do you define the place of the rules and procedures in everyday business life?	rules and procedures summarized from past experiences. Although all of them has a cause, it is necessary to have flexibility according to the region and the need.	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	ge beliefs, ge culture, customer satisfaction, sales targets, company reputation.	conflicts always occur but under the same umbrella we have common meaning frameworks
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	there is a sales-oriented structure, if there is no sales there wont be any project management. The individual harmony of the project managers and sales is important. Because since we are in a matrix structure, each department has its indispensables, which are constantly evaluated.	conditional dominance
11. What is the importance of moral emotion in your job?	feelings helps us to understand the customers, as Turkey we are an emotional country. Relations are more important then the contracts for us	
12. How do you describe the customer in your business, where does the customer stand?	the customer is at the center of the business and ensures the continuity of the business.	
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?	in many cases we are doing things that will not benefit to us but to out customers even if it results as lost. The customer who knows how to benefit will provide priority to us in the next opportunity.	conditional emotion
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	trust is very important, the project management that we initiated is taking over the project. As a team, we must feel our confidence in front of the customer.	

Questions	Sales Department	
	Respondent 7, Account Manager	
	Answer	Code
1. How long have you been working for this company?	4 & 3	
2. Can you briefly describe what you are doing?	sales, marketing, product management, regional sales	
3. Who do you interact with in the company?	project, modality, finance, comops, service managers	
4. What are the contradictions between departments (project managers) and how are they resolved?	bilateral relations are important, priorities are important. Sales is the customer's face against the company. There might be conflicts with the project management such as feasibility of the area where the system will be installed. The project management is process-oriented, sales figure is focused. The project management cant see things sales-oriented.	reproducing frameworks create different meaning frameworks within different departments
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	continuity is customer satisfaction.We need to balance customer satisfaction, revenue and profitability.	
8. How do you define the place of the rules and procedures in everyday business life?	the rules of sale should be flexible. The rules should be aimed at purpose. If the main purpose is to sell, it is necessary to convert the theoretical into practice. like the constitution and judge	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	customer satisfaction, sales goal, ge beliefs sales goals are the most important common values that show what the company can achieve as a team. If sales targets are achieved, they have the impact of meeting customer expectations, protecting and improving the company's reputation, contributing to the company's quarterly turnover and facilitating the activities of the company in the future.	conflicts always occur but not the same umbrella we have common meaning frameworks
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?		
11. What is the importance of moral emotion in your job?		
12. How do you describe the customer in your business, where does the customer stand?		
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?		

Questions	Service Department	
	Respondent 8, Senior Field Engineer	
	Answer	Code
1. How long have you been working for this company?	18	
2. Can you briefly describe what you are doing?	online engineer.Technical service support for remote systems, site support in case of need	
3. Who do you interact with in the company?	mostly service department, service managers, service operation, service sales, project management	the service is more like a self-functioning structure,
4. What are the contradictions between departments (project managers) and how are they resolved?	resource usage, each project is special for the customer and customers have expectations, and we also have built-in and ongoing processes that work inside. Prioritization is being done because resources are limited. Site readiness related issues may occur.	resources, relations, prioritization
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	I follow the updates on the systems. I am looking at the CSO (customer satisfaction opportunity) (used for defective systems and angry customers awaiting)	
8. How do you define the place of the rules and procedures in everyday business life?	The rules are inevitable. Many engineers can intervene in a system and the work done must be done according to the procedures to be correct. Correctness of the work defined by rules and procedures	service has more rigid structure in terms of rules
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	customer satisfaction, patient safety, quality and EHS compliance	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	I think that there is no power positions in the matrix structure, each unit has indispensibles, priority is given according to the customer situation. The important thing is the successful completion of the job	
11. What is the importance of moral emotion in your job?	We understand they situation of the customer even our job is related to the system and the corrective actions. We take care to finish our work so that patients can get service faster.	
12. How do you describe the customer in your business, where does the customer stand?	The continuity of the work ends in the customer. The satisfied customer extends the contract and we continue to work together.	
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?	our intention in our work is not to lose the customer and ensure its continuity	
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	In the service business ones brain is hands of the other. Most of the time we support each other on the phone and the relations need to be healthy. There are lots of trainings for this. Project managers are also technical people and speak same language that provides harmonious and healthy working environment.	soft skills training develops trust and relations

Questions	Service Department Respondent 9, Director of Service	
	Answer	Code
1. How long have you been working for this company?	12	
2. Can you briefly describe what you are doing?	service director, service engineers report to me, managing these teams, supporting sales, customer management, logistics support	
3. Who do you interact with in the company?	service operation, service engineers, sales, modality, technical modality, project management, ehs, finance, quality, cocmops, logistics	
4. What are the contradictions between departments (project managers) and how are they resolved?	field preparations can not be at the desired level, customer makes pressure on us, priorities can be different. We make mutual evaluations through interaction and relations. We are prioritizing. We have weekly meetings, close and long term evaluations.	relations, prioritization
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	We need to follow very closely, we are informing every customers from top to down. We ensure that the customer is given the necessary and sufficient information, and we create the perception that the process is well managed. we do the customer's attorney inside. We keep high the mental and physical motivations of the engineers. job distribution is being done.	customer relations and process management
8. How do you define the place of the rules and procedures in everyday business life?	the tools that guide us, we set and play the game according to them. We can take initiative and flex our way to success.	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	alignment is important, we need to keep the game alive as a team. trust is important.Customer needs, satisfaction and benefit are needed. it is necessary to share the success with everyone who is involved in ending result not with a person or department.	soft skills training improves harmony, converging frameworks
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	If the minimum requirements are met, the service is more dominant in the project management. The internal customer of the project management is the service that will accept the work done, the project management is the enabler. We prioritize business-critical issues, but this can not be enforced.	
11. What is the importance of moral emotion in your job?	We feel responsible for the fact that we provide products that are in contact with human beings and the diagnosis of our product is important. Patient safety is very important to us. Although the relationship with the customer is determined by contract, sometimes prioritization is made in terms of patient safety and serviceability. However, in any case, our actions must be done within the framework of the rules and procedures.	
12. How do you describe the customer in your business, where does the customer stand?	customer is our center, we see the the customer as a friend. Although the existince of contract, our main purpose is long-term unity. The customer profile is very different. There are some customers who do not like it anyway, and also there are customers like you just because of the brand.	customer diversity
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?	there is a needs to grow in structure and income. In doing so, we need to provide inner and outer peace. Opportunities can also improve if growth occurs.	
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	you can understand the standing of the other in a few points that you evaluate together. If there is no confidence, additional points need to be confirmed. Empathy and trust are important. As a result, all of the employees in this company are in a certain level.	institutioinal structure creates trust in the environment

