THE 'CONVERGE' VS, 'FRAGMENTATION' DILEMMA IN METAPHORIC ANALYSIS OF ORGANIZATIONS

M.B.A. THESIS

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ANKARA, January 1996

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DILEMMA IN METAPHORIC

ANALYSIS OF ORGANIZATIONS

A THESIS

Submitted to the Faculty of Management

and the Graduate School of Business Administration

of Bilkent University

in Partial Fulfillment of the Requirements
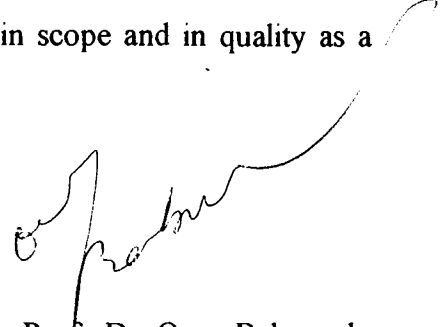
For the Degree of

Master of Business Administration

By
Ayse Mujde Keskin
January 1996

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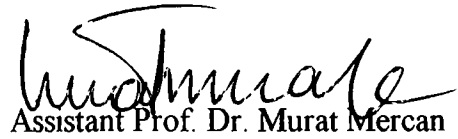
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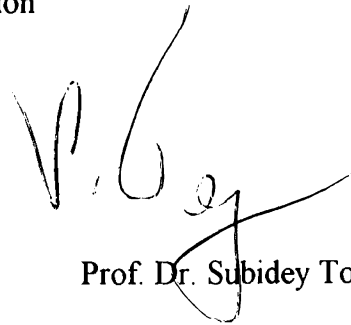
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ABSTRACT

THE 'CONVERGE' VS. 'FRAGMENTATION' DILEMMA IN METAPHORIC ANALYSIS OF ORGANIZATIONS

Eight different organizational studies were performed on ANFA, Ankara Fair Limited Company through the lenses of Morgan's(1986) metaphors in 1993 before the municipality elections that changed the political party in charge of the municipality. These eight organizational studies were done through eight different metaphors which were introduced in Gareth Morgan's book, "Images of Organizations". These were Organizations As 'Machines', 'Organisms', 'Brain', 'Culture', 'Political Systems', 'Psychic Prisons', 'Flux & Transformation' and 'Instruments of Domination'. The metaphoric organizational analysis are considered part of the postmodern approach. According to this approach, the organizational analysis should be able to find the 'instabilities' of the 'formal' reality of the organization to uncover the 'difference' -- multi-dimensions of the organizational reality. The eight metaphoric studies were designed as an experiment. The purpose of this study to test this postmodern proposition of a multifaceted representational reality.

KEY WORDS:

Postmodernism
Metaphors
Organizational Analysis

OZET

ORGANIZASYONLARIN 'BENZETME' ANALIZINDE ORTAYA CIKAN GERCEGIN 'BIRLESME' VE 'AYRILMA' CIKMAZI

1993 YILINDA, ANFA LTD. SIRKETININ SEKIZ FARKLI 'BENZETME' -- METAPHOR -- YONTEM ILE ORGANIZASYONEL YAPISI ARASTIRILMISTIR. SEKIZ FARKLI BENZETME -METAPHOR- YONTEMI GARETH MORGAN NIN 1986 YILINDA CIKARDIGI "IMAGES OF ORGANIZATION" KITABINDA TANITILMISTIR. BU BENZETMELER SIRASI ILE 'MAKINE GIBI OLAN ORGANIZASYONLAR', 'ORGANIZMA GIBI OLAN ORGANIZASYONLAR', 'BEYIN GIBI ....', 'KULTUR GIBI ....', 'POLITIK SISTEMLER GIBI ....', 'RUHI HAPISHANELER GIBI ....', ' SUREKLI DEGISIM VE DONUSUM GIBI ....', VE 'HAKIMIYET ARACLARI GIBI ....'. BENZETME YONTEMI POSTMODERN BIR YAKLASIM ICERIR. POSTMODERN YAKLASIMA GORE ORGANIZASYONAL ANALIZLER 'RESMI' ORGANIZASYONAL GERCEKTEKI BIR TAKIM DENGESIZLIKLERI BULMALIDIR VE BU DENGESIZLIKLERDEN 'RESMI GERCEK' TARAFINDAN BASTIRILAN 'FARKLILIGI' ORTAYA CIKARMAKTIR. YAPILAN SEKIZ 'BENZETME' YONTEMLI ANALIZ BU 'FARKLILIGI' BULMAK ICIN YAPILMIS BIR DENEYDIR. BU TEZ, YAPILAN DENEYIN SONUCLARINA BAKARAK 'GERCEGIN' FARKLILIKLARDAN OLUSUP OLUSMADIGINI SORGULAR.

ANAHTAR SOZCUKLER:

POSTMODERNIZIM
'BENZETME' - METAPHOR
ORGANIZASYONEL ANALIZ

ACKNOWLEDGMENTS

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1.   INTRODUCTION

Eight different organizational studies were performed on ANFA Ltd. through the lenses of Morgan's(1986) metaphors in 1993 before the Refah Party won the municipality election and changed the management of Altinpark. The eight metaphors were introduced by Morgan(1986) in his book, Images of Organization. They are as follows: Organization As 'Machines', 'Organisms', 'Brain', 'Culture', 'Political Systems', 'Psychic Prisons', 'Flux & Transformation' and 'Instruments of Domination'.

Morgan's(1986) treatment of existing organizational theories as literary metaphors was thought to adopt a postmodern stance(Gergen, 1989). The eight metaphors are part of the body of work on organizations as cultural systems creating and generating symbolic realities which make a significant contribution to postmodern views of representation and reality. According to Cooper and Burrell(1988), the key to understanding the discourse of postmodernism is the concept of 'difference': a form of self-reference in which terms contain their own opposites and thus refuse any singular grasp of their meaning. Difference is unity since it covers the whole. Morgan(1986) believes one could see multiple dimensions of organizations by studying an organization from the lenses of these eight metaphors. These multiple dimensions or 'multiple perspectives' were a proposed way to 'uncover' the 'difference' thereby the 'unity'. Or in Lytorad's(1984) words, a proposed way to 'the search for instabilities'.

The studies were designed as an experiment. The experiment used Morgan's(1986) metaphoric analysis as an path way to observe the organization from eight dimensions to gain an eight dimensional view of the representational reality of ANFA Ltd. According to postmodern thought, the eight dimensional view should give the 'difference' or in other words should find the 'instabilities' in the representational reality of ANFA. The purpose of this study was to test the proposition of postmodern belief that representational reality is multifaceted -- the 'difference'.

1.1 ANFA Ltd.

The organization itself is unique. ANFA, Ankara Fair Limited Company, was founded in June 6 1991 with fourteen billion Turkish Lira capital to carry out the completion of the Altinpark project and to manage the activities of the park. ANFA is a municipality owned economic enterprise with two share holders that are also municipality owned economic enterprises; Belko and Halkekmek which own 93% and 7% of shares respectively. The reason, why Altinpark was not managed directly by the Greater Ankara Municipality, was to minimize the bureaucratic procedures and to accelerate the decision making process as stated by Mr. Malik Sat, General Director of ANFA at the time the studies were conducted.

The park itself, Altinpark, covers an area of 640 acres(largest in Ankara) and it was unlike any other park in Ankara area because it contained an international exhibition

center, Turkey's first Science Center, various restaurants ranging from fast food to Chinese food, a cultural center for children, sports center, congress hall and a fish pond. Looking at Altinpark's activities more closely:

- Exhibition Center -- Expocenter

The heart of Altinpark... With a covered area over 14 000 sqm and open areas beginning from 25 000 sqm, the greatest exhibition center of Turkey. It holds international exhibits on defense, energy, machinery, textiles, fashion, agriculture, automotive and home shows. Mediterranean, Middle East, Black Sea and Balkan Expos were already programmed for the coming years.

- The Convention Center

An important portion of the International Exhibition Center... The convention Center had a capacity of 1500 people and the projects of a Conference Center for 2500 people and a five star Hotel were ready to make call to any parties who were interested realizing these projects in BOT(Build - Operate - Transfer) terms.

- Open Air Show Theaters

The open air show theaters have a capacity of 1000 seats where the attendees can find concerts, plays, fashion shows and various activities.

- The Science Center

Turkey's first science center, introducing the wonders of science and achievements of technology to spectators and researcher of all ages. It has 48 pieces of scientific activities in fields of physics, biology, chemistry, daily tours and scientific shows for children.

- 23rd April Children Culture Center

    The center, welcomes children with full ranges of activities from summer and winter courses to day-care facilities.

- Greenhouse

    Various kinds of flowers and tropical plants were planned to be grown and displayed in the greenhouse that was called, 'testament to our immortal love of nature'.

- The Sports Center

    An Olympic swimming pool, pools for beginners and for children as well were being constructed at the time. The Olympic pool was the largest in Turkey. There is also a sports hall in use with a capacity of 1000 people and open air sports facilities.

- The Pond and the Gardens

    Altinpark takes its blue from the pond, which embraces the whole area with its blue arms and it takes its green from various kinds of grouped gardens spread all over the 640 000 sqm area.

- The Concert Island

    The island was going to be thousands of audiences to the wonderful world music.

- Restaurants

    The park contains various ranges of restaurants from Chinese and Italian to traditional Turkish restaurants. The park also has a Turkish Street, Coffeehouse and Turkish House which were described as the an area of living heritage.

- First Aid, Fire Department and Services

All services were provided in order to make visitors feel comfortable and safe.

ANFA Ltd. manage all of the activities of Altinpark through its departments. It employs about 240 people in the busy season spring and summer and about 80 people in winter. At the time the studies were conducted the existing department/units of ANFA were the following:

-Finance and Administration

-Exhibition and Fair Organization

-Feza Gursey Science Center

-23rd April Children Cultural Center

-Technical Support

-Landscaping

-Security

-Cultural Activities

-Cleaning

Different metaphor groups which were established as project groups referred to these departments/units under variation of the above names and they did not use all the departments in their studies. The functions and/or activities of the departments listed above as determined by the metaphor project groups are presented in Appendix A

1.2   Methodology

The experiment was conducted on a research group made up of forty-four MBA students. The search group was asked to study ANFA Ltd. from the Morgan's(1986) eight metaphors in a period of three months. The students divided themselves into eight metaphor project groups. The size of the groups ranged from six to eight people. The project groups picked the specific metaphor they wanted to work with and they were referred by the name of their chosen metaphor. For example, the project group working with 'machine' metaphor was called the machine metaphor group, etc.

The contact with the organization was made through an employee of ANFA Ltd. who was also a MBA student and a member of the class. The metaphor groups were introduced to ANFA Ltd. through a in-class presentation by the General Manager of ANFA of that time, Mr. Malik Sat. The theory behind the metaphors were presented to the class in lectures(about three hours per week) and class discussions. The metaphor project groups were asked perform an organizational analysis of ANFA only through their chosen metaphors' lenses and to give a progress report every two weeks. These progress reports were reviewed by the class instructor and distributed back to the metaphor project groups. The class instructor gave feedback on the progression of the metaphoric analysis.

Many of the groups elected to study the departments of ANFA separately. Some of the reasons given for studying the departments in such fashion were the geographical distances between departments -- most departments were in their own buildings and these

buildings were spread out in the park -- functions and activities carried out by the departments varied and the backgrounds of the people working in them varied greatly as well. Some of the groups that studied ANFA department by department wanted to see if the departments exhibited the characteristics and to what extend. The others wanted to decipher or uncover the characteristics. The first type of group -- machine, organism, brain -- was not sure enough of the characteristics they searched for them and the second type of group -- culture, instruments of domination -- were sure enough of the characteristics existence. The remaining metaphor groups such as the political systems, flux & transformation and psychic prison, created separations with respect to the characteristics of their chosen metaphor.

The metaphor project groups have used multiple methodologies. Overall, eight metaphor groups have conducted hundred interviews and have visited the park at least ten times in three months. The project groups chose their own methodologies when applying their metaphoric lenses to ANFA. Machine and Instruments of Domination metaphor groups used interviews. Organism metaphor group used brainstorming sessions, interviews and questionnaires. Brain metaphor group prepared a master questionnaire to aid in their interviews. Culture metaphor group performed their interviews through standard questions and also used observations. Both groups state that the fixed questions were used as a starting point in the interviews. Political systems metaphor group used a twenty-one questions inquiry and took their sample as randomly selected nineteen ANFA employees. Psychic prison metaphor group employed observations and questionnaires in their analysis. Flux & Transformation group used observations, brainstorming sessions

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and a real time simulation. A member of their group actually worked in a project of the exhibition and fair organization department -- the Helsinki Citizens Assembly.

As a final stage of their analysis, the project groups were asked to develop a brand new metaphors. This new metaphors' purpose was to include aspects of ANFA that the chosen metaphor has filtered out. The new metaphor could not be the repetition of the other seven metaphors. It had to be unique!

2. LITERATURE SURVEY

2.1 Postmodernism

According to Thomas Docherty's introduction to a <u>Postmodernism: A Reader</u> there is no simple definition for the term, postmodernism, and the term was first used by Arnold Toynbee in 1939 and was prefigured by him in 1934. In Toynbee's massive book, <u>A Study in History</u>, Toynbee at the beginning proposed that 'modern' period ends more less in the third quarter of the nineteenth century (between 1850 and 1875). As his work progressed, in Volume 5 published in 1939, he used the term 'post-modernism' for the first time and had shifted the time period. He, in Volume 5, suggested that the 'modern' comes to an end during the First World War(1914-18) and the postmodern begins to shape itself between 1918 and 1939. 'Toynbee was a product of the late-nineteenth-century desire to found a synoptic and universal history'-this universal history would be used to redeem humanity(Docherty, 1993). Docherty believed that Toynbee wanted to emphasize that the 'modern' moment is not one for universal harmony instead he showed a moment in the future, 'a post-modern moment' when history and humanity can be redeemed.

Docherty infers that the word 'postmodernism' right from the beginning was characterized by ambiguity. Since from one viewpoint it was seen as a historical period;

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and from another viewpoint it was a desire, a mood which looked to the future to redeem the present.

Cooper and Burrell in their article, 'Modernism, Postmodernism and Organizational Analysis: An Introduction' state that key to understanding the discourse of postmodernism is the concept of *difference* : a form of self-reference in which terms contain their own opposites and thus refuse any singular grasp of their meanings. They state that 'Difference is thus a unity' and it is what actually constitutes human discourse(Derrida, 1973). Similarly, Lyotard defined postmodern discourse as 'the search for instabilities'(Lyotard, 1984:53).

Nietzsche was described as 'perhaps the major influence on postmodern thought' by Cooper and Burrell(1988). 'Nietzsche uses the ladder of historical reason in order to cast it away at the end and to gain a foothold in myth as the other of reason: "for the origin of historical education - and its inner, quite radical contradiction with the spirit of new age , a modern consciousness - this origin must itself in turn be historically understood, history must itself dissolve the problem of history, knowledge must turn its sting on itself.......'(Docherty, 1993).). For Nietzsche, the force of difference is the *active* and it has the power of transformation. He based his concept of 'genealogy: the art of difference or distinction' on opposing forces of active and reactive(Deleuze, 1983:56).

The work of Jacques Derrida was considered to be an extension of Nietzsche's work in a whole different direction. 'Starting from the position that meaning and understanding are not naturally intrinsic to the world and that they have to be constructed,

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Derrida develop a *deconstructive* method which, in reversing the process of construction, shows precisely how artificial are the ordinary, taken-for-granted structures of social world'(Cooper & Burrell, 1988). Derrida's purpose is to show rationality and rationalization are employed to hide the contradictions that exist at the core of human existence. He believed that 'call to organize' came from the identification of the 'gap' which organizations are used for covering up. 'He wants to show that the world of commonsense structures is the active product of a process that continually privileges unity, identity, and immediacy over the differential properties of absence and separation; in this active privileging there emerges the element of contestation in which logic and unity are pitted against the forces of difference and undecidability'(Cooper & Burrell, 1988).

The immanence of the body in social life and its institutional and organizational implication was worked thoroughly on by Michel Foucault. For Foucault, 'the body is the organ of difference(Cooper & Burrell, 1988). In Foucault's work, an "estrangement" occurs in which the formal and familiar come to seen in a novel and sometimes disturbing way. As Cooper & Burrell stated in order to see ordinary with a fresh vision, one has to make it 'extraordinary'- free oneself from the strangeness of the familiar. He adapted Nietzsche's method of genealogy which is similar to Lyotard's agonistics and Derrida's deconstruction. All of these methods deny the concept of a perfect origin and substitute it with a process of differential contestation(disputation).

According to Kenneth Gergen in his article 'Organization Theory in the Postmodern Era', for modernists there were essentials to be discovered through reason and observation, and to be reflected in language......the creditable language was thus one

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which depicts or maps the essentials as they truly are. He claimed, to challenge this view many movements in the postmodernism occurred such as initially prominent were Wittgenstein's(1963) writings on language games, Quine's(1960) critique of the word-object link,...Foucault's(1978) analysis of the relationship of knowledge to power and control, inquiries in the sociology of knowledge(Latour, 1987; Knorr-Cetina, 1981; Barnes, 1974),...inquiries into the discursive basis of ordinary understanding(Billig, 1987; Potter and Wetherall, 1987) and semiotic(Barthes, 1964) and deconstructionist (Derrida, 1974; DeMan, 1979) analyses of literary and philosophic works. 'All of these movements across the disciplines conspire to reverse the modernist view of language as picturing the essentials of reality'(Gergen, 1989). Gergen continues by stating these movements collectively achieved a counter-intelligibility drawing heavily from three related arguments.