Questions	Service Department	
	Respondent 10, Director of Service	
	Answer	Code
1. How long have you been working for this company?	9	
2. Can you briefly describe what you are doing?	service director, we are responsible for the entire service operation.We take actions to ensure that daily activities meet customer needs.	
3. Who do you interact with in the company?	service operation, logistics, service sales, project.Especially in projects such as ppp we work more closely with the project management.	
4. What are the contradictions between departments (project managers) and how are they resolved?	Site readiness may not be enough. We need to find solutions and find the middle way. there can be resource problems. We have routine mechanisms such as weekly meetings. Projects are being discussed there. According to this, engineer and resource planning is being done. Relations and prioritization are important. Although there are some workflows available (SRC), there is a sense of trust and respect for someone in a company like GE. There is much more individual relations than workflows.	Relational workflow has become a more important practice. Prioritization, resource problems, institutional structure creates trust in the environment
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	Our team was crowded on average every service director has 17 service engineer reporting to him. Relations with engineers is very natural. Direct customer demands are too much, VIP customers can directly request and escalate.	customer relations and process management customer diversity and customer prominence affect relations.
8. How do you define the place of the rules and procedures in everyday business life?	The service department needs a serious rigor and discipline. there are certain rules and metrics. we must make sure that the entire team works accordingly. Compliance and ehs are very important, the solution we offer should compliant, it can be flexible if there is a win win situation. if necessary daily routine can be overriden.	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	In the corporate culture, people are very important, relations are at the level of friendship not as subordinate or superior, there is an environment where everyone is approachable, trustworthy, and respectful to each other. compliance, quality, ehs common values and priorities	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	The company structure is very specific in this way of working. There is a very diverse structure in a firm like Ge. soft skills trainings are given and they are practiced. We are dealing with persuading the other side and serving the common purpose.The dominance is about the job of the department. the front side of the customer is dominant. customer first	customer effect to power positions
11. What is the importance of moral emotion in your job?	weekend over time works. Even we do not have to, the desire is to deliver the system. Customer prioritization is important. We are living such situations because we are in a sector that touches human beings.	
12. How do you describe the customer in your business, where does the customer stand?	its said that cash is the king but for us customer is the king. We put customers in the center of all kinds of operations. There is a customer in the middle if we are like a circle.	
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?	say do ratio is important. Fast responsiveness is important. It's important to take the initiative.	

Questions	Service Department Respondent 11, Field Engineer	
	Answer	Code
1. How long have you been working for this company?	8	
2. Can you briefly describe what you are doing?	field service engineering, systems maintenance and repair activities	
3. Who do you interact with in the company?	project management, sales, sales center, logistics	
4. What are the contradictions between departments (project managers) and how are they resolved?	Site readiness may not be at the desired level. The area required for the service may not be provided. In such cases, we have right to stop work. The promises given on the sales side affect the project timeline. We may have contradictions with the project management as long as we are involved in the timeline.	site readiness, verbal communication with customer
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	we are good as a team, we constantly communicate, do not keep information as a secret, we are renewing ourselves.	it is necessary to keep relations strong.
8. How do you define the place of the rules and procedures in everyday business life?	It was very difficult at the beginning, ge is a very rigid company. I get used to and learned to live with these rules in time.The rules and procedures of the service are so many and since they are mostly system-based, they are continuously updated. I understand that the rules make it easier for us to work after we've got it.	using rules to eliminate operational breaches institution effect to actor
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	Customer satisfaction, service continuity, metrics, patient safety, company reputation, ge beliefs. Customer satisfaction affects even way of doing business. Working with satisfied customers is healthier. Relations are getting easier.	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	Everyone in the company must actually have the common meaning frameworks. We are trying to finish the work cleanly in a short time. Even if there are contradictions, the convergence of meaning frames speeds up the resolution of problems. Sales is dominant to the project management and the least dominant is service. project is dominant in terms of process management, service in specific technical issues	converging meaning frameworks bring maintenance conditional dominance
11. What is the importance of moral emotion in your job?	I feel emotional. I often do things I do not have to do. There is a separate emotional bond with the company. I see it as my own company, I even think that the company benefits from it.	negative effects of being emotional
12. How do you describe the customer in your business, where does the customer stand?	the customer stands at the top.The client is both our colleague and our biggest problem source. Make prussure, unrealistic demands, customer profile in the turkey too bad but still we have to act professional.	we have the diverging meaning framework with the customer. compromises are made to provide maintenance.
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?	we are making emotional debiting to the customer. Emotional relationships with the customer are more of a relationship of interest. And if I scratch their back, they will scratch mine.	conditional emotioning emotional debiting
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?	I have the contribution of institutional structure to me, of course. I can add things on the institutional structure that I need to do, but I can not do less of it. I do not have to follow everything, the institutional structure is useful at this point.	
17. How do you define trust in relation to other departments (project managers)?	Trust in the project managers is very important. We act according to their words. We are being told that the site is ready and we go. Say do ratio is important	

Questions	Service Department Respondent 12, Senior Field Engineer	
	Answer	Code
1. How long have you been working for this company?	20	
2. Can you briefly describe what you are doing?	advanced level field service activities, maintenance and repair activities	
3. Who do you interact with in the company?	I mostly stay in the service department.Service center, logistics, ehs, project management, service engineers, service sales	
4. What are the contradictions between departments (project managers) and how are they resolved?	service area violations, site readiness. We are looking for solutions that meet service policies (ehs, quality, etc.). In some cases, on-site intervention and correction is being made. The site readiness may not be at the desired level. Environmental conditions, defective or damaged parts in the system may effect timeline.	site readiness, relations
5. What are the conflicts occur with customers and how are they resolved?		
6. What kind of conflicts are there in your unit and how are they resolved?		
7. How do you maintain your continuity or what you do on a daily basis to ensure your continuity?	confirm with the customer. Even if the service center plans, I talk to the customer. If I do not do this, I realized that in many cases there are lacks.	customer relations to prevent operational breach
8. How do you define the place of the rules and procedures in everyday business life?	there are situations where we compromise and stretch, but the rules for service are very important. They are helping to form the line, or it will be a hassle. It is important that the rules are applicable and up-to-date and control on that they are applied.	
9. What common values exist within and outside the department and how does these values help to prevent contradictions?	customer satisfaction, commercial relations, company reputation, protection of the whole set of rules	
10. Could you describe the power positions and meaning frameworks in relation to departments (through the project management department)?	service is dominant in some areas. service controls the areas where the rules are rigid, but the project management is more dominant in process management. When planning is given by the project management, the service is doing its best to comply with this plan.	
11. What is the importance of moral emotion in your job?		
12. How do you describe the customer in your business, where does the customer stand?		
13. Do you have an emotional connection with the customer, and if so, how would you describe the connection?		
14. What kind of work are you putting effort?		
15. What is the importance of intention in your job?		
16. Is there an institutional structure that directs you in your work, and how do you define the effect of this structure on you?		
17. How do you define trust in relation to other departments (project managers)?		

APPENDIX E. OPERATIONALIZATION OF LITERATURE TABLE

LITERATURE	FINDINGS					
	Rules & Norms		Relations		Support Mechanisms	
	Flexibility in Rules	**Goal Orientation**	**Building Reciprocity and Trust**	**Conditional Dominance**	**Planning and Timing**	**Training and Development**
Maintaining Institutions	Using rules for effectiveness and for common understanding.					Training and development facilitate reproduction of norms and belief systems.
Relational Perspective of Institutional Work		Converging meaning frameworks at goal orientation triggers institutional maintenance.	Having good relations help improve converging meaning frameworks.	Project management gets conditionally dominant over other departments.		Training and development create common meaning framework within individuals on both technical and social
Repairing Breaches with Rules and Procedures	Using rigid rules eliminates possibility of having conflicts.	Using rules may help individuals to meet at common base of understandings, such as patient safety.	Having good relations may help individuals in case of breaches.		Timely involvement eliminates having operational breaches.	Compliance, quality and EHS trainings help individuals to manintain institutions by using rules.
Institutional Contradictions and Identity Work in the Everyday Life					Planning history of the customer helps a special planning norm to be established for that customer. In the face of conflicts identity truce established by the help of previous plannings.	
Institutional Work, Values, and Moral Emotions		Although the values at the micro level break down and cause conflicts, common values that meet at the macro level under one roof support institutional maintenance.	Moral emotions encourage actors to act in order to maintain the values.			Training and development develop values. Common values facilitates maintenance.

APPENDIX F. TURKISH SUMMARY / TÜRKÇE ÖZET

Bu tezde, kurumsal çalışma teorik çerçeve olarak ele alınacak ve çalışma mikro-seviye etkileşimlere odaklanacaktır. Kurumsal çalışma araştırmaları örgütsel teoride giderek daha fazla önem kazanmaktadır. Kuruluşların yaşamları boyunca nasıl şekillendiklerini ve geliştiğini anlamak için alternatif ve kapsamlı bir yaklaşım sunar. Geleneksel örgütsel çalışmaların aksine, kurumsal çalışma yaklaşımları bireylere, bireylerin diğer bireylerle veya kurumlarla ilişkilerine ve eylemlerine derinlemesine odaklanır ve daha önce hiç kullanılmamış yeni ve farklı bir bakış açısı getirir ve geleneksel araştırmaların tam olarak cevaplayamadığı soruların cevaplarını bulmaya çalışır (Lawrence ve Suddaby, 2006).

Kurumsal çalışma teorisi, ilk önce kurumsal teoride ajans için bir çerçeve önermek amacıyla Lawrence ve Suddaby (2006) tarafından belirtilmiştir. Kurumsal iş çalışmaları, kurulan, sürdürülen ve değiştirilen kurumların arka planında gerçekleştirilen sürekli eyleme odaklanır. Lawrence ve Suddaby (2006), kurumsal çalışmayı "kurumları yaratma, sürdürme ve bozma amaçlı örgütlerin amaçlayan eylemi" olarak tanımlamaktadır. Özellikle sonuçlardan ziyade eylemlere odaklanan yeni bir teoridir. Kurumsal çalışma, sonuçların başarılı olup olmadığına bakılmaksızın, bireyler ve kuruluşların kurum oluşturmak, sürdürmek veya bozmak için gerçekleştirdikleri eylemlerle daha fazla ilgilenmektedir (Lawrence ve Suddaby 2006, Zilber 2015). Lawrence ve Suddaby (2006) kurumsal çalışma incelemelerini kurumsal alanda yapılan çok sayıda araştırma ile sunmaktadır. Bu makaleler kurumsal değişimdeki ajanstan (DiMaggio 1988) kurumsal bakıma (Oliver 1997) kadar uzanmaktadır. Kurumsal iş teorisinin temelleri, kurumsal teori ve sosyolojideki kuruma dayanmaktadır.

Kurumsal çalışmalarda, kurumlarla eylemler arasındaki ilişki ve bu eylemlerin gerçekleştiği kurum ortamı önemli hususlardır. Tüm eylemler kurumsal yapılara gömülür ve aynı anda üretirler, çoğalırlar ve dönüştürürler.

Kurumsal çalışma, kurumun oluşturulması, sürdürülmesi ve aksatılması yoluyla kasıtlı eylemlerin organizasyon üzerindeki etkisine odaklanmaktadır. Kurumlarla ilgili yapılan bu kasıtlı eylemler bazen görünür ve doğrudan olarak gözlemlenebilir ve bazen görünmez ve günlük davranışlar olabilir. Dolayısıyla, kurumsal çalışmanın önemli bir kısmı, kurumlarla ilişkide daha geniş bir ajans vizyonuna sahip olmaktır (Lawrence ve Suddaby, 2006).

Üç geniş kurumsal çalışma kategorisi vardır ve bunlar; kurumsal çalışma biçimini oluşturmak, sürdürmek (kurumsal bakım) ve bozmak ve her kategori altında birçok farklı form bulunur. Bu araştırmanın odağı kurumsal bakım üzerine olduğundan literatür bölümünde kurumsal bakım ayrıntılı olarak açıklanacaktır.

Bu tez, kurumsal iş teorisi ve kurumsal bakımı, çok uluslu bir şirketin Türkiye şubesinde sağlık projesi yönetimi kapsamında incelemektedir. Bu çalışmanın amacı, kurumsal bir yapı olarak projelerin çok zorlu ve dinamik bir ortamda başarıyla nasıl tamamlandığını ve organizasyonda nasıl sürdürüldüğünü anlamaktır. Veri kaynakları olarak, toplantı notları, saha gözlemleri ve proje yöneticileri ve ilgili departmanlara ait çalışanlarla yapılan mülakat notlarını kullanır.