- The Replacement of the Real by the Representational

The language was simply a tool for the logical representation of the essential or the real - for the modernists. However, by asking other sources of representation such as description and explanation that the impossibility of a picture theory of language became increasingly clear. The case of what is called 'real' is governed by the ideology of the caller, attempts to inform society of what the 'actually the case' must be regarded with suspicion. The modernists in this case, attempt to determine 'the actual case' through empirical investigation and through sensitive measuring devices, experimental variations, etc. Gergen continues by saying that empirical investigation has its base on the assumption that 'language is a pawn of nature' and through continuos research the language can be

'straighten out'. However, the postmodernist consciousness redefines the empirical process. Primary research is used for justification rather than correcting the language of understanding. It proceeds on the basis of assumptions, or discourses, already shared within the scientific sub-community and generates evidence that is interpreted within this restricted discursive domain. All that produced by the research will be defined within the theoretical spectrum and all that exists does so by virtue of theoretical definition-self-fulfilling. This means the research results are essentially reification devices for positions already embraced.

- Representation as a Communal Artifact

In the realm of postmodernist view, language loses its functional role in 'reality' instead it gains its meaning and significance through its placement within social interchange. This means a word is nonsense until another person acknowledges its meaningfulness. In John Shotter's(1980) terms this 'joint action'-requiring the coordinated participation of two or more persons.

This way the language is placed in the hands of the community instead of being considered as a product of individual mind. This, the second major move of postmodernism, causes a double jeopardy for the mind. The mind has to understand that the language is not its product which it uses to make its thoughts public, instead, language is achieved through relational and coordinated action.

- Ironic Self-Reflection

According to Gergen being critical one's own suppositions, as Lawson(1985) proposed, is a prevailing theme within many sectors of postmodernism. Since all those

propositions removing representation from the grip of reality are themselves representations. They treat the language and the world independent of this language as commonly accepted reality and thereby fall heir to their own critical assessment. Postmodernists have reacted to this irony in number of ways; Derrida engages in elliptical, intentionally ambiguous, and often self-negating practices, essentially deconstructing his writings. The action researchers in variety of disciplines would let their object be actually a subject and speak for itself. Gergen describes the one theme that united most of these confronting irony as a sense of ludic humility. The view of knowledge making as a transcendent pursuit, rational and virtuous becomes just an advertisement. If one would consider traditional organizational studies in this view, for the greater part of the twentieth century the major approach to organizational study has been modernist and they wanted to lay the bare essentials. In Lyotard's(1984) terms, organizational theorists have participated in the grand modernist narrative of progress. It is a story repeated to oneself to justify the rationality and the methodology used to attain the knowledge about the object and make rational decisions about its welfare. This seriousness of this narrative that postmodernists would challenge since it generates no conflicts and suppresses a multitude of alternative voices. It is in this sense that organizational studies are subject to critique.

2.2 Organizational Theory

Gergen continues by stating organizational theory was not immune to these developments in the intellectual world. The organizational community made active and

important contributions: Argryris'(1980) critique of inner contradictions of rigorous research, ideological critiques of organizational realities (Salaman and Thompson, 1981), and more focused work on paradoxical group processes(Smith and Berg, 1987). 'Morgan's (1986) treatment of existing organizational theories as literary metaphors adopts a postmodern stance'(Gergen, 1989). The body of work on organizations as cultural systems creating and generating symbolic realities(Morgan, 1986 and Schein, 1990) is both agreeable with and makes a significant contribution to postmodern views of representation and reality.

Under modernism a proper theory should be entrenched with many years of research and its application is passed to the practitioners. However, in a postmodernist context, data base of the theory is not important. The intelligibility and the communication of this intelligibility is the primary ingredient of theory in postmodernism. 'The theory and practice are inseparable'(Gergen, 1989).

2.3   Organizational Analysis

'The object of orthodox organizational analysis is the organization: a bounded social system, with specific structures and goals which acts more or less rationally and more or less coherently'(Cooper & Burrell, 1988). This object is also a formal organization. The word 'formal' not only emphasizes proper, methodical but also 'official' and this raises it to the level of law and truth. This means formal organization takes on the virtue of moral order(Cooper & Burrell, 1988). 'Hence the emphasis in

modernism on the search for "rational authority" as the basis of good social order...every symbol carries within its own opposite, so "formal" is continually shadowed by the "informal" '(Cooper & Burrell, 1988). Douglas(1970: 100) had developed this in the context of social organization: 'Formality signifies social distance, well-defined, public, insulated roles' - in other words 'formal has all the characteristics of classical reason. 'Informal is appropriate to the role of confusion, familiarity, intimacy'(Douglas, 1970) - it threatens to transgress the 'formal', it is local and immediate, that which resists categorization and rationalization(Cooper & Burrell, 1988). This makes 'informal' the focus of the postmodern analysis.

According to Cooper & Burrell, 'formal' organization has the deep-seated yet hidden urge to suppress its own opposite which keeps it real intend ambiguous. 'The task of postmodern thought is to expose the censoring function of formalization and ...to show that the "informal" actually constitutes the "formal"', they ' reflect each other like the obverse and reverse sides of a coin; to extent that they can be never separated, they are not just mutually-defining but can be said to be the "same" or self-referential'(Cooper & Burrell, 1988). Foucault and Derrida analyzed the 'formal', so no longer it had the privilege and invincibility in social discourse.

Giddens(1985) states that formal organization finds its true nature in the formalization of the written word. 'Writing for Derrida, is the primarily a form of control; its communicative function comes second to this. It is the control aspect of writing that makes it central to organizational analysis'(Cooper, 1989). Latour and Woolgar(1979) study of scientific work in a biochemical laboratory showed how the social

organization of the laboratory reflects the technical base of writing or more precisely how the social division of labour repeats the actual operations of division intrinsic to writing process, i.e. separation and inversion(Cooper, 1989). This study also that the phenomenon of 'formal organization' has to be explained and not to be taken routinely. 'Routine' approaches to study of organization rely unreflectively on a conception of writing that represents an already constituted object from which the 'construction' function of writing is excluded. Latour and Woolgar's analysis shows that the supposed 'primary reference' of representation is really a construction of the writing process and therefore comes after. The representational mode of analysis in organizational writing has been critiqued by Degot(1982) and Degot singles out the concept of representation as a key factor in the study of organizations(Cooper, 1989). Degot points out while it is generally assumed by the orthodox organization theorists study organizations that are actually 'out there' in the real world, it can be shown this often is not the case(Cooper, 1989). 'The construction of the object results from the application of a theory to the real world; the constructed object exists(has sense) only in relation to this theory...'(Degot, 1982).

According to Jeffcutt(1992) when working from a post-modern approach to knowledge the focus of concern in organizational analysis becomes switched, from the problematics of interpretation to the problematics of representation. The organizational analyst, in constructing an account of culture and symbolism in an organizational setting, is manifesting particular logics or strategies to attain both authenticity and persuasion. 'As an interpretative project, the construction of an authoritative and credible account is a

problem that is solve through the employment of an appropriate "mode of engagement(Smircich and Calas, 1987)'. The interpretative process through which "reality' is apprehended, transposed and reconstituted is taken to be "unproblematic" instead different ways of doing it becomes the focus of dispute(Jeffcutt, 1992). However, in the post-modern approach to knowledge, "reality" is not separated from its reconstitution and the world is known as it is represented. Consequently, "reality" or "truth" is an effect of the particular reading of the privileged orderings of a text by an author(Jeffcutt, 1992). This focus on the problematics of representation in organizational analysis leads to concern for authorship and the achievement of authority and for rhetorical style in the staging of meaning effects.

Jeffcutt(1992) through his many studies of the organizational analyses found representational styles(narrative voice and form) which are employed by the authors - organizational interpreters - to construct persuasive accounts of both fieldwork and the "field" of organizational culture and symbolism. He found that the research literature on organizational culture and symbolism was dominated by the narrative style of the quest. The quest is an heroic representational form, the questor undertakes an arduous journey towards a lofty and forbidding objective(Culler, 1973; Bordwell, 1985). The quest takes place in number of recurring narratives; Epic, Romantic, Tragic and Ironic(Please refer to appendix B for brief explanations). The organizational culture and symbolism literature is distinguished by heroic quests and dominated by authors adopting representational styles epic and romantic narratives. 'These representational styles expose an overriding search for unity and harmony that suppresses division and

disharmony(Jeffcutt, 1992). In this monologic voices the authors try to seek authority and persuasion through the suppression and proscription of dialogue.

Jeffcutt states that post-modern organizational analysts overturn authorial privileges. According to Tyler(1986) post-modern ethnography privileges discourse over text, it foregrounds dialogue as opposed to monologue and emphasizes the cooperative and collaborative nature of the ethnographic situation in contrast to the ideology of the transcendental observer....cooperative story making, in one of its ideal forms would result in a polyphonic text, none of whose participants would have the final word in the forming of a framing story. The monologic text employs a consistent and homogeneous representational style and express a dominant authorial voice. In contrast, polyphonic texts express "heteroglossia"(Bakhtin, 1981), heterogeneous voices and styles that interact without exclusion(Jeffcutt).

Jeffcutt continues by alleging that the deconstruction of ways of working and writing in both organizing and organizational analysis is essential for the expression of an Organizational Studies that seeks to articulate the polyphonic diversity and transience of everyday organizational life.

2.4   The Contribution Of Jacques Derrida - Deconstructionism

Robert Cooper(1989), in his article, 'Modernism, Postmodernism and Organizational Analysis 3: The Contribution of Jacques Derrida' continues to discuss Derrida's strategy of showing how the supposedly rational and stable aspects of

organization are constantly under threat by their devious and insidious counter movements. Derrida also shows that the task of understanding organization from the perspective of disorganization demands an appropriately reflexive logic and intellectual practice from the analyst. He starts from the position the traditional ways of thinking are structure-biased and are therefore incapable of revealing the nomadic and often paradoxical character of process. 'Derrida's task has been to reverse this predilection-prejudice and show that process is primary to structure'(Cooper, 1989).

According to Cooper, trying to understand the process, because this understanding is grounded in the idea that knowledge is clear cut-'it exists in the real world' and one only needs the correct methodology to 'reveal it', is against Derrida's project which instead rests on the idea that knowledge and discourse have to be 'constructed' out of a continuously chameleonic and indeed ultimately phantasmic world. 'To think in terms of "process " requires a radical transformation of structural cast of mind that prevails in the social sciences -in short, nothing less than its unconditional "deconstruction" '(Cooper, 1989).

Derrida offers the idea of the text. Text can be any discourse such as political, social, philosophical, etc and any type of text is the field of operation of deconstruction. 'Derrida's object in deconstruction is to reveal the ambivalences, or more accurately, the self-contradictions and double binds, that lie latent in any text'(Cooper, 1989). Text are usually written with the assumption that the language is a means for communication of thoughts. Here the 'thought' has the lead role and where the language is only seen as a vehicle to transmit this thought. Derrida calls this mental strategy 'logocentrism' because

it centers human experience around the concept of an original 'logos' or presupposed metaphysical structure-mind, soul, reason, etc. According to Cooper, the word 'logos' general meaning is the 'law' which serves to control and direct the extra-human world and thus provide the feeling of mastery over those forces of the unknown. Then logocentrism is a structure with a fixed center or point of origin that also censors the self-errant tendencies in the text. Derrida(1978a: 278-293) shows that the center orients, balances and organizes the structure as wells as it serves to limit excessive 'play' in the structure. This means, logocentrism determines organization's essential metaphysical center which assures the stability and thereby creates the organization's self-assurance.

According to Cooper, decontrustion employs a double movement of 'overturning' and 'metaphorization' in order to avoid falling in the trap of logocentrism itself. Overturning is recognizing texts are structured around binary opposition such as good-bad, man-woman in which one of the terms dominates the other. 'One of the two terms governs the other or has the upperhand'(Cooper, 1989). In order to deconstruct one has to overturn the hierarchy at any time. Derrida emphasizes a potential trap of just switching the terms, placing the dominated into the dominant position, which would create a potential for another overturning .

Cooper(1989) states it is necessary to proceed to the second movement immediately, metaphorization. The main reason of the second stage is to keep the process from becoming a structure. Derrida keeps this from happening by emphasizing the double movement within the opposition so that the positively-valued first term is only defined by contrast to the negatively-valued second term which continuously threatens the former's

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sovereignty. The two terms mutually define each other, actually, they inhabit each other. 'In other words, the separate, individual terms give way "to a process where opposites merge in a constant undecidable exchange of attributes"(Norris, 1987). It is this process of undecidability that underlies the movement of metaphorization with its mutual crossing implications, making it a means of textual "transportation" by which the speaker or writer is carried along'(Cooper, 1989).

The central idea of deconstruction can be stated as being "neither inside nor outside"(Elias, 1978) which could mean that the binary opposition is really "undecidable".

2.5 Images Of Organization

Morgan in his book, Images of Organization uses metaphors to see and understand organizations in distinctive yet partial ways. Barrett and Cooperrider(1990) take metaphors as an invitation to see the world a new. According to them, metaphor transfers meanings from one domain into another and thereby enriches and enhances both domains. Morgan(1986) states that people use metaphors whenever they attempt to understand one element of experience in terms of another and one of the interesting aspects of metaphor rests in the fact it always produces kind of one - sided insight. Metaphor was found to be transformative since it can instantaneously fuse two separate realms of experience(Barrett & Copperrider, 1990), or in other words metaphor involves

the transfer of information from a relatively familiar domain to a new and relatively unknown domain(Tsoukas, 1991).

The metaphor by highlighting certain interpretation forces others into a background role. This kind of thinking has relevance for understanding organization and management since organizations are complex and paradoxial phenomena(Morgan, 1986). 'By using different metaphors to understand the complex and paradoxial character of organizational life, we are able to manage and design organizations in ways that we may not have thought possible before'(Morgan, 1986). Since good metaphors provoke new thought, excite with novel perspectives, vibrate with multivocal meanings, and enable people to see the world with fresh perceptions not possible in any other way and they also facilitate the learning of new knowledge by fitting the new knowledge into previous frame of the individual(Barrett & Cooperrider, 1990).

Morgan(1986) believed one could see multi-dimensions of the organization by studying an organizations from the lenses of the eight metaphors; 'machine', 'organism', 'brain', 'culture', 'political systems', 'psychic prison', 'flux & transformation' and 'instruments of domination'.

In his book, each chapter is devoted to a single metaphor. Starting with Chapter2 which examines the images of organizations as machines and illustrates how this style of thought supports the development of bureaucratic organizations. This is important because managers create and design organizations as machines because they think organizations as machines. According to Morgan, this way of thinking is so integrated to people's

everyday conceptions of organization that it is sometimes very difficult for people to see organizations in any other way.

In Chapter 3, the idea of organizations being like organisms is examined. 'This popular metaphor focuses attention on understanding and managing organizational "needs' and environmental relations'(Morgan, 1986). This chapter impels the reader to see the different types of organizations as belonging to different species. The reader is also shown how the different species are suited to cope with altering demands of different environments and Morgan(1986) claims this enables the reader to develop interesting theories about organization - environment relations. The reader is also encouraged to understand an organization's birth, development(growth), decline & death and the organization's adaptation to its changing environment.

In Chapter 4, the Brain metaphor is introduced. The metaphor emphasizes '...the importance of information processing, learning, and intelligence, and provides a frame of reference for understanding and assessing modern organizations in these terms... it points to a set of design principles for enhancing these qualities'(Morgan, 1986). Although, many metaphors were found to describe workings of a brain, Chapter 4 focuses on the two which are brain as an information processing computer and brain as a hologram.

Chapter 5 examines the view of organizations as cultures. The organizations are shown to inhabit ideas, values, norms, rituals, and beliefs that sustain organizations as socially constructed realities(Morgan, 1986). Morgan claims that this gives yet another way to manage and design organizations through the values, beliefs, and other shared meaning that guide organizational life.

In Chapter 6, the organizations as political systems metaphor is used to focus on the different sets of interests, conflicts, and power plays that shape organizational activities. The organization is seen as a governing body that uses various political principles to legitimize different kinds of rule. Also, the chapter details the factors shaping the politics of organizational life.

The 'psychic prisons' metaphor is explored in Chapter 7. The 'psychic prisons' metaphor implies that people can get trapped by their own thoughts, ideas and beliefs or preoccupation originating in the unconscious mind. 'The image of a psychic prison invites us to examine organizational life to see if, and in what ways, we have become trapped by conscious and unconscious processes of our own creation(Morgan, 1986)'. The metaphor can give many insights about the psychodynamic and ideological aspects of organization.

Another metaphor that requires a flexible approach is organizations as flux & transformation which is covered in Chapter 8. According to Morgan(1986), the secret to understand an organization from this metaphoric lens lies in understanding the logics of change shaping social life. Three main logics of change were examined in this chapter. The first is the logic of organizations being self-producing system which create themselves in their own image. The second logics suggests that the organizations are produced as a result of circular flows of positive and negative feedback. The third logic proposes that organizations are the end result of dialectical logic. Morgan believes these insights attained through the flux & transformation metaphor can able managers to understand and to manage organizational change.

The Chapter 9 focuses on the potentially exploitative aspects of organization through the instruments of domination metaphoric lens. 'The chapter shows how organizations often use their employees, their host communities, and the world economy to achieve their own ends, and how the essence of organization rests in a process of domination...(Morgan, 1986)'. This metaphor can give an understanding about the image of the organization from the view point of the exploited and it can show how a seemingly rational business move to one could be exploitative to the others.

Morgan(1986) believes that any realistic approach to organizational analysis must start from the premise that organizations can be many things at one and the same time. He continues by stating that if one truly wishes to understand an organization it is much wiser to start from the premise that organizations are complex, ambiguous, and paradoxial. Morgan suggests that the kind of metaphorical analysis developed in this book gives an effective means of dealing with the complexity of the organizations. The reason, for using the different metaphoric lenses to study organizations, was to developed the multi-dimensional thinking. This multi-dimensional thinking or as Morgan calls multiple perspectives is important in understanding and analyzing the co-existing different facets of the organizations more clearly.