Sağlık sektörü, hastaları tedavi etmek için mal ve hizmetler sağlayan farklı hizmetler ve alanların bir birleşimidir. Çağdaş sağlık sektörü, bireylerin sağlık ihtiyaçlarını karşılamaya odaklanan kendi uzmanlıklarına sahip birçok farklı sektöre ve disiplinlerarası bölüme ayrılmıştır. Bu çalışma bir tıbbi ekipman üreticisi bir şirketi incelemekte ve proje yönetimi uygulamalarına ve diğer departmanlar ve müşteri ile olan ilişkisine odaklanmaktadır. Şirket tanısal görüntüleme ve bilgi teknolojileri, hasta izleme sistemleri, ilaç keşfi, biyo ilaç üretim teknolojileri ve performans çözümleri hizmetleri sunmaktadır.

Şirketin Türkiye şubesinde çalışan yaklaşık 300 kişi vardır. Bunların çoğu ya tedarik zinciri, satış, servis departmanlarında ya da bu departmanlar ile bağlantılı olarak çalışmaktadır.

Tanısal görüntülemede, proje yönetimi büyük ölçüde gereklidir çünkü sistemler görece büyüktür, saha koşulları ve gereksinimleri her saha için farklıdır ve sorunsuz bir proje yönetim süreci için proje planlama ve yürütme ihtiyacı çok önemlidir.

Türkiye pazarı çok zorlu ve dinamik bir pazar olması sebebiyle piyasa koşulları çok kaotik ve riskli durumlara yol açmaktadır. Proje yönetiminin temel işlevi, herhangi bir projede doğası gereği doğal karşılanan değişiklikleri yönetirken bu durumları düzeltmek için projeleri organize etmek ve planlamaktır. Doğru planlama olmadan projeler başından itibaren başarısızlığa mahkumdur. Paydaş yönetimi de önemlidir, çünkü birçok farklı proje paydaşı vardır ve paydaşlarla etkin iletişime ihtiyaç duyulur. Bir ihaleyi kazanmak için bütçeler daraltılmakta ve istenen marjları korumak için maliyetler kontrol edilmektedir. Sistemlerin farklı gereksinimleri vardır ve her saha için özel işlemler gerekir. Tüm bu sebepler ve gerçekler, proje yönetimine neden ihtiyaç duyulduğunun özetidir.

Türkiye pazarında 3 büyük oyuncu vardır ve bu tezde incelenen şirket, tıbbi görüntüleme, radyoterapi, sağlık bilgi ve iletişim teknolojileri ve elektromedikal endüstrilerini temsil eden ve bu tür piyasa istihbaratı sağlayan Avrupa Ticaret Birliği olan COCIR Q2.2017'ye göre yaklaşık %40 pazar payı istatistiğine sahiptir. Genel olarak, organizasyonel yapılar tüm şirketlerde benzerlik göstermektedir. Proje yönetimi, tedarik zinciri altında kendi departmanına sahiptir ve satış ile servis arasında bir köprü görevi görür. Bu nedenle, proje yönetimi kurumsal bir uygulama olarak düzenlenir ve organizasyon üyeleri tarafından sürdürülür. Bu şirketin avantajları hakim pazar payı ve araştırma çalışması için erişim kolaylığı olmasıdır. Pazar payı sayıca üstün olduğu için şirket genel olarak sektörü yansıtabilir. Erişim kolaylığı, ilgili aktörlerin bu çalışmaya katılmak için gönüllü olması da önemlidir.

Projeler, global tedarik zinciri altındaki HPM (Sağlık Proje Yönetimi) departmanı tarafından yönetilmektedir. Şirkette 6 proje yöneticisi ve bir proje direktörü bulunmaktadır. Ortalama proje yönetimi deneyimi 9 yıl, ortalama çalışma deneyimi 12 yıl ve şirkette ortalama deneyim 4 yıl olmaktadır. HPM ekibi, elektrik ve elektronik mühendisliği, makine mühendisliği ve inşaat mühendisliği derecelerine sahip mühendislerden oluşmaktadır. Her yıl yaklaşık 100+ proje HPM ekibi tarafından tüm modalitelerde tamamlanmaktadır.

Proje, satış öncesi faaliyetlerle başlar. Satış ekipleri ile proje yöneticileri hastane sahalarını ziyaret eder ve sistem gereksinimleriyle ilgili gözlemler yapar. İhale kazanıldıktan ve sözleşme imzalandıktan sonra, satış fırsatı proje yöneticisi için kesin

bir proje haline gelir. Bir proje yöneticisinin temel sorumlulukları, saha fizibilitesini sağlamak ve saha hazırlığını izlemek, kontrol etmek, sistem teslimi, mekanik kurulum ve kablolama, işletmeye alma, uygulama eğitimi ve projenin proje kısıtlamaları ve sözleşmeden doğan yükümlülükler çerçevesinde müşteriye teslim edilmesini sağlamaktır.

İletişim hem iç hem de dış her proje için çok önemlidir. Proje yöneticileri, güncellemeleri almak ve iki yönlü bir iletişim olarak projeleri hakkında bilgi vermek için müşterilerle olduğu kadar diğer departmanlarla da günlük iletişim kurar. Bu iletişim, doğru proje planlamasının tanımlanmasına ve proje rotasının düzeltilmesine yardımcı olur.

Sağlık sektörü çok karmaşık, önemli ve hayatidir. Proje seyrini önemli ölçüde etkileyen düzinelerce değişken vardır. Bu değişkenlerin bazı örnekleri aşağıdaki gibidir;

- Son müşteri profilleri ve müşteri özellikleri. Her proje için hastane veya müşteriden bir temsilci belirlenir. Bu, ilişkileri çok kişisel ve iletişim becerilerini çok gerekli kılar.
- Hastaneler büyüklük ve işletme bakımından değişebilir. Şehir hastaneleri, devlet hastaneleri, üniversite hastaneleri, özel hastaneler, klinikler vb. vardır. Her hastanenin kendi kuralları, politikaları ve prosedürleri vardır. Proje bu şartlara uymalıdır.
- Müşterilerin ekipman ihtiyacları değişkendir. Bazı projelerde paket anlaşmaları bulunurken, bazılarında yalnızca bir ekipman vardır. Bu, proje planlama ve yürütmede harcanan çabayı değiştirir.
- Her sistemin; sistem, çevre, hasta güvenliği vb. gibi kendi gereksinimleri vardır.
- Projelerin finansmanı, PPP (Kamu Özel Ortaklığı), PFI (Kamu Finansmanı Girişimi), doğrudan satın alma, devlet ihalesi, Akreditifli (LC) finansal kiralama yoluyla değişebilir. Finansman türüne göre, projelerin kapsamı değişebilir. Örneğin, devlet ihalesinde, şirket inşaat işlerinden 3. parti alt sistem parçalarına kadar anahtar teslim bir çözüm sunar ve sözleşmede tanımlanan sınırlı bir süre içinde yapılan tüm işlerden sorumludur; PFI

şirketlerinde ise sadece ekipman sağlar ve inşaat işleri yatırımcı firma tarafından yapılırken sistemin kurulup işletilmesinden sorumludur.

Başarılı olmak ve bu başarıyı bu kadar dinamik ve zorlu bir ortamda sürdürmek, bireylerin eylemleri aracılığıyla organizasyon yapısını pazar ihtiyaçlarına göre değiştirerek, uyarlayarak ve geliştirerek mümkündür. Müşteri önceliklerini ve ihtiyaçlarını karşılamak için günlük eylemler, prosedürler ve geçici çözümler organizasyon içinde ve dış paydaşlarla ilişkilerde gereklidir. Bu ortam, bireysel etkileşimin büyük rol oynadığı kurumsal çalışma teorisi ile tanımlanabilir.

Kurumsal bakımla ilgili kurumsal çalışma biçimleri önemlidir. Kurumlar otomatik sosyal kontrol mekanizmaları ve kendini yeniden üretme mekanizmaları ile ilişkilendirilmiş olsalar da (Jepperson, 1991), çok az sayıda kurum sürekli bakım gerektirmeyen mekanizmalara sahiptir. Örnek olarak, ulusal seçimlerde "demokrasi" kurumu düşünülebilir. Jepperson (1991) ABD demokrasisinde kurumsallaşmanın yüksek olduğunu, diğer bazı ülkelerde ise daha az olduğunu savunuyor. Daha az kurumsallaşmış demokrasilerde, seçimin artması için bir dizi hükümet ve hükümet dışı aktör tarafından daha fazla çalışmanın gerekli olduğu açıktır. Bununla birlikte, ABD'de seçim çok istisnai değil çünkü seçimlerin demokratik süreçlerde kalmasını sağlayarak kurumları sürdürmeyi amaçlayan önemli bir kurumsal çalışma örneği olan seçmen kaydı çalışmaları gibi devam eden önemli kurumsal çalışmalar var.

Genel olarak, sürdürmeyi amaçlayan kurumsal çalışma, uyum sağlayan sosyal mekanizmaları desteklemeyi, onarmayı veya yeniden yaratmayı içerir. Genel olarak, kurumların bakımıyla ilgili altı tür kurumsal çalışma vardır. İlk üç, "etkinleştirme", "polislik" ve "caydırma", öncelikle sistemlerin yönetimine bağlılık sağlayarak kurumların bakımını ele almaktadır. Son üç, "değerleme / şeytanlaştırma", "mitolojiye etme" ve "gömme ve rutinleştirme", kurumları mevcut normları ve inanç sistemlerini yeniden üretme konusunda sürdürme çabalarına odaklanmaktadır.

Kurumları korumak için kullanılan kurumsal çalışma yelpazesi, "anlaşılabilirliğin" devamlılığıyla düzenlenebilir. Kural sistemlerine dayalı kurumların sürdürülmesi (etkinleştirme, polislik etme ve caydırma) yüksek derecede anlaşılabilirliğe sahiptir çünkü aktörler amaç ve etkinin farkındadır. Normların ve inanç sistemlerinin yeniden

üretilmesine dayanan kurumların (değer biçme / şeytanlaştırma, mitolojik hale getirme ve gömme / rutinleştirme) sürdürülmesi genellikle daha az anlaşılır; aktörler çoğunlukla asıl amaçlarından ya da eylemlerinin nihai sonucundan habersizler.

İkinci önemli mesele, kurumsal bakım ve değişim arasındaki ilişkidir. Kurumsal bakım, basit istikrar veya değişimin yokluğundan ayrılmalıdır. Kurumların bakımı büyük çaba gerektirir ve genellikle kuruluştaki veya ortamındaki değişimin bir sonucu olarak ortaya çıkar. Kurumları sürdürmek için, bireyler kuruluştaki yeni üyelerle, kurumun yeni ve beklenmedik yöndeki evrimi ile başa çıkmalı ve teknoloji ve demografi gibi kurumsal faktörlerde değişmelidir. Sonuç olarak, bireyler yeni üyelerin dahil olduğu ve sosyalleştirildiği özel teknikler geliştirmelidir ve yeni normlar, demografik modeller ve dış ortamdaki değişiklikler önceden var olan rutin ve kalıplara dahil edilir. Kurumların kendilerini nasıl koruduğunu anlamak, aktörlerin kafa karışıklığı ve değişim durumundaki kalıcılık ve istikrar süreçlerini nasıl etkileyebildiklerini anlamaya odaklanmalıdır.

Her şeyden önce, kurumsal çalışma literatürü nispeten yenidir (Lawrence ve Suddaby 2006, Zilber 2015) ve kurumsal bakım ile ilgili az sayıda çalışma vardır. Bu çalışma, kurumsal bir form olarak proje yönetiminin çok zorlu ve dinamik bir ortamda başarıyla nasıl tamamlandığını ve organizasyonda nasıl sürdürüldüğünü açıklamak için kurumsal bakımdan yararlanmaktadır. Proje yönetiminin kurumsal bakımının tüm ilgili yönlerine odaklanan araştırmalara artan bir ihtiyaç vardır.

İkinci olarak, müşteri kavramı ve müşterilerin etkileri literatürde incelenmemiştir. Müşteriler kuruluşların başarısı için kilit öneme sahiptir; kuruluş üzerinde doğrudan etkileri vardır. Müşteri önceliği bile ilişkileri değiştirebilir. Literatür, ilişkisel kurumsal çalışma perspektifiyle ilişkileri incelemiştir, ancak bu bakış açısı müşteri ihtiyaçları doğrultusunda değişebilir. Bu, müşterinin literatürde keşfedilmemiş kurumsal uygulamalar üzerindeki tüm ilgili yönleriyle etkisini bırakır.

Üçüncüsü, literatür kurumsal bakımın iletişimsel perspektifinden yoksundur. İletişim, kurum içinde çeşitli temalar taşıyan ve kurumda sürdürülmesi gereken kurumsal formlar için bir ortam yaratan hunidir. İletişim, kurumsal çalışma altındaki herhangi bir kurumsal formun ana temasıdır.

Genel olarak, bu nedenler ışığında araştırma sorusu “Sağlık organizasyonlarında kurumsal pratik olarak devam ettirilen proje yönetiminin sürdürülmesinin altındaki mekanizmalar nelerdir?” olarak şekillenmektedir.

Araştırma metodolojisi, araştırma tasarımını, örnekleme ve veri toplama prosedürlerini ve kullanılan araştırma araçlarını detaylandırır. Ayrıca, örnek ve bireysel katılımcı bilgilerinin yanı sıra araştırma etiği ve sınırlamaları da ele alınacaktır. Araştırma, satış, servis ve proje yönetimi olarak şirketteki en ilgili bölümlerde gerçekleştirildi. Çalışmanın çekirdek alanı, sağlık yönetimi projesinde kurumsal bakımın ayrıntılandırılmasıdır.