2.6   Metaphors

Morgan(1986) describes the metaphor as " a way of thinking and a way of seeing that pervade how we understand our world generally". Barrett and Cooperrider(1990)

takes metaphors as an invitation to see the world a new. According to them, metaphor transfers meaning from one domain into another and thereby enriches and enhances both domains. They take metaphors to be like filters which screen some details and emphasizes others. Morgan(1986) also emphasizes a point similar to this by stating 'One of the interesting aspects of metaphor rests in the facts that it always produces this kind of one-sided insight. In highlighting certain interpretations it tends to force others into a background role'. Metaphor was found to be transformative since it can instantaneously fuse two separate realms of experience(Barrett & Cooperrider, 1990), or in other words metaphor involves the transfer of information from a relatively familiar domain to a new and relatively unknown domain(Tsoukas, 1991).

Morgan(1986) believed through using different metaphors to understand the complex and paradoxical character of organizational life, one will be able to design organizations in ways that was not thought possible before. Since good metaphors provoke new thought, excite with novel perspectives, vibrate with multivocal meanings, and enable people to see the world with fresh perceptions not possible in any other way and they faciliate the learning of new knowledge by fitting the new knowledge into previous frame of the individual(Barrett & Cooperrider, 1990).

3. STORIES

3.1 Organizations As Machines

3.1.1 Theory

The first story of ANFA is told through the lenses of the machine metaphor. ANFA Co. Ltd. is a municipality owned economic enterprise and it could be expected to be a bureaucracy. Since bureaucracies can be described as organizations designed and operated as machines then the aim of the machine story is to see how much ANFA fits the machine metaphor.

The first seeds of mechanical way of thinking were planted with Adam Smith in his book The Wealth of Nations(1776). He introduced the idea of division of labor at work. Then Max Weber defined bureaucracy as form of organization that emphasizes precision, speed, clarity, regularity and efficiency. These were achieved through the creation of a fixed division of tasks, hierarchical supervision and detailed rules and regulations(Morgan, 1986). The growth of the idea -- management is a process of planning, organization, command, coordination and control -- was through the work of Frederick Taylor and

other classical theorists like Fayol, Mooney, etc. Frederick Taylor's work included his work motion studies and his five principles;

- shift all responsibility for the organization from the worker to manager,

- use scientific management methods to determine the most efficient way to perform the work,

- select the best person for the job,

- train the worker to work efficiently,

- monitor the performance(Morgan, 1986).

The seeds bloomed into the Classical Management Theory Tree.

The Machine Group consisting of six students studied each department of ANFA independently taking the principles of Classical Management Theory as a reference. These can be seen as the following:

1. Decisions are made by specified people in hierarchy that gives increasingly broader powers to those who are in organizations.

2. There is a set of explicit rules governing the rights and duties of employees.

3. Labor is divided into carefully described jobs by specialty.

4. A set of procedures to deal with possible problems that can arise at work.

5. Relations are impersonal, objective and fair.

6. Selection and promotion are based on technical competence.

7. Coordination of the work is done through the chain of command.

8. Disagreements between units at the same level are referred up the chain for resolution.

9. The rewards tend to be formalized and uniform.(Morgan, 1986)

3.1.2 Findings Of The Machine Metaphor Group

3.1.2a The Administrative and Finance Department

The first department to be studied under the machine metaphor lens is the Administrative and Finance Department. The machine metaphor has identified the characteristics of the department that fits the machine metaphor as:

- standard forms used(Daily permission Form and Request Form)
- pre-stated work hours
- vertical chain of authority
- approval procedures of activities performed
- orally defined jobs

3.1.2b The Fair and Exhibition Organization Department

The Fair Organization Department has some machine like characteristics such as:

- The exhibition activities are all scheduled
- Division of work exists(fairs are divided between employees, each employee works on his/her fair)
- The guides(part-time employees) are monitored and controlled
- After each fair a report is prepared
- Monday meetings with the General Manager

3.1.2c The Feza Gursey Science Center Department

The Feza Gursey Science Center's machine like characteristics were found to be extensive such as:

- The goals and job descriptions of each unit are written down and predetermined.

- Employee specifications are predetermined & written and used during employee selection to get the best person for the job

- Science Center has a drawn organization chart different from the other centers.

- There is a strict control mechanism such the members of auditing committee that make unexpected visits to the center to monitor the performance of the employees

- Pre-stated working hours

- Every employee has certain responsibilities-Division of work

- Vertical chain of authority and responsibility

- Monday meetings with General Manager and periodical meetings within the center

- Every decision must be approved by the head of the center

3.1.2d The 23rd April Children's Culture Center

The 23rd April Children's Culture Center was fourth to be studied in the Group's report. The characteristics that fit the mechanical structure are:

- Predetermined departmental goals

- Division of work-pre-stated for full time employees and predetermined work schedules for part time employees

- Periodic reports and meetings held with General Manager

- Every decision must be approved by the department head.

3.1.2e The Landscaping Department

The fifth in line, that was studied The Landscape Department. The activities of the department were controlled by the municipality and no alterations could be done to the project without the consent of the project designer. The characteristics that were found in accordance with the machine metaphor as follows:

- Predetermined goal(in this case the landscape project)
- Periodically written reports and Monday meetings with the General Manager
- Periodic meetings within the department
- Tight control of the municipality on the activities to check if project limitations are followed
- existence of vertical chain of command

3.1.2f The Technical Support Unit

The unit to be studied by the group was the Technical Support Unit. The following characteristics were found:

- Regular meetings held every morning aside from the periodic Monday morning meetings with the General Manager
- Regular progress reports submitted to the General Manager
- Job specification for each of the employees existed(a mechanist can not perform the duty of an electrician even though he would have the required skills)
- division of labor-every employee had a certain job to perform
- Centralized authority and initiative was not encouraged by the head of the department
- The head of the department monitors & controls every employee

- Personnel evaluation records are kept by the head of the department

The group, after studying all the departments of ANFA independently, developed a matrix(Please refer to Appendix C) to look at all departments relatively. The eight criteria used in the matrix were based on the principles of the classical management and they are as follows: Division of Labor, Hierarchy, Rules and Regulations, Job Description, Impersonal Nature, Strict Control & Monitoring, Predetermined Goals and Vertical Communication. At each row of the matrix one of the above criteria is placed(for example at first row Division of Labor). At each column a department of ANFA is placed to form the matrix. The rating system used assigns a number from one to three where three meaning the most fit and one the least fit department shows to that criterion. From the matrix, it can be seen that the most fit occurred in the Science Center and the least fit was in both the Fair and the Finance & Administration departments. The Science Center scored the maximum fix of three in every criterion except for Impersonal Nature where it has the least fit. The other departments in sequential order of the most to least fit to the machine metaphor are Science Center, Landscape, Technical Support, 23 April Center, and at the same level of least fit Fair Organization and Finance & Administration departments. Finally, the group conclude that ANFA as a whole did not suit the metaphor. ANFA did not meet the basic conditions in which a mechanistic organization works well such as: When there is a straight forward task to perform; when the tasks are performed exactly the same way and continuously; when precision is at a premium; when a task is convenient to be performed by machines.

3.2   Organizations As Organisms

3.2.1   Theory

After the late 1920's, much of the organization theory started to rest on the limitations of the mechanistic approach. The now famous studies, conducted in the 1920s and 1930s under the leadership of Elton Mayo, identified the importance of social needs in the workplace and 'informal groups' (based on friendship groups) which existed together with the formal groups designed by the management(Morgan, 1986). They gave a serious shake to the classical management theory because 'They showed quite clearly that work activities are influenced as much as by the nature of human beings as by formal design'(Morgan, 1986). This newly recognized human side of the organization resulted in the studies of work motivation and relationship studies between individuals and groups to become very important. 'A new theory of organization began to emerge, built on the idea that individuals and groups, like biological organisms, operate most effectively only when their needs are satisfied'(Morgan, 1986).

After the recognition of needs of individuals, groups and organizations, the studies moved towards how these needs and environment to get satisfied, 'system approach' to organization, 'builds on the principle that organizations, like organisms are open to the environment and must achieve and appropriate relation with that environment if they are to survive'(Morgan, 1986). The organization as open systems exist in a continuos exchange with their environment to take sustenance from it in order to survive. 'Environment and system are to understood as being in a state of interaction and mutual dependence'(Morgan, 1986). The open systems are self-regulating: they take inputs and convert these inputs into outputs through a process. They also have a feedback mechanism

to take corrections or register changes in their environment and act accordingly. The term homeostasis refers to self-regulation of open systems and their ability to maintain a steady-state. The open system wants a 'regularity of form' while being in exchange relationship with the environment. They keep this distinctiveness by controlling the deviations from some type of standard or norm ('negative feedback').

Negative entropy is another characteristic of open systems. This is the attempt of open systems to sustain themselves by importing energy to fight against the tendency to deteriorate(Morgan, 1986) since organizations are like organisms, they are born, they live then they die.

The third principle from the study of biological systems that is applied to the analysis of organizations hence the third characteristic of open systems is integration. Integration is quite important because joining together of organ(parts) that are very specialized requires a 'complex system of integration to maintain the system as a whole'(Morgan, 1986). The importance comes from the fact that the parts or organs that perform a specific function are interdependent.

The principle of requisite variety, the fourth characteristic of open systems, is related to the need for integration in the system. It states that the internal regulation of the system depends on its environment. It is basically how much regulation the organization needs to deal with its environment. The diversity of the environment determines the diversity of the regulation mechanism.

The principle of equi-finality, simply stated, is the possibility of the organizations to arrive to the same end from different ways. Unlike the mechanistic organizations(closed systems) which have a fixed structure and fixed paths to arrive to the pre-determined end. It can be taken as the fifth characteristic of open systems.

3.2.2 Findings Of The Organism Metaphor Group

The Organism Metaphor Group, first to prove that ANFA is an open system studied the departments individually and determined their inputs, output, throughputs(processes) and feedback mechanisms. These findings can be found in Appendix D in point form.

In the light of these findings the group concluded that ANFA is an open system and started to search for other characteristics of open systems such as homeostasis, negative entropy, requisite variety and integration. In addition to the findings listed in Appendix D, ANFA receives money from the municipality; this is an input to ANFA from its environment. The groups identified the environment consisted of visitors, schools, universities-for consultancy purposes, other science centers in other countries, and associations like AFSAD.

The first characteristic of open systems that was studied by the Group was homeostasis. The technical support unit was found to be an example of overall self-regulating system in ANFA. The technical support unit intervenes to repair and normalize when there is a deviation from the normal operating activities of buildings, equipment, etc. ANFA, itself tries to maintain a steady-state through self-regulating behavior such as trying to gain profits from activities such as exhibitions, the fishing pond, go-carts, etc.

The second characteristic, the negative entropy can be seen from how ANFA imports 'energy' from its environment in the form of money from the municipality and sponsor firms, support from the general public and advice from consultants.

The third characteristic, integration, is very important since ANFA's structure can not be understood completely by only studying the individual units. The functional interdependence should also be considered. At the beginning there was only the

expocenter and the landscaping unit. They worked together when the need arises. The gardeners from the landscaping unit helped the expocenter to set up the fairs, etc. Then other units started to become established; they also have integration between them such as the children from the 23rd April Children's Culture Center's kindergarten go to the Science Center to view the exhibits and watch the shows for educational purposes and similarly go to the sport center to have sport activities. Also, the technical support unit works closely with all other units. ANFA also maintains its integration through maintaining their format as close to matrix organization as possible and through Monday meeting with all the department heads with the General Manager.

The requisite variety characteristic of open systems can be seen through the various units/departments ANFA(from a sports center to a science center) has to match the variety in its environment.

The evidence for the equi-finality characteristic can be that each department has its own mission or way to reach the ultimate goal of making ANFA a unique park in Ankara area and to appeal to all levels of the general public. The expocenter tries to meet this goal through designing successful fairs to get profits and publicity for ANFA, science center to keep being different & exciting through new shows & exhibits and also involve children in sciences in a fun way, landscaping unit by keeping a vast area of Altinpark green and beautiful to attract visitors, technical support unit by trying to keep all other units running smoothly and 23rd children's cultural center trying to get profits from their kindergarten activities to become a self-sufficient unit to put on their summer and weekend courses.

The concept of adaptation is the most important characteristic of organism metaphor. The contingency theory states 'there is no best way of organizing the appropriate form depends on the kind of task or environment with which one is dealing' (Morgan, 1986). In order to survive an organization has to adapt to its environment and

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to adapt it must design & redesign accordingly. Hence, the organization must adapt its work organization, nature of authority, communication systems and leadership.

The organism metaphor group studied the departments of ANFA and prepared and adaptation table for the departments. These tables can be seen in Appendix E.

The organism metaphor group found that the accounting unit operated in a stable environment, operated with clear cut goals determined by the General Manager, also had standard work procedures with relatively routine & standard jobs due to the nature of the work done in the department the organism metaphor group found that occurrence of vertical chain of command and communication and mechanistic structure with bureaucratic leadership style was in accordance with their stable environment.

The security unit operates in a turbulent environment due to theft, sexual harassment and fights. There is division of labor in the form of some guards maintain the security of departments while other keep order in the park. There is a strict hierarchical pattern for communication. The guards have to respond to arising situations quickly but still they have to inform the supervisors immediately. The leadership style is dictatorial.

The organism metaphor group concludes although the unit might appear unhealthy the unpredictability of the environment does not require a change in the structure of the unit. There was also evidence that the unit could adapt to changes in the environment. At the beginning the guards were not armed but in order to cope with gangs carrying guns the security guards were given licensed guns.

The technical support unit faces a highly unstable environment with continuously arising problems in different units. The range of problems is vast like a leak at the roof of the expocenter to problems with circulation engine's of the pools. The unit head uses an authoritarian leadership style contradicting with the environmental conditions. Team work said to be valued by the head of the unit but all organization of work is done by him. This keeps the employees restricted to the tasks they are assigned to perform. The group

concludes that the organizational health of this unit is poor and shows this as a reason for other units' complaints of the services.

The landscaping unit's environment was found to be stable and the changes in the environment were tied to changes in the weather conditions. The higher level employees were allowed to be innovative while the lower level employees face clearly defined tasks. The groups suggest two different structures within the unit and this distorts the organization profile of the unit. The organismic structure at higher levels while mechanistic structure is implemented at lower level where gardeners are expected to just implement the orders.

The 23rd April Children Culture Center was a bit different from the previously studied units because it was just trying to become established and become self-sufficient. The center is open to innovations to capture market opportunities. The courses offered by the center varies according to demands of the target market. There is a rough division of tasks. The personnel of this unit at both upper and lower level are thought to be experts in their fields. They are given the flexibility to determine their own tasks and high level of commitment among the personnel. The unit was concluded to be fairly organic and organizationally healthy.

The Science Center, being first in Turkey, has no competitor but it has to upkeep with technological changes to reach its goal of making people understand and love science. The group concluded that the center operates in a dynamic environment. Teamwork is emphasized in the unit and collaboration among team members is evident. There is no strict hierarchy but respect for seniority. The guides are able to communicate readily with the department head. The metaphor group concludes that the Science Center has organismic structure that fit its rapidly changing(dynamic) environment.

The Fair & Exhibition Unit(Expocenter) was found the most organic among all the units studied by organism metaphor group. The fair unit operates in the most unstable,

risky, and competitive environment. The competitive aspect arises because they are in constant competition with the fair organization companies in Istanbul like ANKOMAK. The employees assign ad-hock tasks as needs arise; an employee might work for the advertising of one fair and sets up stands for the next fair. There is a high employee involvement that was concluded from the interviews made in the unit. Being an organic unit, it adapts to environment such as a reserve list. This is a list of risky firms, when a firm on the list applies the unit refuses to take this firm saying they filled up all of their capacity.

The Organism Metaphor Group concluded from the above presented method that in ANFA they observed the contingency theory in practice. The structures of the unit differ accordingly to the environment they face such as the Accounting Unit(Finance and Administration Department) is mechanistic since it faces a stable environment and the Expocenter was found the most organismic since it faces the most unstable, risky environment. ANFA overall has a healthy organizational health and organismic.

3.2.3 New Metaphor Developed By The Organism Metaphor Group

As part of their study the metaphor study groups were asked to develop their own metaphors for ANFA. The Organism Metaphor Group tried to establish a correlation between the evolution of human beings with the evolution of ANFA. The stages of ANFA's evolution were matched with stages of Darwin's evolution of men doctrine. The initial life form of ANFA consisting of only the Golf Club, where it was unable to stand on its feet, was matched with 'ape' stage of the model. The group argues as the organization was formed and strengthened by the addition of its unit; ANFA moved up the stages and became to its present day form represented as 'modern men' stage of the model. The 'present form'(before the Refah Party won the election) was called the ANFA-MAN.

The top management of ANFA was seen as the brain of ANFA-MAN. It was here the crucial decision making, information processing and coordination & control mechanisms were embedded.

The fair unit-exhibition center was regarded as the feet of ANFA-MAN since it carries most of the financial burden of the organization. Exhibition center was not the only source that helps ANFA-MAN stand up however, the municipality provided most of the funds necessary. The group represented this outside help as a walking stick with a crack indicating the change that could occur between ANFA-Municipality relations after the awaited March elections(where Refah Party won).

On the other hand, the exhibition center can also be seen as the heart of ANFA-MAN. In the sense that it generates and pumps the blood that represents the cash necessary for the organization's activities.

Similarly, the Accounting Unit can be taken as the veins of ANFA-MAN providing the links necessary for the flow of cash.