Araştırma nitel bir araştırma tasarımıyla yürütülmüştür. Nitel yaklaşım, çalışmanın amacı fikirleri ve paylaşılan anlamları ve onların maddi tezahürlerini tanımak olduğu için uygun bir seçimdir (Gephart, 2004). Bu çalışmanın amacı, sağlık hizmeti proje yönetiminde kurumsal bakımın nasıl yapıldığını ve çalışanların kurumsal bakım ve anlam çerçevelerini nasıl yaşadıklarını anlamak ve kurumsal bir form olarak sağlık projeleri yönetiminin farklı mekanizmalarla nasıl çoğaltıldığı ortaya koymaktır. Nitel araştırma, doğal olduğu için sosyal etkileşimlere ve anlamlara odaklanır; farklı aktör gruplarının veya toplulukların günlük yaşamlarını doğal ortamlarında incelemeye çalışır (Denzin ve Lincoln, 2000). Niteliksel araştırma, çalışanların dünyalarına dair deneyimlerine ve görüşlerine odaklanır ve nasıl anlam verdiklerini araştırır. Myers'a (2009) göre nitel araştırma, insanları ve içinde yaşadıkları sosyal ve kültürel bağlamları anlamaya çalışır. Nitel veri kullanmadan bilgi yakalamak ve tanımlamak zordur.

Araştırma, kurumlar arasındaki ilişkileri, güç pozisyonlarını ve bunun kurumsal varlığa üzerindeki etkisini inceleyerek kurumsal bakım bulmayı ve kurumsal uygulamaları ortaya çıkarmayı ve kurumsal bir yapı olarak projelerin çok zorlu ve dinamik bir ortamda başarıyla nasıl tamamlandığını ve organizasyonda nasıl sürdürüldüğünü anlamayı amaçlamıştır.

Araştırma tasarımı temel olarak bu araştırmanın mantık veya ana planıdır ve bu çalışmanın nasıl yürütüleceğine dair temel açıklamadır. Çalışmanın araştırma sorularını nasıl ele almaya çalıştığını gösterir. Araştırma tasarımı, belirli bir araştırma

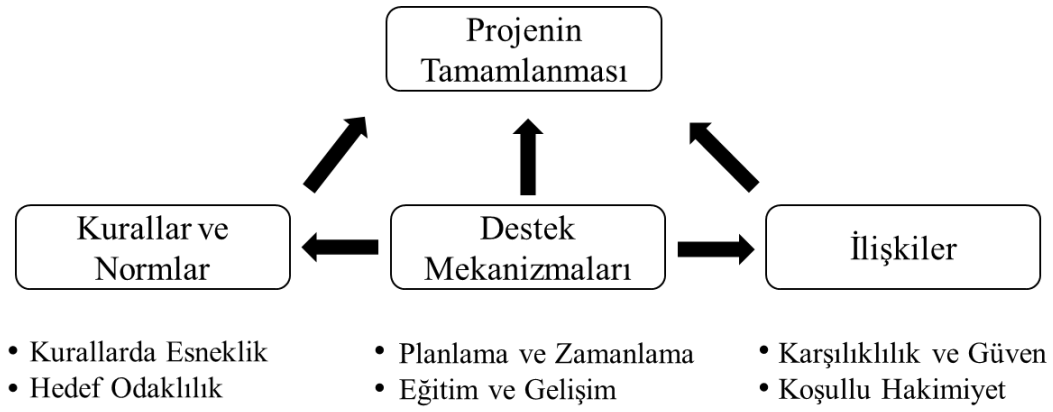
problemi için bulguların geçerliliğini en üst düzeye çıkarmak için bir dizi prosedürün planı, yapısı ve uygulaması olarak düşünülebilir (Mouton, 1996, s. 175).

Araştırma kurum dinamiklerini keşfetmeyi ve aktörlerin çerçevelerini anlamayı amaçladığı için araştırmayı tasarlarken belirli bir hipotez oluşturulmamıştır. Kurum dinamiklerini anlamak ve aktörlerin anlam çerçevelerini anlamak, verilerin analizi sırasında esnek ve gelişen bir araştırma tasarımını gerektirir. Niteliksel araştırma, bu esnekliği "çoğu kez yapıldığı sırada tasarlandığı" için değişiklikleri (Glaser ve Strauss, 1967; Van Maanen, 1998) karşılamak için sağlar (Gephart, 2004, s. 455). Böylece, nitel araştırmalar analiz sırasında yeni olasılıklara açıktır ve sonuçlara entegrasyonlarına olanak tanıyarak zengin açıklamalara ve içgörülere yol açar. Bağlamı daha iyi anlamak için, derinlemesine görüşmeler yapılır ve ana veri kaynağı olarak kullanılır. Görüşmelerin yanı sıra veri toplama sürecinde yapılan toplantı notları ve saha gözlemleri de kullanılmaktadır. Teori, geleneksel sosyal bilim araştırmalarına karşı görüşme, toplantılar ve saha gözlemlerinden elde edilen verilerle şekillenmiştir. İlk aşamada görüşmeler başladı ve görüşme sürecinde, cevapların analizi ile temel teori şekillendirildi. Bu yöntem, veri toplama aşamasında teorinin gelişmesini sağlamıştır.

Ana araştırma sorusu tamamlandıktan sonraki adım en uygun araştırma metodolojisini belirlemektir. Aktörler arasındaki ilişki keşfedilmediğinden, derinlemesine görüşme yöntemi, günlük gözlem ve haftalık toplantılara katılarak ilk bilgileri birincil kaynaklardan toplamak önemlidir. Bu faaliyetler satış, servis ve proje yönetimi departmanlarında birbirlerinden farklı ancak birbiriyle ilişkili aktörlerle gerçekleştirilir. Bu yöntemi kullanarak, araştırma sadece ilk araştırma sorularına cevaplar bulmakla kalmayıp aynı zamanda bölümler arasındaki anlam çerçevelerini ve farklılıklarını ortaya çıkarmayı amaçlar.

Bulgular olarak çeşitli kaynaklardan elde edilen verilerle (toplantı notları, görüşme notları, öz ve günlük gözlem notları) yapılan analiz sonuçları sağlanacaktır. Araştırma bulgularının analizi sonrasında kurumsal çalışmalarda proje yönetiminin başarılı şekilde tamamlanması için gereken mekanizmaların neler olduğunun cevaplanması amaçlanmıştır. Bu mekanizmaların araştırma sorusuna nasıl cevap verdiğine ışık tutmak için aşağıdaki tablo incelenmelidir.

3 üst düzey tema ve 6 kategori var. Üst düzey temalara ve bunların alt temalarına genel bir bakış, aşağıda gösterilmiştir. Son tahlilde ortaya çıkan üst düzey temalar:



Figür 1. Tema ve Kategoriler

Kurallar ve normlar kurumda değer şekillendirici olarak kabul edilebilir. Kuralların ve normların kullanılması, çeşitli aktörlerin rollerini etkileyip "devam etmelerini" ve böylece parçası oldukları kurumsallaşmış uygulamaları sürdürmelerini sağlar. Değerler, insanların tutum ve davranışlarını yöneten yazılı olmayan kurallardır. Bir örgütün görevini nasıl yerine getirdiğini etkileyen sınırlar koyarlar. Değerler, yaptığımız seçimlerin temel dayanağıdır. Karar vermek için bir çerçeve sağlarlar. Onlar dayandığımız ve ödün vermeyi zor bulduğumuz ilkeler. Değerler, mesleklerin normatif sütununu makro düzeyde kurumlar olarak temsil eder ve çatışmalar, acentaları günlük işlerinde profesyonel değerleri korumak için kurumsal çalışmalara katılmaya motive eder.

İhlallerin üstesinden gelmek için kuralların kullanılması kurumsal bakım için önemli bir husustur. Kurallar çalışanların eylemleri için bir çerçeve sunar ve çalışanlar da kuralların gerekli olduğunu beyan eder. Bu bağlamda, kurallar kurumsal bakım için genel bir rehber olarak tanımlanabilir ve gerekirse hedeflere ulaşmak için gerektiğinde esnetilebilir. Kurallar ayrıntılı olarak izlenemez çünkü kurallar muhtemelen her durumda herkese uymaz ve ihlaller ortaya çıkabilir. Günlük rutinleri sürdürmek için esneklik ve iletişim devreye girmektedir. Ayrıca, belirli bir kurumsal düzene yönelik kasıtlı saldırılar yerine kurumsal düzenin daha küçük ölçekli, daha az kasıtlı rahatsızlıklarından da kaynaklanan bozulmalar ortaya çıkabilir. Böylelikle,

daha küçük çapta, günlük aksamalar kurallar ve prosedürler kullanılarak kolaylaştırılabilir ve düzeltilebilir.

Her bölümün kendi bütünlüğü ve anlam çerçevesi diğerlerinden farklı olduğu için hedeflere ulaşmak için bölümler arasında ortak bir anlayış temeli oluşturulmalıdır. Etkili iletişim, ortak anlayış temelini oluşturmanın en önemli yönlerinden biridir. Ortak hedeflere sahip olmak, gruplar arasında hedeflere ulaşma konusundaki olası yanlış anlamaların üstesinden gelmeye yardımcı olur ve ortak anlayışın temeline katkıda bulunur. Örgüt içinde ortak bir anlayış temeli oluşturulduğunda, örgütsel üyeler birbirlerini ortak bir payda etrafında birleşmiş olarak anladıkları ve cevapladıkları için iletişimi ve iletişimi daha etkili hale getirir.

İnsanlar sosyal bir bağlamda yaşadığından, başkalarıyla daha iyi ilişkiler herkes için daha mutlu ve daha verimli bir ortam yaratır. İyi bir ilişkiye sahip olmak (sosyal ilişki), çalışmanın başkalarıyla daha keyifli geçmesini sağlayan diğer birçok yarar sağlar ve insanların uygulanması gereken değişikliklere tolerans gösterme olasılıkları, daha yenilikçi ve yaratıcı olmaları daha muhtemeldir. İyi sosyal etkileşime sadece meslektaşlarla değil, müşterilerle, tedarikçilerle ve kilit paydaşlarla vb. de ihtiyaç duyulur. Bu nedenle, kurumsal istikrarı sürdürebilmek için çalışma ortamında diğerleriyle sosyal etkileşimi oluşturmak ve sürdürmek çok önemlidir. İyi ilişki, gruplar arasında etkili iletişimin geliştirilmesine yardımcı olabilir ve bu da moral ve verimliliği artırır.

Kurumda resmi ve gayrı resmi bir ilişki vardır. Resmi ilişki, varolan bir otorite sistemine uyum için kurulan kurallara ve politikalara dayalı ilişkiyi tanımlar. Öte yandan, resmi olmayan ilişki, kurumdaki aktörler birbirleriyle buluştuğunda, onlarla etkileşime geçtiğinde ve onlarla ilişki kurduğunda ortaya çıkan bir sosyal ilişki sistemi olarak oluşur. Bu ilişki ve etkileşimler resmi yapı çerçevesinin dışında, doğal ve gayri resmi olarak ortaya çıkarlar.

Etnometodolojik bakış açısı, insanların ortak bir sosyal dünya duygusunu sürdürmek ve normatif beklentilerle tutarlı bir şekilde yorumlamak için bağdaştırıcı çalışma içerisine girerler (Garfinkel, 1967). Bireyler, genellikle devam eden çalışmalarda habersiz ve yetenekli oldukları için, gözlemlenmesi için bozulması gerekir. Zaman

zaman, sosyal düzen de bozulur ve aktörler tanımlanmış iş tanımlarının dışına çıkarlar. Tanımlanmış iş tanımı rollerinde kesin olmasına rağmen, spesifik projeler gibi bazı durumlarda iş tanımlarına uymayan ancak yapılması gereken birçok durum vardır. Bu gibi durumlarda örgütsel yapı bozulur ve kurumsal uygulamalar test edilir. Gayri resmi ilişkilerin yardımıyla işler daha kolay hale gelir ve daha yumuşak bir şekilde tamamlanabilir.

Diğerleriyle ve özellikle müşterilerle olan ilişkilerin güçlendirilmesi, proje yönetimi üzerinde olumlu bir etki sağlar. Kurum aktörleri çoğunlukla müşteri ile yüz yüze kalmakta ve güçlü ilişkiler kurmaktadır. Müşteri ile güçlü iletişimin bir sonucu olarak, karşılıklı faydalar elde edilebilir. Gelecekte içsel bir geri dönüş konusu olma olasılığı göz önünde bulundurularak müşterinin beklentilerinin mümkün olduğunca karşılanması istenmektedir. Aktörlerin müşterileri ile akşam yemekleri olabilir; ekstra müşteri talepleri sadece uygun ve yönetilebilir olması durumunda karşılanabilir. Zor durumlarda, proje sürecinde ortaya çıkan sorunların müşteri ile ilişki kullanılarak yönetilmesine çalışılmaktadır. Bu, karşılıklı fayda sağlama şeklinde de ifade edilebilir.