The Technical Support Unit was seen as the immune system of ANFA-MAN, since it provides the crucial support for the functioning of the organization.

The skin of ANFA-MAN can be the Security Unit because it prevents unwanted and harmful entities to penetrate into the park.

The 23rd April Culture Center and Science Unit can be regarded as the hands of ANFA-MAN because they are the units that interact most with the environment without having crucial roles like the Exhibition Center.

The appearance of ANFA-MAN is provided and up-kept by the Landscape Unit(Please refer to Appendix F for ANFA-MAN).

3.3   Organizations As Brains

3.3.1   Theory

As Morgan states in his book 'IMAGES OF ORGANIZATION', the brain offers itself as an obvious metaphor for organization, particularly if one is concerned with increasing the capacities of organizational intelligence. 'Images of brain focus on the idea that the brain is an information-processing system'(Morgan, 1986). This image can be more easily applied to organizational theory since organizations are information systems and communication systems as well as decision making systems.

'More recently, the brain started to be compared with a holographic system. Holography uses a lenseless camera to record information in a way that stores the whole in all parts'(Morgan,1986). The interesting aspect of the hologram if it is broken into pieces each piece, no matter how tiny it is, it will contain the entire image. Taking this characteristic of the hologram to extend it to organizations; 'to create a vision of organization where capacities required in the whole are enfolded in the parts, allowing the system to learn and self organize, and to maintain a complete system of functioning even when the specific parts malfunction or are removed'(Morgan, 1986). Also the brain has holographic characteristics that can be clearly seen in the patterns of connectivity through which each nerve cell is connected with others allowing the system to function both generally and specifically.

Also the brain is composed of repetitive units of the same kind of brain cell and different functions are performed by similar structures. The brain has a high degree of cross-connection and exchange therefore redundancy that is essential for creating holographic potential and for ensuring flexibility in operations. Also, 'the redundancy

allows the brain to operate in a probabilistic manner, allows considerable room to accommodate random error, and creates an excess capacity that allows new activities and functions to develop.....it facilitates the process of self-organization'(Morgan, 1986). The example, for the amazing ability of the brain to organize and re-organize itself to deal with situations that arise, can be when brain damage occurs it is not uncommon for other parts of the brain to take over the function of the damaged part. The principles of holographic design can be taken as the following: 'Get the whole into the parts'; 'Create connectivity and redundancy'; 'Create simultaneous specialization and generalization' and ' Create a capacity to self-organize'(Morgan, 1986). These principles must be accomplished in order to create holographic organization and accomplishing this task rests in implementing four interrelated principles:

• Learning to learn

• Redundancy of functions

• Minimum critical specification

• Requisite variety

The Brain Metaphor Group used the second approach of organizations like brains(brain here having the holographic characteristics). The group has tried to determine to what extend the organizational design of ANFA fits the holographic design of brain. To see this 'fit' they studied the departments of ANFA separately. The group asked questions about information flow between groups(departments) in ANFA; the extend of the people's awareness to the problems and operations of ANFA and the degree of support and collaboration between groups to gather evidence of connectivity. To investigate the redundancy of functions characteristic of holographic design the group in their interviews asked questions about the educational level of the employees, training programs given new comers into the organization and the additional skills of the employees. The evidence to existence of learning to learn was gathered through the

questions about flexibility to express ideas & suggestions, existence or lack of pre-defined job descriptions, rules and regulations, tolerance levels for mistakes made by the employees and the extend of goal definition. In terms of requisite variety the group investigated the skills of the employees and the extent these skills meet the changing demands of the environment. The group also investigated the amount of authority given to the lower level employees in decision making and the amount of power the manager has over the employees.

3.3.2   Findings Of The Brain Metaphor Group

3.3.2a   Landscaping   Department

- evidence to connectivity among the departments of ANFA, the gardeners of the Landscaping department helping the exhibition group with 'carrying, cleaning after any exhibition is over' and tractors of the department used by other departments when a need arises.

- connectivity and information flow between departments are handled through the Monday Meetings and the in-group unscheduled meetings

- evidence to room for learning to learn as given as the department is not bureaucratic and it is very flexible.

- although there is a predetermined project that must be implemented in a specific time the employees can have some creative powers such as increasing the number of flowers or trees that they will plant at the site.

- however the interviewee did not know the general operations of the park led to the conclusion that she does not have a notion of the whole organization.

3.3.2b Exhibition and Fair Organization Department(Exhibition Center)

3.3.2b.i   Connectivity

- two types of connectivity was viewed: 1) among groups within ANFA, 2) among employees in the exhibition center.

- connectivity among the groups within ANFA is established through Monday Meeting which all the department heads and the General Manager attend. In these meeting all happenings in ANFA and problems are discussed & all department heads share in the problem. The relationships are informal. During an interview, it was stated that the other groups(departments) can use the technology of the exhibition center whenever necessary. For example, the kindergarten can use the furniture of the exhibition center when need arises.

- from the employees connectivity point there is high levels of interaction and support. Each employee is responsible for his/her own field of exhibition but all other employees work together with him/her during the exhibition and replace each other when necessary.

3.3.2b.ii   Minimum Critical Specification

- there is not much authority of managers over the employees.

- the employees are flexible in making their own decisions such as there are starting and ending hours of work-day but when necessity arises the times can be changed and generally employees work more than the specified hours.

3.3.2b.iii   Redundancy OF Functions And Requisite Variety

- an example for redundancy of functions was seen during an interview; the interviewee stated that he had many skills he could use according to the demands of the environment

for example he was going to coordinate the new drama and folk dancing courses that would be given in the 23rd April Children's Culture Center(Please refer to Appendix G for interviews done by Brain Metaphor Group at ANFA).

3.3.2b.iv   Learning To Learn

- evidence to learning to learn in the expocenter was given as there are no strict job definitions and the amount of work done depended on the amount of responsibility one wanted.

- employees were given the flexibility to define their own jobs and make changes in them and this results in flexibility in decision making process.

- there is the process of negative feedback in the sense if the employee has the chance to change his/her actions if they are not accepted by the other employees, customers, firms. For example, the exhibition unit, especially the automotive exhibition coordinator, was considering to have a separate automobile exhibition and a separate work-vehicle exhibition next year due to suggestions from the customers and visitors.

- in terms of goals, there is flexibility in the number of exhibitions to be held during the year. The range changes between 14-20 exhibitions in a year but once a program set it has to be implemented. There is no clear goals in terms of profits or number of visitors instead the aim is to make as much profit as possible and attract as many visitors as possible

- managers are open to errors, and minor errors are solved through discussion. People acknowledge the errors and try to solve them. No big errors had occurred so far.

The group concludes that the exhibition center has the self-organizing aspects and they also give another example to self-organizing in terms of no conflict among the employees in the exhibition center but only constructive debates make especially during exhibition times.

3.3.2c 23rd April Children's Culture Center(Culture Center)

- when asked if the interviewee know about the activities, problems, and events of other department, the interviewee in this department answered she was aware of certain events of other departments and the basic activities but did not know of the details. She also added since the activities of the departments were so different she did not get the opportunity to work together with or to receive detailed information from other departments.

- the departmental connectivity is achieved via department heads through Monday meetings

- no bureaucratic structure within the group and there was a very democratic environment. The decisions made through group discussions, this is shown as an evidence for minimum critical specification

- evidence for learning to learn was given as minor errors are accepted. The employees do not fear making mistakes and this provides the incentive to cope with changing circumstances therefore act accordingly. This helps employees to alter the known ways of doing things.

- No rigid yearly plans or clear goals, but have a general idea what they want to accomplish. This is also given as an example of learning to learn capability of the department.

- contrary to the brain metaphor the General Manager has to be consulted before expenditures are made

3.3.2d Feza Gursey Science Center

- examples for connectivity is given as the head of the department has knowledge of the problems occurring in her unit and can solve the problem quickly by contacting another department of ANFA-contact the technical support unit for repairing of heating problems

- the interviewee in this case the head of the department performed other duties like delivering postcards when need arose. Also there are four employees in the unit. These employees perform various tasks and among them decide which one is best suited for the task at hand.

- bureaucratic structure did not exist within the department. The department head has the authority to make decisions without consulting the General Manager. She also mentioned the loose control mechanism in her department stating that the employee did not need to be in the office whole day if they had completed their job in a satisfactory level.

- cover(as in the sense of performing her duties/taking over her tasks) for other employees for long periods of time such as a month. This was taken as an evidence for generalization of employee skills in the department.

3.3.2e Technical Support Department

- the interview made by the head of technical support department gave the impression of the technical support unit head was working as the Central Processing Unit of ANFA. The group concluded that his working character and style fitted with the brain metaphor's 'information processing capabilities' motto. The evidence to this shown in a direct quote '.....every department works for their own benefit in ANFA but my department works for the benefit of the each and every other department within the company'.

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- the head of the department spoke of his eleven employees as the perfect team that is capable of doing very specialized duties as well as knowing the general workings of the technical know-how. He argues his team can handle all types of problems from very specific to the very general. This is shown as an evidence to the specialization and generalization of skills of employees.

- there is an evidence for redundancy of functions, the head of the technical support unit states that his staff is able to do periodic maintenance and car repairs(after warranty service).

3.3.2f Finance And Administration Department(Administrative Department)

Cultural Facilities -- two persons in the group initiating the formation of project teams through picking up people from various groups for temporary jobs. They are doing activities like arranging concerts, new year's eve party and all kinds of cultural activity.

The existence of this group was taken as evidence the company can self-organize since the groups were flexible and open to collaboration. Also in unusual conditions the employees can work in other groups as some of the employees worked in the Helsinki Congress.

- this department shows predetermined job descriptions and goal specification contrary to the other departments

3.3.2g Sports Center

- the employees show redundancy of functions and evidence to this given as the employee working in the Helsinki Congress in both stage preparation and the actual congress.

- also the educational background of the employee does not support the activities he is currently performing in the sports center

3.3.3 New Metaphor Developed By The Brain Metaphor Group

The brain metaphor group's new metaphor was 'TETRIS'-a video game. They matched the groups, the responsibilities or the individuals to the falling bricks of the game.

They saw the General Manager of ANFA as the most valuable brick of the game and the most valuable brick is the straight one with four boxes. This one is considered the most valuable one since it is the only one that can fill four rows in a single step.

Some bricks have two positions(straight one, z shaped and s shaped ones), some are more flexible and they have four positions(L shaped ones) and the square box shaped ones have only one position. They believed that this resembled the variations in the skills, flexibility as the ability of some of the employees to fit more situations and to solve more problems than others. The group gives the initiator of this project to the class as the example for an 'L shaped' brick. Since she did not have a fixed position she worked for the exhibition unit in any area that required her skills in the English language, she also could work in the cues during the exhibitions, she also worked as a public affairs specialist and she also helped in the fair committee as well.

The square boxes may be regarded as the employees with fixed jobs such as the security staff and the Science Center guides. These employees have fixed and detailed job definitions. Although, they have 'one position' they are no less important than the other bricks in the game.

The goal of this game is not to have the bricks fill the screen from bottom to top with idle boxes in each row. The aim of ANFA is to avoid building rows with idle boxes resembling the unfinished jobs without any output or utility to the customers. The scale of

output(utility to citizen's of Ankara) may be completed single row matching to concerts or fishing pool. The exhibitions, conferences and special events like the New Year Party at Altindisco may be matched with two or three completed rows.

3.4   Organizations As Cultures

3.4.1   Theory

As Linda Smircich(1983) examined, the link between culture theory and organization theory increasing been explored in research. There were five different research areas that were identified by Smircich: comparative management, corporate culture, organizational cognition, organizational symbolism and unconscious process & organization. This fourth story of ANFA will be based on the 'second major link' between the two theories: corporate culture. In corporate culture phenomenon as called by Morgan(1986) the organizations are seen as mini-societies that have their own distinct patterns of culture and subculture. These mini-societies are social instruments that produce goods and services and as by-product, they produce distinct cultural artifacts such as rituals, legends and ceremonies(Smircich, 1983).

To study the culture and/or subcultures of an organization Morgan(1986) suggests that one should behave as an anthropologist simply observing the daily operations of the organization...'the characteristics of culture being observed will gradually become evident as one becomes aware of patterns of interaction between individuals, the language being used, and various images & themes explored in conversation and various rituals of daily routines'.

The definition of culture was given as the shared meaning, shared understanding. It can also be described as a process that people use to base their reality on and it allows then to see and understand particular events, objects, utterances or situations in distinctive ways(Morgan, 1986). Also Smircich(1983) defined culture as shared key values and beliefs and culture fulfills several important functions: first it conveys a sense of identity for organization members(Deal and Kennedy, 1982 and Waterman 1982); second it facilitates the generation of commitment to something larger than the self(Schall, 1981, Siehl and Martin, 1981); third culture enhances social system stability(Louis 1980, Kreps, 1982) and fourth culture serves as a sense-making device that can guide and shape behavior(Louis, 1980, Meyer, 1981).

3.4.2   Findings Of The Culture Metaphor Group

The culture metaphor group's aim was to decipher the existing culture of ANFA through studying each department to locate their specific culture through the similarities defines the unifying culture of ANFA. If they existed, study the subcultures of ANFA. The group took Schein(1985) definition of culture as observed behavioral regularities, norms, dominant values, philosophy, the rules the new-entrants must learn in order to get along, the climate of the organization. The group's findings through interviews and observations are listed in point form in Appendix H. The findings show the common sayings, symbols, rituals-ceremonies, shared beliefs, reward system and stories of the departments.

The   group uncovered the unifying culture of ANFA as well as couple of subcultures that could have existed due to the geographical and occupational differences between the units.

3.4.2a The Unifying Culture

The culture metaphor group observed that whole of ANFA valued 100% performance at all costs even without any expectations of overtime payments. The group shows the uniqueness of the park also the environment of the park being conceived as a challenge to the creativity and a stage for the talents of the employees as evidence to the 100% performance value. This was found to be the strongest unifying value since ANFA was a new organization it needs every piece of new and creative ideas & actions that will help to improve ANFA. The other strong unifying values were found to be cooperation, collaboration, harmony and team work were necessary to keep things to keep things running smoothly. These values were found to be generated by Mr. Malik Sat(the General Manager of ANFA at the time of the study) and implemented through unit supervisors. Mr. Sat was seen as a father figure and coordinator among units, making ANFA a big family. The form of communication was informal and free flowing since the image of being a family existed. The group also identified the need that the family wanted to be together as much as possible through the repeated request made about eating lunch at the Municipality House again to close the geographical distances between units.

The employees of ANFA found their jobs extremely satisfying but they also recognized the need that the ideas that were generated by them need to be profitable for the good of ANFA.

3.4.2b Sub-Cultures

3.4.2b.i.   Science Center:

The employees of the Science Center felt that the center was the most important department of ANFA since it was the prestige center since it was the only one of its kind

and also the public reaction to it was very positive. The employees felt more special than the other employees of ANFA and viewed the other departments as outsiders. Their family boundary only covered the employees in the unit. Mr. Malik Sat was not a father figure for this center and he was replaced by the head of the center. The head of the center had gained this status because the employees believed she had the vision to create and to run the center.

3.4.2b.ii   Sports Center:

The culture metaphor group found that this unit of ANFA felt left out of the family since it has severe budget limitations applied upon it by the administration. The head of the unit wants to invest on the young people to create successful sportsmen and sportswomen of the future. The head of the unit was not very profit oriented and the unifying culture ANFA values creativity and innovativeness within the limits of profitability. Also the General Manager did not place importance on training the future athletes of Turkey and the unit in generally was seen as a side facility to the Olympic swimming pool.

3.4.2b.iii   Cultural Activities Center:

This unit was rules under the tight control of the unit head which believed that the employees should not be trusted and they must be kept under tight control in all times. This behavior was against the unifying culture of ANFA that emphasized teamwork, shared responsibility and informal communication. The General Director was not seen as a father figure but his entrepreneurship was appreciated by the department head.

3.4.3 New Metaphor Of The Culture Metaphor Group

The Culture Metaphor group created a metaphor simply stated as 'Modern Sultan and the Ruling Ladies of the Harem of the Altinpark Empire'. The difference between a classical Sultan of Ottoman Empire and a 'modern' Sultan of Altinpark Empire is the classical Sultan has extensive power and his word is the law while the 'modern' Sultan gave the chance to the employees in various units to express themselves and communicate freely. He encouraged his employees to take initiative and prompt action, to be creative and generate new idea, and he enabled informal communication and free flow of information. The 'modern' Sultan of Altinpark was the official leader of ANFA and he influenced the many aspects of the organization's culture.

The metaphor group has divided the administrative system of the Altinpark Empire into two parts as visible and invisible.

3.4.3a The Visible Administrative System Divan-i Humayun

The visible administrative system Divan-i Humayun was defined to consist of the Head of the Exhibition Unit as Sadrazam, the Heads of Landscaping Unit, Technical Support Unit and Security Unit as Kubbe Vezirleri, the Head of the Administration and Financial Affairs Unit as Defterdar, the Head of the Cultural Activities Center as Yeniceri Agasi and Head of the Sports Center as SancakBeyi.

This superior status was given to this Exhibition Unit since they group was informed in each meeting a person from the Exhibition Unit had to be present and the discussion during the meetings always started from the Exhibition Unit.

The Head of the Cultural Activities Center was found to deserve this representation due to his belief in management by fear. He believes that 'you should beat your employees to submission'.

The Sport Center was taken as a newly conquered territory and this fit to description of 'Sancak' because of its isolated and unsettled position. In this empire, the Sancanbeyi's and Sultan's perception on how it should be ruled differ.

3.4.3b The Invisible Administrative System: Harem-i Humayun

The Head of the Harem, legitimate & free wife, in this little empire is the general coordinator. The group has found that she was feared and disliked mainly because she had a restrictive role and she liked to show her authority. The group felt this matched the usual role of Sultan's 'real' wife in the Ottoman Empire's Harem.

The group believed the favorites-Gozde as Altinpark Empire was the Head of the 23rd April Children Culture Center and the Head of the Feza Gursey Science Center since they 'gave birth to male children'. The new born male child was taken as the newly opened centers. Both department heads became favorites since both of these centers(sons) came into being as the same time.

3.5   Organizations As Instruments Of Domination

3.5.1   Theory

With this metaphoric lens the organization is viewed as a process of domination. This aspect of organization has gained the attention of radical organization theorists

inspired by the insights of Karl Marx, Max Weber and Robert Michels(Morgan, 1986). 'Max Weber viewed bureaucracy as a special mode of social domination and was interested in the role of bureaucratic organizations in creating and sustaining structures of domination'(Morgan, 1986). Max Weber in the course of his historical studies identified three types of social domination that could become legitimate form of authority or power; called by him as the charismatic, the traditional and the rational-legal power of the ruler.

'The charismatic domination occurs when a leader rules by virtue of his or her

personal qualities. Legitimacy of rule is grounded in the faith that the ruled vest

in the leader, e.g. as a prophet, hero, heroine, etc.

The traditional domination occurs when the power to rule is underwritten by

respect for tradition and the past. Legitimacy is vested in custom, and in a

feeling of "rightness" of traditional ways of doing things. It takes two forms

of administrative apparatus patriarchal or feudal.

The rational-legal domination legitimizes power by laws, rules, regulations and

procedures. The ruler can thus only attain legitimate power by following   the

legal procedures that specify how the ruler is appointed. The typical

administrative apparatus is bureaucracy'(Mouzelis, 1979).

Weber saw the bureaucracy as the first order power instrument and believed the power of the bureaucracy could not be taken away because it was based on rules, regulations and most importantly logic & rationale.

One of the major instruments of domination that the organizations use is the class division among the employees. There are "primary" and "secondary" labor markets since not all labor have the same value to the corporation. The primary labor market can be described as the career type jobs which require a degree of skill, detailed knowledge and usually corporate specific. The labor in this market work for monetary and non-monetary benefits such as job-satisfaction or advancement and they are expected to be very loyal to

the corporation that they work for. This loyalty to the corporation is a necessity since the corporation invests on the employee. The corporations work upon increasing this loyalty and commitment by implementing extensive and intensive selection mechanism to eliminate high-risk candidates. The secondary market consists of lower-skilled and low-wage workers in offices, factories, etc. and the corporation invests very little on this type of employees and they can be hired and fired by the seasonality of the work. Also they act as a buffer in the times of contraction they can be the first ones to be fired. 'The existence of the two categories of labor gives an organization a great deal more control over its internal and external environment than it would otherwise have. The fact the primary workers are committed to the firm increases the predictability of its internal operations while the existence of the secondary buffer facilitates its general ability to adapt'(Morgan, 1986). The control seems to be the key issue under the separation or segmentation of labor. Some of the radical organization theorists have been calling this "divide and rule", since the organizations to increase the predictability of their internal operations increasingly specify the characteristics of different jobs and the qualifications that are required and thus creating different sets of opportunities for different groups of people. Then people in different labor markets often find themselves fighting each other to protect their own interests not realizing the situation in created in many cases on purpose by the corporations to maintain their power.

3.5.2 Findings Of Instruments Of Domination Metaphor Group

The instruments of domination metaphor group summarized the characteristics of this metaphor and tried to detect these characteristic in the different units of ANFA. The departmental findings are listed in Appendix I. The metaphor group also identified certain instruments of domination.

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3.5.2a The Political Party-SHP

The company was established by members of the political party including the former major Murat Karayalcin and it owned by the municipality. The municipality financed everything from the beginning and at that time still continued to finance through such ways like the cleaning subcontracting bids. The municipality opens bidding for the subcontracting cleaning duties of the park. ANFA enters knowing it will win the bid and it receives ten million TL for the services. The actual cost of the services comes for one million TL and the ANFA has a profit of nine million TL.

Most of the employees have a relation with the political party. This was the main reason that they stressed the fact they would lose their jobs if another party won the election. A new municipality of another political party would cause(it did when Refah won the election) loss of many jobs since the new party will replace the current employees with their own people.

The political party also has power on the departments as the power inserted to cancel the children's summer courses in the sports center and scheduled league matches instead(just because someone powerful from the party insisted on the matches).

Another interesting example could be the delay in the formal opening of the Olympic swimming pool. It was scheduled to open very close to the elections in March even though the construction ended in December.

3.5.2b The General Manager(MR. MALIK SAT)

The General Manager of ANFA in his in class presentation had claimed that he did not have any dominating power on the organization and there was no hierarchy among the employees that worked for the company. The findings of the metaphor group

contradict these statements. The general manager has various degrees of power over departments. He had the absolute power in the Sports Center canceling summer courses, etc. The general manager gives the final word in the hiring employees and if he wants a certain person hired none of the department heads refuse his request even though the department head finds the person inappropriate.

There were regular Monday Meetings where the department heads came together to discuss problems and find solutions to the problems together. The final decision was given by the General Manager and he had the power to refuse a decision reached by consensus.

The general manager requested that the company be established as a limited company instead of a corporation and his reasons were that he did not want to struggle with other broad members to make a decision. He believed this would be a 'loss of time' and this way he was the only one that made the decisions. In other words, he held all the power.

3.5.2c Among The Organization

During their studies the metaphor group had found some departments of ANFA dominating the other departments of ANFA.

The expocenter and science center had an important influence on the organization. The expocenter had power due to it was one of the first established departments and it was successful. It received most of the public attention. The science center gained its power from being unique. These centers used their power to get their needs satisfied. For example, top management preferred to buy carpets for Science center when the sports center needed that money to complete the construction of the swimming pool.

The technical support department was dominated by the all other departments since it had to respond to their needs.

3.6   Organizations As Flux & Transformation

3.6.1   Theory

Flux and transformation metaphor aim to reveal the logics of change in an organization. Gareth Morgan(1986) suggests three possible logics in his 'Images of Organizations'; Autopoiesis, Mutual Causality and Logics of Dialectical change.

3.6.1a Autopoiesis: Self-Reference

Autopoiesis can be described as the logic of self-producing systems. Traditional approaches to organization theory have been dominated by the idea that change originates in the environment. Then accordingly, the organization is an open system in which there is continuos interaction with its environment through taking inputs and transforming these inputs to outputs. Hence, the changes in the environment are challenges(or problems) to which the organization must respond.

Autopoiesis on the other hand, assert that all living systems are organizationally closed. They are autonomous systems that make reference to themselves. Therefore, in this theory, there is no distinction between the system and the environment.

Under these circumstances there are three principal characteristics of autopoiesis was argued by Maturana and Varela: autonomy, circularity and self-reference, all of

which help the organizations to have the ability to self-create. 'Maturana and Varela have coined the term 'autopoiesis' to refer to this capacity for self-production through a closed system of relations'(Morgan, 1986). Such systems all have the aim to produce themselves: their own organization and identity are their most important product.

This theory interprets the evolution or transformation of systems resulting from internally generated change; total system of interactions determines the common future.

3.6.1b Mutual Causality

The organizations achieve the property of being autonomous and closed by allowing circular patterns of interaction(mutual causality) through which change in one element is coupled with changes elsewhere in the same system, '...setting up continuos patterns of interaction that are always self-referential'(Morgan, 1986).

'Organizations evolve and disappear along with changes occurring in their context, and their strategic management calls for an understanding of this context'(Morgan, 1986). Organizational members need to acquire a new way of thinking about circular systems of relations that they belong and they need to understand how these relations are formed and transformed through processes that are mutually determining and determined(Morgan, 1986). This means the change is seen in terms of loops instead of the mechanical causality lines. The mechanical causality suggests A causes B, mean while mutual causality suggests that A and B may be codefined as a consequence of belonging to the same system of circular relations.

One of the most notable methodologies for studying for this kind of mutual causality is in the work of Magorah Maruyama who focuses on positive and negative feedback in explaining system dynamics. In negative feedback processes, a change in variable or in an entity, item that has a potential or tendency to change initiates change in

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the opposite direction. The negative feedback processes are important in understanding the stability of the systems. In contrast, positive feedback process can be explained by direct proportionality; more bring about more and less brings about less.

3.6.1c Logics of Dialectic Change

A continuos cyclic movement occurs in the dialectic change process, and the world evolves as a result of internal tensions between the opposites. Contradiction in an organization or in an environment generates tension, but it also brings a state of harmony and wholeness as the Ying and Yang diagram.

Change occurs both in gradual and revolutionary forms. The tensions initiate a gradual change which in turn, increases the tension. When the tension reaches its maximum, the change occurs in revolutionary form. This is how Karl Marx had discussed about the working class revolution with the perspective of dialectical change.

3.6.2 Findings Of The Flux & Transformation Metaphor Group

The metaphor group have tried to match the three logics of change with the situations in ANFA.

3.6.2a Autopoiesis: Self-Reference

The group state that ANFA is rather different from other organization since the organization sees its reason of existence as 'to serve the public' instead of maximizing its earnings. The group also found that this perception does not guide all the activities in all departments mainly due to the nature of the departments.

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The Exhibition Department does perceive itself as a profit center, and it does try to maximize its profits and increase its service offerings. Yet, still the employees of this department recognize 'the profits they make are necessary for the survival of some other services offered by ANFA.' such as the Science Center. The dependence of other departments on this department leads to employees believing the Exhibition Department is the most important department since it 'feeds the others'. The Exhibition Department does share the view that 'ANFA is to serve public' while it is not here to 'serve' directly. In other words, the department perceives its existence to 'help serve the public'.

The group has found this situation is not quite the same for other departments. The Sport Center was aware that it needs to do both; provide and offer services to the public and to generate a cash flow(if not profits) for the survival of the park. The Culture Center was found to be quite similar to the Sport Center in this aspect. The Science Center, at first look seemed to exist only to 'encourage the love of and interest in science among people' however in further analyses the group found the department was working on agreements with TUBITAK, and trying to locate sponsors for their new projects to reduce its dependence.

ANFA does initiate some change, through providing new services to the public even-though the public does not specifically demand these new services. The group concludes that ANFA is not an ideal candidate for applying flux and transformation metaphor because 'other metaphors are embedded within the organization'. 'Sometimes it could be the fossils of mechanistic interactions, or instruments of domination or sometimes it is the conflicts among people for power(psychic prisons) that limits the efforts to shape' events in ANFA.

The group found Science Center as an ideal example in ANFA for autopoietic sense because its very emergence of it is an effort to shape what happens rather than just

waiting for things to happen. The employees in the Science Center continuously renew and update to facilitate public interest in science.

ANFA as a whole, watches and waits for its environment for signals of possible threats and opportunities as well as 'facilitating some form of change that will evolve along with the wider system'. The group concludes that ANFA 'reacts' more than it 'proacts' and they believe the organization is just surviving against its environment.

3.6.2b Mutual Causality

The metaphor group developed its own mutual causality map(Please refer to Appendix N for the mutual causality map).

Economic growth, per capita income, and socio-cultural changes are some of the macro factors. Economic growth and socio-cultural change both influence each at the same time. The group states that economic growth also increases the per capita income and the transportation improvement. These two factors then positively affect the demand for ANFA's services.

ANFA has a close relationship with the Municipality of Greater City of Ankara and this relationship can be traced up to the government. A change in the government can place pressure on the municipality and on the ANFA through this relationship. The group suggests the service level of the municipality depends on the service level of ANFA. The service level of the municipality was found too important since a decrease in the municipality service level could lead to a change in the Municipality of Greater City of Ankara.

The group concludes that the mutual causality diagram can not be closed since immeasurable amount of factors exist which are part of the whole and these could not be illustrated in the diagram.

3.6.2c Logics of Dialectical Change

The group has concluded that the emergence of ANFA could be considered as a logics of change; the existence of a single image for parks, 'some trees, lawn and pathways to walk in between', caused people become skeptical about the ability of the existing parks to serve their purposes of entertaining and relaxing the park users. Parks partially achieve these purposes in summer months, however in winter months they were practically dead. The group believed this perception has caused some tension, dissatisfaction and unease among people against the parks that lead to an emerge of a new type of park, ANFA.

3.6.3 The New Metaphor Of The Flux & Transformation Metaphor Group

The group believes that ANFA does not experience an institutionalized change meaning the enormous change ANFA has lived through will not be reflected(or experienced) in the future. The group uses the metaphor of a baby; experiencing physiological growth to explain the change ANFA lived up to now. The baby experiences a rate of change that has a very large positive slope initially but it slows down with time. ANFA has experienced something very similar since it has grown very rapidly since its foundation as it acquired new functions/ departments.

In conclusion, the group states that flux and transformation metaphor was not suitable to foresee the future changes in the organization, except for such obvious loop systems in the mutual causality diagram that the group has developed. This unsuitability was because ANFA did not have the properties of an ever-changing organization. The group finds the environment in which ANFA exists as stable(compared to turbulent

environments of hi-tech electronics companies). The overall system was found to be stable.

3.7 Organizations As Psychic Prisons

3.7.1 Theory

'This metaphor joins the idea that organizations are psychic phenomena, in the sense that they are ultimately created and sustained by conscious and unconscious processes, with the notion that people can actually become imprisoned or confined by images, ideas, thoughts, and actions to which these processes give rise'(Morgan, 1986).

In his work, 'Republic' Plato uses the famous allegory of the cave that basically shows that people take what they see as reality which deviates greatly from the facts of the outside world. Appearances provide knowledge for the construction of an illusion that hinders the understanding of reality.

If knowledge coming into an organization comes from a widespread appearance then an organizational reality is formed. The psychic prison metaphor studies organizations through many facets-characteristics.

3.7.1a Trapped by favored ways of thinking

First facet is how people become trapped by favored ways of thinking. Morgan(1986) has listed three ways people in organizations become trapped; trapped by success, trapped by organizational slack(built in margins of error), trapped by groupthink. These are all examples of how organizations and people become caught in cognitive traps. 'False assumptions, taken - for - granted beliefs, unquestioned operating

rules, and numerous other premises and practices can combine to create self-contained views of the world that provide both a resource for and a constraint on organized action'(Morgan, 1986). They can exclude alternative views of the world and company culture can have a prison like quality.

3.7.1b Organizations and the unconscious

Organizations and people in organizations can become trapped by the unconscious. Underlying preoccupation and concerns becomes to 'real' through rational and taken-for-granted reality of everyday life. Sigmund Freud initiated this type of thinking and he argued that the unconscious is created as humans repress their innermost desires and private thoughts. He emphasized how human personality is shaped as the human mind learns to cope with raw impulses and desires. Unconsciousness becomes a pool where all the repressed impulses and painful memories are stored and adult person deals with this pool in variety of ways through using defense mechanisms(Please refer J for Freudian and neo-Freudian defense mechanisms).

3.7.1c Organizations and the Patriarchal Family

There were critics that thought Freud was too hung up on sexuality and suggested that one needs to understand organization as an expression of patriarchy. They argue that patriarchy operates as a kind of conceptual prison, producing and reproducing organizational structures that give dominance to males and traditional male values. The relationship of employees with authority is very similar to child's obedience of parental rules. 'In organizations, as in patriarchal family, fortitude, courage, and heroism, flavored by narcissistic self-administration, are often valued qualities, as is the determination and

sense of duty that a father expects from his son'(Morgan, 1986). Also, key members of the organization can build father like roles in such cases of mentors.

3.6.1d Organization, Death, and Immortality

Ernest Becker, in his book of 'The Denial of Death', suggests that people tend to attribute themselves to something more enduring since their existence is dependent to a mortal structure of flesh and bone that will disappear. Through this attribution to an immortal, people find meaning in their lives and permanence in their existence. In this way, they make themselves visible and real and through investing their time and energy to a favored project, they convert the time and energy consumed into something concrete and enduring. Organizations and acts within the organizations are understood as a quest for immortality when looked from this point of view. The created patterns of activities held in organization are larger than life and survive for generations. The goods people produce or organization people will join will be visible and real to themselves.

3.7.1e Organization, Dolls and Teddy Bears

'Psychoanalyst Donald Winnicot has developed the Kleinian theory of "object relations", which suggests that people retain the habit of identifying themselves with particular objects'(Morgan, 1986). 'Transitional objects' create a distinction between 'me' and 'not me'. They play a crucial role in linking people with their reality, however, on occasion these objects can become a fetish or fixation that are hard to abandon. When they are challenged, basic identities are challenged. 'The fear of loss that this entails thus often generates a reaction that may be out of all proportion to the importance of the issue when viewed from a more detached point of view'(Morgan, 1986). This could be reason

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of why some organizations can not cope with changing demands of their environment and why there are so much unconscious resistance to change in organizations.

3.7.1f   Organization, Shadow and Archetype

Carl Jung unlike Freud who was preoccupied with the demands the body placed on the unconscious; Jung viewed the psyche as part of a universal and transcendental reality. 'Archetype', one of the unique feature of Jung's analysis, means 'original pattern' which structure thought and give order to the world.

Jung's work has major conclusions about understanding how people enact organizational reality. Two major conclusions were focused by Morgan(1986); the general relations between internal and external life and the role archetypes play in shaping people's understanding of their external world. Jung uses the term 'shadow' to describe the unrecognized or unwanted desires and drives, the other side of the conscious ego. This term is similar to Freud's unconscious expect Freud related unconscious only to repressed sexuality.

'Jung's analysis of personality in terms of the way people relates to their world conveniently brings us to consider the role of archetype in shaping the details of our reality'(Morgan, 1986). According to Jung, people tend to process data about the world in terms of sense(S) or intuition(I) and they tend to make judgments in terms of thought(T) or feeling(F). Through determining which functions are dominant, four ways of dealing with the world and shaping one's 'reality'. The others move to the background when one of these styles of action becomes dominant.