Kurumsal çalışmanın ilişkisel perspektifi, baskın veya alt bireysel aktörlerin veya bölümlerin farklı veya çelişkili anlamlarla ilişkisini vurgular. Böyle bir ilişkide sürekli mücadele durumu vardır. Satış ve servis departmanları göreceli olarak büyük organizasyonel üyelerle daha fazla kurulduğundan, genellikle on kişiden az olan proje yönetim departmanının aksine daha hakimdirler. Satış ve servis departmanlarının farklılaştırılmış anlam çerçevelerinin olduğu göz önüne alındığında, bu departmanların sahip olduğu böyle bir baskınlık karar alma güçlerini artırabilir. Bununla birlikte, bu durum şirketin günlük işlerindeki resmi yapısı nedeniyle çok net ve belirgin değildir.

Koşullu hakimiyet, hakim durumlara karşı önemli öncelikleri kullanarak durumsal hakimiyet kazanımını ifade eder. Kurumdaki her aktör veya bölüm için, proje sürecinde, karşılanması gereken önemli ve vazgeçilmez öncelikler vardır ve oyuncular bu durumu avantajları için kullanabilirler ve baskın olabilirler. Müşteri, tüm bölümler için odak noktasıdır ve alt bölümler, baskın bölümlere karşı müşteriden faydalanabilir. Örneğin, proje yönetimi departmanı müşteri tarafından ihtiyaç

duyuluyorsa haftasonları için çalışma talebinde bulunabilir. Servis departmanı haftasonu çalışmak zorunda değildir, ancak proje yönetimi departmanının şartlı baskınlığı servis departmanını haftasonları fazla mesai yapmaya zorlar.

Destek mekanizmaları, kuralların, normların ve ilişkilerin etkinliğinin etkilerini kolaylaştırmada önemli bir role sahiptir. Bu mekanizmalar, örgütsel üyelerin departmanlar ile müşteri arasındaki ilişkileri sürdürmeleri için genel bir çerçeve sağlayarak, kuralları ve normları destekler. Daha önceki deneyiml

er ve departmanların ve müşterinin eğitim yoluyla edinilen planlama / zamanlama ve bilgi ve beceriler konusundaki gereklilikleri, her ikisi de gelişmiş iletişime yönelik kuralların ve normların uygulanmasını ve ilişkilerin sürekliliğini şekillendirir. Bu nedenle, bu mekanizmalar çatışmaları ortadan kaldırmak ve en uygun çözümleri aramak için kullanılır. Şirket içerisindeki kurumsal uygulamalar destek mekanizmalarının etkin kullanımı ile pekiştirilmekte ve bu da etkin bir şekilde iletişim kurma eğilimi yaratmaktadır.

Planlama ve zamanlama, müşterilerin yanı sıra farklı departmanlar arasındaki ilişkileri sürdürmeye ve proje yönetimi normlarını geliştirmeye yardımcı olur. Satış fırsatları ve projeler gibi devam eden ve gelecekteki faaliyetlerin planlanması ve zamanlaması, bölümler arasında ve içindeki yoğun ilişkileri teşvik etmeleri ve gerekli kılmaları için çatışmaları ortadan kaldırmak için önemlidir. Bu tür çatışmalardan kaçınmak için, departmanlar arasında ve içinde haftalık toplantılar yapılır. Her departmanın kendi iş bölümü vardır ve ayrıca karşılıklı önceliklendirme ve değerlendirme yapılır. Proje yönetimi departmanı, satış fırsatları hakkında bilgi sahibi olmak için satışlarla ve proje kaynaklarını düzenlemek amacıyla servis departmanıyla toplantılar düzenlemektedir. Bu nedenle, planlama ve zamanlama için toplantılar yapmak, diğer bölümlerle ilişki kurmak ve birbiriyle ilişkili faaliyetler düzenlemek için fırsatlar yaratır.

Eğitim fırsatları, çalışanların becerilerini güçlendirmelerini ve geliştirmelerini sağlarken, geliştirme programları tüm çalışanlarını daha yüksek bir seviyeye taşırken, hepsi de benzer beceri ve bilgilere sahip olur. Bunun hem çalışanlar hem de kurumun kendisi için birçok faydası olabilir. Eğitim ve gelişim, belirli teknik, yasal ve

kişilerarası normlara dayanan doğru ve etkili iletişimin önemini vurgular. Çalışanlar, eğitim ve gelişim programlarının yardımıyla iletişim ve ikna becerilerini, müşteri ve süreç yönetimi becerilerini güçlendirmeye çalışmaktadır. Bu durum, müşteri tarafında olduğu kadar farklı anlam çerçevesi olan bölümler arasında daha sağlıklı ilişkiler oluşmasına yardımcı olur. Sağlıklı ilişkiler proje yönetiminin başarılı sonuçlanmasına yardımcı olur.

APPENDIX G. TEZ İZİN FORMU / THESIS PERMISSION FORM

ENSTİTÜ / INSTITUTE

Fen Bilimleri Enstitüsü / Graduate School of Natural and Applied Sciences ☐

Sosyal Bilimler Enstitüsü / Graduate School of Social Sciences ☒

Uygulamalı Matematik Enstitüsü / Graduate School of Applied Mathematics ☐

Enformatik Enstitüsü / Graduate School of Informatics ☐

Deniz Bilimleri Enstitüsü / Graduate School of Marine Sciences ☐

YAZARIN / AUTHOR

Soyadı / Surname : Bulut
Adı / Name : Emre
Bölümü / Department : İşletme

TEZİN ADI / TITLE OF THE THESIS (**İngilizce** / English) :
Institutional Maintenance in Healthcare Project Management

TEZİN TÜRÜ / DEGREE: **Yüksek Lisans** / Master ☒ **Doktora** / PhD ☐

1. **Tezin tamamı dünya çapında erişime açılacaktır.** / Release the entire work immediately for access worldwide. ☒
2. **Tez iki yıl süreyle erişime kapalı olacaktır.** / Secure the entire work for patent and/or proprietary purposes for a period of **two years**. * ☐
3. **Tez altı ay süreyle erişime kapalı olacaktır.** / Secure the entire work for period of **six months**. * ☐

* *Enstitü Yönetim Kurulu kararının basılı kopyası tezle birlikte kütüphaneye teslim edilecektir.*
A copy of the decision of the Institute Administrative Committee will be delivered to the library together with the printed thesis.

Yazarın imzası / Signature ..... **Tarih** / Date ……