ST individuals make judgments and interpretations on the basis of facts-logical and empirical. SF individuals also pay lots of attention to data received from the senses however they reach decisions on the basis of feelings. IT individuals' actions tend to be

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shaped by ideas and insight rather than facts. IF individuals tend to be guided by a combination of insight and feeling and they pay more attention to values rather than the facts.

3.7.2 Findings Of The Psychic Prison Metaphor Group

The group studied ANFA Co. Ltd. from the view point fit of ANFA to the characteristics of the metaphor(given with the subheadings used in the metaphor unpublished report).

3.7.2a ANFA is not a Cave!

One of the group's findings was that especially in the exhibition and fair organization department ideas coming from more developed countries were held at the highest esteem. The situation seemed to create a favored way of handling ideas about enhancing the activities of the fair. The group suggests that the strong belief as to the appropriateness and positive impact of western innovations trap the organization. If the knowledge from these western fairs were not available then the 'ideas breeding within the company'(unique one not adaptation of an idea) would be more easily put into the process. The European fairs especially the EXPO in Spain were concluded to be archetype of ANFA. Employees are encouraged to generate new ideas and if the General Manager likes the ideas then a feasibility study was conducted. The studies were discussed in detail in Monday meetings and voted upon afterwards.

3.7.2b We Are The Champions

The employees were found to be in a psychic prison of 'We are successful'. Their success parameter was to bring something new that already existed in more developed countries. This raised two questions; first, Was Altinpark really successful? and secondly, Did Altinpark respond to public needs?, necessities and demands.

3.7.2c Does Everything Have to Come to an End?

Employees feel more full-filled and thereby motivated by means of participating building and maintaining an organization that will survive for generations. They objectified themselves as Altinpark and their contribution to it would make them find more meaning in their lives and permanence in their existence. The visitor notebook where the visitors record their impressions and ideas was found to be a source of satisfaction for the employees of Science Center. The main reason behind voluntary students working in the center could be through teaching scientific 'realities' they make themselves part of that 'reality' and therefore attain satisfaction. Similar attitudes were also observed in the Sports Center; specifically as the head of the Sports Center, Mr. Oz , had have stated his main reason for working for ANFA was to train future international champion of Turkey in Ankara. He believed that ANFA was the most suitable place since it had an Olympic size swimming pool and a complete sports facility. Through using these facilities he wanted to prove himself and he objectified his goals with himself so he will be more visible and real thereby immortal. The group state that the most important observation made about immortality was the General Manager of ANFA regarding ANFA as his child. He was involved actively at all stages of ANFAs development therefore he felt as if it was his

child. The group through their analysis had reached the conclusion that through objectifying himself with ANFA; the General Manager, Mr. Sat, found meaning in his life and permanence in his existence.

3.7.2d What If Freud Was Right ?

At the request of the General Manager of ANFA, Mr. Sat, ANFA has no board of directors. He believed that board of directors was full of needless and useless retired generals, etc. and his belief was probably based upon his past experiences. Thereby ANFA became a limited company and Mr. Sat has all the power. He thought this approach provided more efficient, quick and more agile decision making system.

On the other hand, he may be using this to justify/ to rationalize his one man show(Please refer to Appendix J for definition of rationalization). This could be the way he uses to cover his need for ultimate control. He also confesses that he is making sure everything is under control. He controls every facility almost every day and he has an informant who attends the Monday Meetings.

Among the employees of ANFA, a need for transportation system was identified. Some of the employees said it would be good to have transportation supplied by the company since coming & going from work was a problem for them. However, no one had never thought to question the matter-repression. This repressed feeling may cause problems in future between the employees and management. Since, one person interview said 'We think Mr. Sat does not believe transportation as a problem for his employees since he has his own car. I do not think he has much time to think about us'.

At ANFA, everybody thinks that they are successful, but in case of failure nobody wants to own up to it. Instead, they project it on the others -- projection. As an example,

the pony rides designed by ANFA which did not give good results, employees of ANFA claimed that the municipality gave them unsuitable ponies.

3.7.2e Me and My Teddy Bear

The transitional object, the teddy bear, of ANFA was found to be Mr. Sat. He was viewed as a committed, hard-working, open-minded executive. The employees trusted & respected Mr. Sat and viewed his judgments as fair. All the employees, interviewed by the group identified Mr. Sat with ANFA. He was the vision of ANFA to the outside world. That ANFA and Mr. Sat were synonyms, and they were proud to work for the organization. The department heads except for a few disagreements had positive thoughts on the personal and business character of Mr. Sat. Despite Mr. Sat's intense supervision, managers did not feel themselves confronted and manipulated by him. In fact, department heads believed the envied working conditions and business relations at ANFA were maintained by Mr. Sat's commendable way of managing.

Identification of Mr. Sat with ANFA created an impression without Mr. Sat there would be no ANFA. Without Mr. Sat, it was believed that ANFA would lose its mobile and innovative structure. He was the link between ANFA and the 'outside' world.

3.7.2f Do Men Rule Our World ?

The metaphor group stated the number of men working in the park has exceed the number of women. However, five out of twelve attendants of the famous Monday meetings were women which mean five top decision makers were women. The group has concluded than ANFA was not a patriarchal working environment.

3.7.2g I Wish I Was in Europe

When ANFA was analyzed through Jung's point of view, a strong and common understanding that can be stated as 'if it exists in Western Countries, it should be here as well because these things are really good'. The metaphor group has applied a test to a portion of the employees and found ANFA having an IT character. The group believed that these support its finding of the above stated archetype.

3.8 Organizations As Political Systems

3.8.1 Theory

The organizational politics can be systematically analyzed by focusing on relations between interest, conflict and power. 'Organizational politics arise when people think differently and want to act differently'(Morgan, 1986). This difference causes tension that has to be solved by political means; autocratically('We'll do it this way), bureaucratically('We're supposed to do it this way'), technocratically('It's best to do it this way'), or democratically('How shall we do it ?').

3.8.1a Interest

Interest is defined as complex set of predisposition embracing goals, values, desires, expectations, and other orientations and inclinations that lead a person to act in

one direction rather than another. It is easier to understand organizational politics if interest is perceived in three interconnected domains:

i. **Task:** connected with the work one has to perform

ii. **Career:** aspirations and visions about the future independent of the job being performed

iii. **Extramural:** beliefs, personalities, feelings, private attitudes, values, preferences, sets of commitments from outside work

3.8.1b Conflict

Conflict is the collision of interests. Conflicts will always be present in organizations whether personal or impersonal, or between rival groups or coalitions. It can be built into organizational structures, roles, attitudes or can arise over scarcity of resources(Morgan, 1986).

3.8.1c Power

Power is described as the medium through which conflicts of interest is resolved. Morgan(1986) listed the most important sources of power as follows:

- Formal Authority
- Control of Scarce Resources
- Use of Organizational Structures, Rules, and regulations
- Control of Decision Processes
- Control of Knowledge and Information
- Control of Boundaries
- Ability to Cope with Uncertainty

- Control of Technology

- Interpersonal Alliances, Networks, and Control of 'Informal Organizations'

3.8.2 Findings Of Political Systems Metaphor Group

The metaphor group simplified the concept of interest as bringing the project of Altinpark into life, and becoming the most important, attractive division(sometimes person) in the organization. The group state that power is gained through this process and there is competition for possessing and retaining this power. The group believes this competition to be productive for ANFA in order to improve the projects and to develop the facilities.

The group divided the structure into four parts and analyzed ANFA accordingly: Founders of ANFA, General Manager, Departmental Executives and Staff. The group tabulated Interests - Task, Career, Extramural-; Power and Conflict for all of four parts of the organization. Please refer to Appendix K.

3.8.2a Founders of ANFA

ANFA was founded for public satisfaction meaning ANFA has a social responsibility to provide 'great facilities to the public'. The group believes that founders want to attain more votes in Municipality elections through public satisfaction. The founders have power through controlling scarce resources -- the budget since ANFA still could not be financially independent.

3.8.2b General Manager

The General Manager of ANFA before Refah Party won the Municipality election in March was Mr. Malik Sat. His tasks started right at the foundation; orienting different executives, division of labor, making the key contracts, etc. His former job experiences had made him the most suitable candidate for the job of General Manager of ANFA. The group also states that this position is also beneficial for his future career paths.

Mr. Sat was found to be very efficient in managing the relations between the municipality and ANFA. In fact, he was known as a 'natural bridge' that creates an atmosphere of cooperation between municipality and ANFA. His efficiency also carried over to his handling of the staff and the executives. The group states that his self confident, and calm personality was very successful in creating good communication among his staff that led the organizational members to behave and to react collaboratively. Another part of his personality as found by the metaphor group led him to give certain freedoms to the executives such as choosing their own employees, changing certain elements of the departments, generating new ideas and developing them and determining their own needs.

As a part of generating new ideas, many activities of Altinpark were born out of employees' suggestions. For instance, the 'Pool Project' and 'Toy-Joy Fair' were created and developed by an employee of the Exhibition Organization Department(Exhibition Unit).

The General Manager was fully supported by the Founders of ANFA. His power in ANFA was attained through formal authority and his personal charisma. The group believed his organizational interests were efficiency of the staff, good relations with public, lucrative & reasonable project proposals and hard-working people.

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3.8.2c Executives(Department Heads)

Each executive's interest was found to be managing and producing activities successfully in their departments. The performance of each individual was thought to affect overall productivity of the department and this lead to executives to trying to get and to keep their staff motivated. Weekly meetings were regularly held which the executives used them to hear suggestions, views, opinions, and to give final decision on issues. If the suggestion made was inter-departmental then the executive presented to discussion in Monday Meetings held by other the General Manager and other executives. The group believes this shows the power to be used in-order to fulfill a suggestion is critically linked with the executive's ability to control discretionary use of funds.

The group states that although there was no explicit competition between departments of ANFA, all executives try make their department the most important and attractive department of ANFA. The most visible competition occurred to become an executive not the General Manager.

Executives brought their personalities, private attitudes, values, preferences and beliefs to ANFA. The Head of the Science Center Mrs. Banu Gundogan had charismatic power and others asked her for advice all the time to use her knowledge because she was known as a 'trouble shooter'.

For example, ANFA faced a problem obtaining a specific chemical gas that was needed for a project. Mrs. Banu Gundogan took the responsibility and brought the gas from Canada. This lead to others thinking that she was an effective person in dealing with managerial problems. She has gained power through dependency as observed by the metaphor group.

The Executive of the 23rd April Children's Cultural Center, Mrs. Tomris Miser has a belief of profit maximization contrary to the main objective of Altinpark that was 'public satisfaction' as stated by the General Manager in a class meeting at Bilkent University. According to Mrs. Tomris Miser's managerial approach, profit comes as the first goal.

The Executive of the Exhibition and Fair Organization Department, Mr. Mufit Tarhan also has a profit maximization approach due to his private sector background.

On the contrary, the Executive of Sports Center, Mr. Sinasi Oz had worked for the public sector as a bureaucrat for many years and he was managing his department for the goal of 'public satisfaction'. The group states this shows potential conflict between Mrs. Tomris Miser, Mr. Mufit Tarhan and Mrs. Banu Gundogan although they have not given any indication Mrs. Gundogan has a profit maximization orientation.

Science Center was found to have control over knowledge and information since a special type of knowledge and information was needed. The individuals were chosen to be part of the consultation board during the formation of the Science Center due to the framework that took the importance of knowledge and information as its backbone.

3.8.2d Staff

The main interests of the staff were found to be comfortable working conditions, wages and guaranteed work. The metaphor group studied the relations between the staff and their executives and the relations between the staff members.

The staff, in general, claimed to have their interests met and they were happy. There were comments like 'We are all friends here', '...I do not require any extra pay for

overtime - work'. [Also, mutual relations (?) was found to be a well-known way to achieve objectives.]

The staff received most of their satisfaction through participating in project decisions. Through this participation they felt as they were essential parts of ANFA, in turn, this lead to more creative ideas to arise frequently and high staff motivation. All of the staff was happy about the achievements made as a result of working together in harmony. An interviewee in Science Center stated she felt responsible for the Science Center as a whole and she also felt proud of her part in the success of the Science Center.

Another interviewee who was a member of the new year party organization committee said there was no such thing as a formal hierarchical pyramid in ANFA and she stated that she felt comfortable enough to create new ideas. The metaphor group's findings indicate others(other interviewees) were not aware of power plays at ANFA although there might be some minor ones happening.

Metaphor Group had found an organic connection between Science Center and 23rd April Children's Culture Center due to their common view towards ANFA. Culture Center tried to provide good atmosphere and social activities to the children through Kids' Club and it was keen on using the facilities of Science Center without any payment. This organic connection was visible when Culture Center and Science Center joined together to cancel the Sports School Project claiming that the price of 150 000 TL was too low, unprofitable and unfeasible. Both centers claimed that Sport Center had to focus upon profits as well. Some believe this joint pressure occurred due to Sports School Project had overlapped the sport activities of the Kids' Club.

Although Science and Culture Centers claimed profits were important; the General Manager of Altinpark clearly stated that 'ANFA is based on human issues rather than monetary issues.' This could be taken as ANFA was run on the bases of public

satisfaction. The common behaviors shown when solving problems were compromising, collaborating neglecting certain minor power plays such as Sports School Project.

The group concluded that ANFA was on basis of decentralized control mechanism. The decisions were made, supported and conceded in a pluralist atmosphere since they were brought up in departments discussed and brought up to the discussion in Monday Meetings. A representative democracy could be observed within the organization structure since the department executives(heads) were responsible for reporting the performances of their staff to the General Manager.

4. FINDINGS

4.1 The 'Formal' Picture Of ANFA

As stated by Cooper and Burrel(1988), the 'formal' organization is the object of orthodox organizational analysis. The metaphor groups first faced the "formal" ANFA in a class presentation by the General Manager. Mr. Sat gave an overview of the park, stating it was the largest park in Ankara(640 hectares) and Altinpark was managed by the ANFA Co. LTD. Mr. Sat emphasized his reason for wanting a limited company. The founders(one of which was Mr. Sat) wanted this organization to be different from a regular municipality owned company. Mr. Sat in particular wanted to have a single authority in the company to have a faster decision making and implementation process. This way the company could compete with private enterprises. Mr. Sat stated there was no chain of command, the department heads were called the department responsibles which Mr. Sat claimed it was not a title. The worth of an individual employee was not shown by his/her title rather with a difference in his/her paycheck. Another evidence for non-existent chain of command was lack of secretaries and orderlies in the departments. Another point emphasized by Mr. Sat was the Monday meetings. Monday meetings were explained as discussions on departmental problems, customer suggestions and complaints, and projects to make Altinpark unique. In these meetings, department heads voted on the decisions concerning their departments and whole of ANFA. Mr. Sat claimed

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politics(municipality) did not have any power or influence over the organization and there was no favoritism involved in the hiring process of ANFA. In fact, Mr. Sat gave the example when a party member asked his son to be hired, Mr. Sat had said that the landscaping department did need a gardener. He also gave brief information about the departments' activities and possible future projects(like go-charts rentals).

This formal picture of ANFA formed the premise of the studies done on ANFA. This formal picture emphasized an organization that was democratic, definitely not bureaucratic eventhough it was a municipality owned enterprise. This picture of ANFA given by the General Manager is questioned only by certain metaphor groups like Instruments of Domination, Political Systems and Psychic Prison. This questioning could be due to the common nature of the metaphors that is to "uncover". For metaphors of Instruments of Domination and Political Systems, the "uncovering" involves finding the hidden aspects of the organization while the Psychic Prison metaphor "uncovers" the hidden reality of the organization.

This "formal" or "official" ANFA was clearly shown by the unifying culture of ANFA found by the Culture metaphor group. The Culture metaphor group never questioned the existence of a culture in ANFA rather the group immediately started to search for rituals, common language, artifacts, etc. that would form the unifying culture. The Culture metaphor group observed that whole of ANFA valued 100% performance at all costs even without any expectation of overtime payments. The group showed the uniqueness of the park and environment of the park were conceived as a challenge to creativity and show case for talents of the employees. Other strong unifying values were

found to be cooperation, collaboration, harmony and team work. These values were found to be generated by Mr. Sat and implemented through unit supervisors. Mr. Sat was seen as a father figure and coordinator among units, making ANFA a big family. The unifying culture of ANFA as found by the Culture metaphor group endorses the 'formal' image of ANFA set by its General Manager.

Political Systems metaphor group concluded that a decentralized control mechanism was the basis for ANFA. The decisions were made, supported and conceded in a pluralist atmosphere. The decisions were brought up in departments and discussed then brought up to discussion in the Monday Meetings. A representative democracy could be observed within the organization structure since the department heads were responsible for reporting the performances of their staff to the General Manager. The conclusion of the Political Systems metaphor group also supports the 'formal' ANFA.

Machine metaphor and Flux and Transformation metaphor groups found their metaphors not suitable to study ANFA. The Machine metaphor group concluded that the ANFA did not exist in a stable environment, or require high precision for repetitive tasks. The Flux and Transformation metaphor group concluded that ANFA did not have the properties of an ever-changing organization. The group found ANFA's environment relatively stable and overall system to be stable as well. Both of the metaphor groups do not challenge the "formal" ANFA instead they found their metaphors unsuitable.

The Instruments of Domination metaphor group observed ANFA to gain insight on the elements of domination in this organization. The group used the characteristics of the metaphor as a framework to study in 'what way the domination exists in ANFA'. The

Instruments of Domination metaphor group's findings were a challenge for the 'formal' picture of ANFA. Mr. Sat in his in-class presentation emphasized that the municipality politics did not interfere or have influence on the organization or its recruitment process. However, the group has found evidence of interference from the political party in power. The group has found that many of the employees had a relation with the political party 'SHP'. These people expected to lose their jobs if another party was elected in the up coming municipality elections and this included even the General Manager of ANFA. An example of more direct interference was found by the group. The General Manager, Mr. Sat, canceled the children's summer courses in the Sports Center in order to accommodate soccer matches which were 'requested' by a powerful party member. Another point emphasized by Mr. Sat, was 'no favoritism' in the recruitment process. The metaphor group's findings in the Technical Support Unit oppose this view. The group has found a technician who attained his job by using his influence in the SHP party. The technician wrote a report that attained him the head of unit status. Later, ANFA replaced him with a mechanical engineer. The technician did not want to return to his worker status and he used his influence in the SHP party to get himself in the one of the managing positions of this unit.

Psychic Prison metaphor group studied the fit of ANFA to the psychic prison metaphor. The metaphor group found that the organization as a whole but especially the expocenter held ideas coming from western world in high esteem. In fact, the group concluded that the European fairs specifically the Expo in Spain was the archetype of ANFA. The group also found that the employees of ANFA to be trapped by the idea that

they are successful since their success parameter was to bring something new that existed in more developed countries. The findings of the metaphor group including the Mr. Sat using his reason -- quick decision making ability -- for wanting a limited company to rationalize or justify his need for ultimate control do not really object the 'formal' organization of ANFA. Mr. Sat, in his in-class presentation, had stated that he wanted to keep an eye over ANFA.

The Organism metaphor group studied the fit between the characteristics of its metaphor and ANFA. It studied the departments separately and tabulated its findings(Please see Appendix L). The table shows nature of environment, nature of task, organization of work, nature of authority, communication systems, nature of employee commitment and leadership style of each department/unit. The adaptation and organizational health(contingency theory) of all departments were found to be well. The group concluded that overall ANFA was relatively healthy.

This specific metaphor group in its conclusion presented some aspects of departments that did not fit with the 'formal' image of ANFA. For example, group concludes that the 'Monday meetings' had lost their effectiveness. The meetings did not meet their objective that was to solve problems in an interactive and cooperative atmosphere. Instead, the departments read their weekly reports and the original brainstorming and innovative atmosphere of the meetings was lost. Another point of 'unfit' was insufficient commitment due to unsatisfactory levels of salaries and wages. This is clearly against the 'image' of 100% commitment in formal ANFA. However, the

overall ANFA was found to have a democratic managerial style and an organic structure which supports the 'formal' image.

The Brain metaphor group tried to measure to which degree the organizational design of ANFA fit the design of a holographic brain. The group studied individual departments separately and gave its conclusion in a new metaphor. This new metaphor was the 'Tetris' metaphor which emphasized the 'connectivity' of all departments, department heads, and employees to each other. The brain metaphor group did not go against the 'formal' image of ANFA.

All of the metaphor groups, whatever methodology they had chosen, thought that the organization, in this case ANFA, already existed and the problem was to interpret according to the characteristics specified by the chosen metaphor. This is what Jeffcutt(1992) calls 'problematics of interpretation'. All of the studies were written with the concept of writing representing an already constituted object from which 'construction' function of writing was excluded(Cooper, 1989). This means all of the groups studied the 'formal' ANFA that was first introduced by Mr. Sat's presentation.

In post modern approach to knowledge, 'formal' is thought to be continually shadowed by the 'informal'(Copper and Burrell, 1988). According to Cooper and Burrell(1988) 'formal' organization has the deep seated yet hidden urge to suppress its own opposite which keeps its real intend ambiguous. The task of post modernist thought is to expose the censoring function of formalization and to show that the 'informal' actually constitutes the 'formal'. Similarly, "reality" is not separated from its reconstitution and this "reality" needs to be understood as an inscription of order in

relation to the otherness(and disorder) of the "unreal"(Cooper-1983, Cooper and Burrell, 1988). The metaphor groups by focusing on the interpretation of the 'formal' organization, they only saw and showed parts of the 'reality' since the "reality" or "truth' is the outcome of the 'orderings of the text by an author'(Jeffcutt, 1992). This raises the issues of "truth" for the studies done on ANFA

4.2   Altering 'Realities' Of ANFA

By just looking at the findings of the metaphor groups one can see different "realities" for same departments. As it can be seen from the summary of findings(Please refer to Appendix M), there are differences and similarities in departmental "realities":

- Organism metaphor group has found the expocenter(exhibition and fair organization department) to be the most organic department of ANFA and this coincides with the findings of the Machine metaphor group that shows that the expocenter had the least fit with the machine metaphor characteristics.

- Machine metaphor group has found some machine like characteristics, one of which is division of labor -- each employee works on her/his fair. Several other metaphor groups have commented on this division of labor. Organism metaphor group states that the tasks are assigned ad hoc as needs arise; an employee might work for the advertising of one fair and sets up stands for the next fair. Brain metaphor group

states that <u>each employee was responsible for his/her own field of exhibition</u> but all other employees <u>worked together</u> with him/her during the exhibition and <u>replaced each other</u> when necessary. Instruments of Domination metaphor group has found that <u>the job definition of this department was fairly strict</u>. The employees only worked on one fair per year and <u>they did not work as a team since they did not believe in team work,</u> but they consult each other if needed. Machine and Instruments of Domination metaphor groups have both found that each of employees works on his/her own fair by themselves. This is directly opposite to the <u>ad hoc tasks</u> finding of the Organism metaphor. Brain metaphor group has found something in between, one employee is <u>responsible</u> for each fair but all employees work together.

• The Instruments of Domination metaphor group's finding of expocenter's employees <u>not valuing teamwork</u> is against the Culture metaphor group's finding of <u>cooperation, collaboration, harmony and team work</u>. The Culture metaphor group claims that the employees of the expocenter found these necessary to keep things moving(Please refer to Appendix H).

• The Political Systems metaphor group found that the General Manager of ANFA gave <u>great freedom</u> to ANFA's department heads in generating and developing new ideas and determining their own needs. The Instruments of Domination metaphor group also found something similar and they state that the department made all decisions and made all organizations of the exhibitions however the general manager had to approve these decisions. The General Manager had the power to change the things he found inappropriate or in-error. The Psychic Prison metaphor group found

the expocenter's employees were encouraged to generate new ideas and if the General Manager likes these ideas a feasibility study was conducted. The Political Systems metaphor group has given examples of the 'Pool Project' and 'Toy-Joy Fair' that were created by an employee of the expocenter.

- The Machine metaphor group found the Science Center to have extensive machine like characteristic and the most fit to the machine metaphor. However, the Organism metaphor group concluded that the Science Center had an organismic structure. The Culture Metaphor group found that the Science Center was a sub-culture within ANFA but the Science Center's employees still valued innovations, betterment of one's self and teamwork. Brain metaphor group also found that the department had no bureaucratic structure(the machine metaphor group has supplied the diagram of the hierarchical structure) within the department. The interviews showed that the employees performed various tasks among themselves and decided which one of the employees was best suited for the task.

- The Culture metaphor group has found that the employee's of the Science Center did not view the General Manager, Malik Sat as a father figure as other departments of ANFA(since it is part of the unifying culture of ANFA). Instead, he was replaced in this role by head of the center, Mrs. Banu Gundogan. The Psychic Prison metaphor group found that the General Manager, Malik Sat was viewed as the transitional object of ANFA. This means that he was viewed as a vision of ANFA. This seems odd since the Science Center employees could view the General Manager as a vision of ANFA yet he was not viewed as a vision of the Science Center. This could enforce

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the finding of the Culture metaphor group of the Science Center's employees viewing the Science Center separately from the whole of ANFA.

- The Psychic Prison metaphor group has found that the employees of the Science Center felt more full-filled and thereby motivated by means of participating, building and maintaining an organization that will survive for generations. This finding is backed by the finding of the Political System metaphor group's interviews that found that the Science Center staff received high satisfaction from participating in project decisions.

- The Instruments of Domination metaphor group stated that the Science Center gained its power from being unique and gives the example of Science Center receiving money to buy carpets when the Sports Center needed the money badly to finish the swimming pool project. The Political Systems metaphor group stated the Science Center had received its power through having control over knowledge and information. The group explains that the a special knowledge and information were required and the Science Center had control over them.

- The Brain metaphor group found that 23rd April Children Culture Center had no bureaucratic structure and there was a very democratic environment. The decisions were made through group discussion and this was shown as an evidence for minimum critical specification. The Organism metaphor group has found the personnel of this unit were given the flexibility to determine their own tasks. The Instruments of Domination metaphor group has found the hierarchy in the company to be invisible -- 'invisible rules'. Everyone was found to act according to their own position.

- The Machine metaphor group has found the Landscaping department to have the second most fit to the machine metaphor. However, the Brain metaphor group has found the department not being bureaucratic and flexible as an evidence for learning to learn characteristic of the brain metaphor.

- The Organism metaphor group has found two different structures; organismic structure at higher levels while mechanistic structure is implemented at lower levels. The Instruments of Domination metaphor group concluded that the primary and secondary labor markets could be observed more clearly in this department. The full-time workers constitute the primary labor market while the seasonally employed gardeners constitute the secondary labor market. The Culture metaphor group did not indicate the class difference when it found the landscaping unit part of the unifying culture of ANFA that values innovation, cooperation, and teamwork.

- The Machine metaphor group has found the Finance and Administration Department(Accounting Department) to have the least fit with the characteristics of the machine metaphor. However, the Organism metaphor group has found the same department to be a closed system since it does not receive any feedback from its environment. The Organism metaphor group has found evidence for existence of vertical chain of command and mechanistic structure with bureaucratic leadership style. The Political Systems metaphor group had interviewed an employee working in the new year party organization committee who stated that there was no such thing as hierarchical pyramid in ANFA.

- The Culture metaphor group has found a sub-culture in the Sports Center that emphasized investing in the future athletes of Turkey. The group claims this is not same as the unifying culture that values creativity and innovativeness within the limits of profitability. However, the Flux and Transformation metaphor group had found that the Sports Center recognizes the fact it has to generate cash flow and/or profits to survive. This is unlike the stated purpose of existence of ANFA that was to serve the public. The Political Systems metaphor group has found that the backgrounds of the department heads affect the focus of their department. The group states that the private sector background led to a more profit orientation in the 23rd April Children Center, Exhibition and Fair Organization Department. Since head of the Sports Center's background was public sector, he was managing his department for the goal of "public satisfaction".

- The Machine metaphor group has found that job specification existed in the Technical Support unit such that a mechanist could not perform the duty of an electrician even though he had the required skills. The Machine metaphor group also found centralized authority. The Organism metaphor group has found that the employees were restricted to tasks they were assigned to perform and the unit head uses an authoritarian leadership style that the group thought contradicted with the environmental conditions the department faced. The Organism metaphor group also found that the unit head values teamwork however all organization of work was done by him. The Brain metaphor group has found that head of the unit spoke of his eleven employees as the perfect team that was capable of performing very specialized duties.

- The Organism metaphor group found a strict hierarchical pattern for communication and dictatorial leadership style. The Instruments of Domination metaphor group also found the chains of bureaucracy with clearly defined job descriptions and responsibilities. The group concluded that the department fit the Weber's typology of rational-legal domination as power is legitimized by rules, regulations and procedures.

4.3 New 'Metaphors' For ANFA

The purpose was to create a new metaphor that would give an outlook of ANFA that the individual group's metaphor did not cover. Only four out of eight metaphor groups developed a new metaphor ANFA

4.3.1 'ANFA-MAN' By Organism Metaphor Group

The Organism metaphor group developed the 'ANFA-MAN' metaphor. This metaphor had two different aspects. The first aspect was a correlation established between evolution of men kind and evolution of ANFA. It matched stages of ANFA's evolution with stages of Darwin's Theory of evolution. The golf course before the official establishment of ANFA as a park was taken to be the initial stage of ANFA. This stage was matched with ape stage in Darwin's theory. The organism metaphor group argues as the units of ANFA were established starting with the Fair and Exhibition Unit(ExpoCenter) and Landscaping Unit, ANFA moved up the stages until it became its

present form. This present form was called the ANFA-MAN stage. The second aspect was matching the human body parts with present day ANFA-MAN's units. Since the top management made crucial decisions, and it had information processing, coordination & control mechanisms, the top management was considered to be the 'brain' of ANFA-MAN. The Fair and Exhibition Center was both the 'feet' and 'heart' of ANFA-MAN. It was chosen to be the 'feet' because it carried the financial burden of the whole organization. It was the 'heart' since it generated and pumped the blood, in this case, the money to the other parts/units of the ANFA-MAN. The Fair and Exhibition Center did not generate all of the funds and a major portion of it came from an outside source, the Municipality. The group represented the Greater Municipality of Ankara as a 'walking stick' that supported ANFA-MAN. The Finance and Administration Unit(Accounting Unit) was considered to be the 'veins' of ANFA-MAN. This unit provided the necessary links for the distribution of funds between units. The Technical Support Unit was the 'immune system' of ANFA-MAN since it provided the crucial support and maintenance for the continuing functioning of the organization. The Security Unit was the 'skin' of ANFA-MAN. It prevented unwanted and harmful entities to penetrate into the park. Finally, the Science Center and 23rd April Culture Center were considered to be the 'hands' of ANFA-MAN since they had the most interaction with the environment of ANFA without having crucial roles.

4.3.2 'TETRIS' By Brain Metaphor Group

The Brain metaphor group developed the TETRIS metaphor. This metaphor matched the falling bricks of the game to the units, unit heads or the individuals. The goal of this game is to fill the rows without leaving idle boxes. The idle boxes represent the unfinished projects or projects without utility to the customer. The positions of the bricks represent either the variations in skills or the flexibility of the unit, unit head or the individual. More positions mean that the unit, unit head or the individual represented with that 'brick' has more ability to solve problems and/or finish projects. In the TETRIS game there are bricks with one position, the square one, which the group matched units or employees with more fixed jobs as the Security Unit or the Security Workers or the Science Center guides. The bricks that have only one position represent units, unit heads or individuals with fixed and detailed job definitions but they are no less important in the game. The bricks with two positions, are the straight, z shaped and s shaped ones. The General Manager of ANFA was represented with a straight four boxes. Although this brick has only two positions, it is the most valuable brick of the game because it can fill four rows in a single step. Also, there are bricks with four positions, L shaped ones, and an example to this was given as an employee of the Fair and Exhibition Unit. She worked as a translator in the Fair and Exhibition Unit and in any unit that required any kind of translation services. She also worked in the booths in the fairs when English language was required.

4.3.3 'The Modern Sultan of ANFA' By Culture Metaphor Group

The Culture metaphor group's new metaphor was called 'The Modern Sultan of ANFA'. This metaphor represented the General Manager of ANFA, Mr. Malik Sat, as the Modern Sultan and the unit heads as various officers of the visible and invisible administrative system of the Ottoman Empire.

In the days of the Ottoman Empire, the ultimate power belonged to the Sultans and their word was the law. Mr. Sat was a 'Modern Sultan' because he encouraged creativity, enabled informal communication and free flow of information. He was a 'Sultan' because he was the official leader and he had influenced many aspects of ANFA's culture.

The Ottoman Empire had two administrative systems. First one was the visible administrative system called 'Divan-i Humayun'. During Divan meetings, the political, administrative, military, religious and financial matters were discussed and decisions were made accordingly. These 'Divan' meetings in the Divan-i Humayun during the 16th and 17th century were very similar to the 'Monday Meetings' of the ANFA where problems, possible future projects, etc were discussed and decisions were reached. The head of the Fairs and Exhibition Unit, Mr. Mufit Tarhan, was matched with the role of 'Sadrazam'. Sadrazam is the second in command after the Sultan. Mr. Tarhan was given this position because of the superior status given to his unit. The metaphor group was informed that in each meeting always someone from the Fairs and Exhibition Unit had to be present and the meetings always started from this unit. The unit heads of Landscaping, Technical

Support and Security units were given the title of 'Kubbe Vezirleri'. They are like the ministers of modern parliament system. The head of Financial and Administration unit was the 'Defterdar' since the role of a 'Defterdar' was to keep financial records of the empire and this unit was basically an accounting unit of ANFA. The head of Cultural Activities Center, Mr. Mustafa Guler, was called the 'Yeniceri Agasi'. The 'Yeniceri' was the military of the Ottoman Empire. Mr. Guler received this title because he believed in management by fear and hard core discipline. The head of the Sports Center, Mr. Sinasi Oz, was presented as the 'Sancakbeyi'. The Sports Center was taken as a newly conquered territory, 'Sancak' because of its isolated and unsettled position. The Sancakbeyi's and Sultan's perceptions of how it should be ruled was very different.

The second administrative system was the invisible administrative system called the 'Harem-i Humayun'. Harem consisted of legitimate wives, concubines and female slaves. Sultan, after marrying a free woman, selects four from the Harem. If one of these women gave birth to a male child, they became privileged. The first one to give birth to a male child became the favorite and she was called the 'Gozde'. The General Coordinator of ANFA, Mrs. Gonul Aslan, was placed in the position of the legitimate and free wife of the Sultan. She was feared and disliked since she liked to exercise her authority and she played a restrictive role in project selection for funding. The heads of Feza Gursey Science Center and 23rd April Culture Center were considered as the 'Gozdes'. The male child or in this case the two male children were the newly opened and innovative centers. Since the centers opened very close to each other they both became the favorites. The Sultan's favorites carried had lots of power just like the unit heads of the two centers.

4.3.4 'BABY' By Flux & Transformation Metaphor Group

The Flux and Transformation metaphor group developed the metaphor ANFA as a BABY. The change experienced by ANFA during its growth and continual development was presented as the physiological growth of a baby. The baby experiences a rate of change with a very large positive slope initially but this rate slows down with time. The metaphor group believed that ANFA experienced something similar since ANFA had grown very rapidly since its foundation and it has acquired many new functions.

5.   DISCUSSIONS AND CONCLUSION

5.1   Discussions

As described in the methodology section, the metaphor groups were conditioned to study organization of ANFA Ltd. from a self-chosen metaphoric lens. Accordingly, the metaphor groups checked the fit between the characteristics of the metaphors and the organization. All most all groups studied ANFA department by department. The experiment was designed to and was expecting to find 'fragments' of representational realitiy or in other words the multi-dimensional views of 'reality' -- the 'difference'. However, the experiment yielded a convergence and a fragmentation. The convergence was around a common reality -- 'formal' ANFA.

5.1.1   Common 'Reality' Of ANFA

The stories written by the metaphor groups all but one converged on a common 'reality' of ANFA that was called the 'formal' image of ANFA in the findings section. As mentioned before, the formal image of ANFA as presented by the General Manager of ANFA formed the premise of the studies done on ANFA. It showed ANFA apart from regular municipality owned and controlled enterprises. The image associated with the 'regular' municipality owned enterprise is that they are structured, hierarchical, with well-defined tasks and job descriptions. They are bureaucracies with political power plays

and favoritism. The formal image of ANFA was a democratic organization that valued creativity, informal communication, 100% commitment and performance.

All metaphor groups tried to fit their metaphor's characteristics to the image. It can be observed from their project reports that they conducted their studies based on the belief that 'formal' ANFA existed although they were conditioned to search for a dimension of the representational reality using a single metaphoric lens. The deviances from the 'formal' ANFA concept was not emphasized by the groups. The machine and flux & transformation metaphor groups found their own metaphors unsuitable to organizationally study ANFA. The culture metaphor group placed the 'uncomformaties' like power plays between departments under a new metaphor. This way, the 'formal' image went unharmed. The organism metaphor group concluded ANFA as organismic in structure and democratic in leadership style. This group placed the 'uncomformaties' briefly in the conclusion but not really emphasizing their importance thereby not harming the 'formal' image of democratic and organismic ANFA. Only instruments of domination metaphor group's findings do not support the image. The group gave evidence for 'favoritism', political power plays and existence of primary and secondary labor forces. The remaining three metaphor groups', political systems, psychic prison and brain, findings also support the 'formal' image.

This convergence to a common 'reality' or especially to a fixed 'image' also undermines the Morgan's(1986) purpose of using these metaphors. Morgan(1986) used different metaphoric lenses to study organizations to develop the multi-dimensional

views -- multiple perspectives -- of the representational reality of ANFA yet these were not

obtained through the stories. The groups have tried to not deviate from the 'formal'

image of ANFA. The converge to a common 'reality' is completely against the

postmodern proposition of multifaceted reality.

5.1.2 'Opposing Realities' Of Departments And 'New Metaphors'

5.1.2a. 'Opposing Realities'

Although, the stories of ANFA converge to a common 'reality' there are striking

differences in departmental realities. The opposite realities give the awaited 'instabilities'.

The following is the list of the most apparent 'opposite' realities:

● EXPOCENTER

MACHINE AND INSTRUMENTS OF DOMINATION	ORGANISM	BRAIN
- Found strict division of labor. Work at his/her specified task.	-Found no division of labor. Work in 'ad hoc' work groups. -Most fit with organism metaphor	-Found an employee responsible for each fair but work in groups.

* EXPOCENTER

INSTRUMENTS OF DOMINATION	CULTURE
-Found no value placed on team work.	-Found values like cooperation, collaboration and team work were necessary for getting their job done -- unifying culture.

* SCIENCE CENTER

MACHINE	BRAIN	ORGANISM	CULTURE
-Most fit with machine metaphor	-Found no bureaucratic structure and no division of labor.	-Found this unit has organic structure and democratic leadership style.	-Found great emphasizes on teamwork

* FINANCE AND ADMINISTRATION DEPARTMENT

MACHINE	ORGANISM
-Least fit with machine metaphor	-Found it to be a closed system with vertical chain of command, mechanic/ bureaucratic structure and authoritarian leadership style

The opposing realities give hints of the 'informal' ANFA. The findings spring up doubts about the 'formal' image of ANFA. The supporters of the formal image are faced with their opposite -- the informal. The opposites or the instabilities were the finding that the experiment was aiming to attain. They are paradoxical interpretations of reality.

5.1.2b 'New Metaphors'

The assignment of new metaphor was also given to draw out the 'instabilities' that the metaphor groups might have observed and could not report due to filtering effect of their chosen metaphor. The new metaphors were given as new avenues to capture, or to expose the incongruities — instabilities. These new metaphors were explained in detail in the findings section of the analysis.

If the theme behind each new metaphor was distilled to one or two words then the following would be obtained:

- ORGANISM ⇨'ANFA-MAN'⇨INTEGRATION⇨ORGANISM

- BRAIN ⇨'TETRIS'⇨INTEGRATION⇨BRAIN

- CULTURE ⇨'MODERN SULTAN'⇨INTEGRATION⇨CULTURE

- FLUX & ⇨'BABY'⇨INTEGRATION⇨FLUX&TRANSFORMATION

TRANSFORMATION

The theme behind all the metaphors is integration. The second part of the organism metaphor group's new metaphor — ANFA-MAN — matches the departments of ANFA to human body parts. It integrates the parts of ANFA and shows the whole ANFA as an organism — a human. The first part of the ANFA-MAN metaphor shows the stages of the organism's growth. The initial stage, the ape man, stage to the present stage, the ANFA-MAN. The new metaphor goes back to the organism metaphor.

The brain metaphor group's new metaphor -- TETRIS -- emphasizes the 'connectivity' and the 'fit' between the units, unit heads and individual employees. Again the main theme is integration -- the 'fit' between the parts of the whole. The whole is ANFA. This metaphor group has used this metaphor to stress the connectivity the group has observed in the park. Connectivity is one of brain metaphor's characteristics.

The culture metaphor group's new metaphor is the Modern Sultan of ANFA. The general manager, the general coordination and unit heads -- positions in ANFA's administrative system -- are matched with various positions of the Ottoman Empires' administrative system. In the new metaphor, the empire is the Altinpark Empire. The new metaphor is unitary or integrative. The original findings of the metaphor group show a strong unifying culture and three sub-cultures. The new metaphor accounts for all the sub-cultures and the unifying culture by showing them as different aspects of a single culture -- ANFA. The Modern Sultan metaphor blends the unifying culture, the three sub-cultures and the observations of the group about the administrators of ANFA and it is epistemologically in line with the culture metaphor. The metaphor group takes ANFA as Culture.

The flux & transformation metaphor group's new metaphor -- BABY-- wants to emphasize the irreversible change lived by the organization. The group had found its metaphor unsuitable to study ANFA yet the group wants to attest that ANFA has experienced a change -- growth. This new metaphor is integrative because it combines the growth experienced by the parts of ANFA to a single analogy that covers change in whole ANFA.

All new metaphors while trying to create some thing new they go back to their 'core' or 'original' metaphor. The new metaphors are circular and they use the new metaphors -- core metaphors with a wider spectrum -- to cover ANFA as a whole. The assignment of creating new metaphor was given to draw out more 'instabilities' in the organization yet they yield a new convergence to the theme of 'integration'. The theme of integration and the circular behavior of the new metaphors do not dispute or bring out 'uncomformaties' to the converging common reality of ANFA and instead they support it.

5.2 Conclusion

The experiment did not give the awaited pure fragmentation of representational reality -- the difference. Instead the findings indicate a convergence and a contradiction -- fragmentation that were found after looking from eight perspectives of the metaphors. The convergence to a common 'reality' of ANFA is also supported by the new metaphors found by the groups. The new metaphors were intended to be a tool to extract the 'instabilities' that using only one metaphoric lens might have filtered out. However, the new metaphors cycle back to their 'core' metaphors and try to incorporate their core metaphor to the whole system of ANFA and thereby converge back to the common 'reality' of ANFA. Yet, the contradictions in the form of opposing realities were also found. The opposing realities are the only evidence in the metaphoric studies for multifaceted reality proposition of the postmodern view.

Morgan have developed eight of most well known and used organizational theories as his eight metaphors. The eight metaphors were designed to yield the multiple perspectives of organizational reality. The study project groups which have performed the studies using the eight metaphor were conditioned to search for a single facet of the multifaceted representational reality of ANFA. The expected findings form the experiment according to postmodern proposition were eight different views. Yet, the findings from the experiment were a convergence to a common reality and a few fragmentations -- contradictions -- in departmental realities.

The metaphor groups' efforts not to deviate from the common 'reality' -- 'formal' image of ANFA -- was surprising since they were coached to search for the 'instabilities' in the representational reality and report these 'instabilities' in the form of a new metaphor if their metaphoric lens filtered them out. The paradoxical 'opposing' departmental realities were only evidence for the postmodern proposition. They were few and they were seen between the same metaphor groups -- machine and instruments of domination metaphor groups versus the organism, culture and brain metaphor groups. The findings do not fully confer the postmodernist view of the multi-dimensional reality -- 'difference'. Therefore, the postmodern proposition of representational reality being completely fragmented -- multifaceted -- can not be confirmed.

As a limitation, the studies were performed by MBA students as a class project. The students while performing the studies might have been effected by the evaluation they were going to receive at the end of the project.

APPENDICES

APPENDIX A
FUNCTIONS OF ANFA'S UNITS

APPENDIX A

ACTIVITIES OF DEPARTMENTS IN ANFA DETERMINED BY THE METAPHOR STUDY GROUPS

FINANCE AND ADMINISTRATION DEPARTMENT

This department had fourteen employees that performed the following activities of the department:

- accounting activities of all departments

- monitoring the cash flow of all departments - REQUEST FORM for expenditures

- preparing the budgets for all departments

- preparing and paying the payrolls of all departments

- controlling the cleaning services for the park

- approving the daily permissions - DAILY PERMISSION FORM

* studied only by machine and organism metaphor groups

EXHIBITION AND FAIR ORGANIZATION DEPARTMENT

This department organized the exhibitions and fairs and rented the exhibition hall to other fair organization companies. The exhibition center was designed in world standards to contribute to Ankara's economic development. In 1993, there had been nine fairs already and 1994 fourteen fairs were scheduled. Four people worked in the departments and each were responsible for a particular fair.

* studied by machine, organism, brain, culture, instruments of domination metaphor groups

FEZA GURSEY SCIENCE CENTER

Feza Gursey Science Center was the first of its kind in Turkey. The purpose of the center was to stimulate the children to learn and investigate in science.

Two main groups of activities:

- main exhibitions and science work shops on topics like electricity, biology, space, gravity, and etc.

- side activities like panels, concerts, seminars, science market(gift shop) and the library.

Science Center has five full time and thirty-five part time employees.

* studied by machine, organism, brain, culture, and instruments of domination metaphor groups

23rd APRIL CHILDREN'S CULTURE CENTER

The aim of the center was to provide educational and cultural services to people between ages 3 and 30. At the time of the study the centers current activity was providing a kindergarden with a ninety child capacity for between the ages three and six.

The targets, the center wanted to achieve were to set up summer schools and weekend courses for teenagers and young adults on subjects like drama, folk dancing, modern and classical bale, painting, pottery, ceramics, etc.

* studied by machine, organism, brain, culture, and instruments of domination metaphor groups.

LANDSCAPING UNIT

The unit was the responsible department for finishing the implementation of the Altinpark project. The unit prepared yearly plans in accordance with the project to finish the planting the necessary plants — trees, shrubs, flowers, etc. The activities of this department were strictly controlled by the municipality and there could be no alteration done to the project without the consent of the project designer. Four full time employees

worked in the department, the head of the department and three agricultural engineers, and varying number of gardeners worked depending on the season.

* studied by machine, organism, brain, culture, and instruments of domination metaphor groups.

TECHNICAL SUPPORT UNIT

This department was crucial in the efficient functioning of all the other departments. It provided all the required technical support like electrical and mechanicl repairs and maintenance. The targe of the department was to minimize the technical problems occuring in the park.

* studied by machine, organism, brain culture and instruments of domination metaphor groups.

CULTURAL ACTIVITIES CENTER

This department was responsible for running of food and beverage stands spread around the park grounds. There were twenty-three such stands -- 'bufes' -- under the department head's control.

* studied by culture metaphor group.

SECURITY UNIT

The security unit was responsible for protecting the entire park area of 640 000 sqm and the departments from any kind of dangerous and hazardous events. The responsibility of the unit included the preventing the visitors from damaging the green areas(trees, lawn, etc.). The security consisted of the head(chief) of the department, assistant chief and twenty personnel on foot and nine personnel on horses. The on foot personnel worked for 24 hours and 3 shifts and the personnel on horse worked during the day.

* studied by instruments of domination metaphor group

APPENDIX B
NARRATIVE STYLE

APPENDIX B

NARRATIVE STYLES

EPIC: a perilous journey contains a crucial, success in this ordeal results in the exultation of the hero.

The epic narrative is centrally concerned with a melodramatic passage that has three distinctive stages: The questor here becomes transformed from a state of seduction to a state of redemption through success in a crucial ordeal(struggle of corruption).

ROMANTIC: obstacles are posed by opponents in a restrictive society, there are overcome enabling passage into a new and integrated state of society. The objective of a harmonious and integrated society is expressed in a desire for organizational unity in organizational studies.

TRAGIC: obstacles triumph, opponents gain their revenge and any reconciliation or reintegration occurs in a sacrificial mode or in another world.

IRONIC: quests prove unsuccesful and society is not transformed, the hero must here learn that there is no escape from the world except through death or madness.

APPENDIX C
MACHINE GROUP'S FINDINGS
MATRIX

	[illegible]	[illegible] Landscape	[illegible]	[illegible]	[illegible] Organization	Technical Support
[illegible]	2	2	3	3	2	3
[illegible]	1	2	3	1	1	2
[illegible]	2	3	3	2	1	2
[illegible]	2	3	3	1	1	2
[illegible]	1	1	1	1	1	1
[illegible]	2	3	3	2	2	3
[illegible]	1	3	3	3	3	1
[illegible]	1	3	3	1	1	2

APPENDIX D
INPUTS, THROUGHPUTS,
OUTPUTS AND FEEDBACK

APPENDIX D

INPUTS, THROUGHPUTS(PROCESSES), OUTPUTS AND FEEDBACK MECHANISMS OF ANFA'S DEPARTMENTS

EXHIBITION AND FAIR ORGANIZATION DEPARTMENT -- EXPOCENTER

❑ INPUTS

- PARTICIPATING FIRMS
- VISITING FIRMS
- TENANTS
- BUDGET FROM PREVIOUS EXHIBITIONS
- HUMAN RESOURCE
- SUPPORT TECHNOLOGY AND SECURITY

❑ THROUGHPUTS(PROCESS)

- ORGANIZATION OF FAIR GROUND
- ADVERTISEMENTS
- SALES

❑ OUTPUTS

- EXHIBITIONS
- NEW CONNECTIONS WITH ENVIRONMENT

❑ FEEDBACK

- RESEARCH DEMAND ON EXHIBITION
- SURVEY ON EXHIBITION
- SALES FIGURES
- NUMBER OF VISITOR FIGURES
- NUMBER OF DELEGATIONS

FEZA GURSEY SCIENCE CENTER

- ❑ INPUTS

- TECHNOLOGICAL SUPPORT

- CONSULTANCY

- SPONSORSHIP

- OWN BUDGET

- HUMAN RESOURCE

- ❑ THROUGHPUT

- DESIGNING NEW EXHIBITION

- EXPERIMENT SET UP

- EDUCATION OF GUIDES

- ADVERTISING

- ❑ OUTPUTS

- CURRENT EXHIBITIONS

- NEW EXHIBITIONS' DESIGN

- EXPERIMENT DEMOS TO VISITORS

- ❑ FEEDBACK

- 'TELL US WHAT YOU THINK' DESK

- NUMBER OF VISITORS

- CONSULTANCY

FINANCE AND ADMINISTRATION DEPARTMENT

- ❑ INPUTS

- PAYROLLS

- INVOICES

- EXPENDITURES

- MANAGEMENT DECISIONS

- ❏ THROUGHPUT
- FINANCIAL EVALUATION
- MONEY COLLECTION
- CASH DISBURSEMENT
- ❏ OUTPUTS
- FINANCIAL STATEMENTS
- PAYMENT OF INVOICES
- PAYMENT OF PAYROLLS
- ❏ FEEDBACK
- NO FEEDBACK

THIS UNIT IS A CLOSED SYSTEM. ALTHOUGH IT HAS RELATION WITH ORGANIZATIONS OUTSIDE ANFA THESE TASKS ARE ASSIGNED BY THE MANAGEMENT OF ANFA.

LANDSCAPING UNIT

- ❏ INPUTS
- RESEARCH
- TECHNICAL SUPPORT
- PERSONAL EFFORS --GARDENERS AND ENGINEERS
- NEW IDEAS
- TECHNOLOGY
- ❏ THROUGHPUT
- PLANTING OF FLOWERS AND TREES
- MAINTENANCE OF THE GROUNDS
- EFFORTS TOWARD FINISHING THE SHORT-TERM AND LONG-TERM PROJECT GOALS

- ❏ OUTPUTS
- GREEN LANDSCAPE
- ❏ FEEDBACK
- VISITORS' IDEAS AND CONSULTANTS

TECHNICAL SUPPORT DEPARTMENT

- ❏ INPUTS
- REPORTED PROBLEMS
- TECHNOLOGY
- HUMAN RESOURCE
- BUDGET ALLOCATED FROM ANFA
- ❏ THROUGHPUT
- INNOVATIONS IN SOLUTIONS
- PERSONAL EFFORTS
- ❏ OUTPUTS
- SOLUTION TO PROBLEMS
- ❏ FEEDBACK
- IDEAS FROM OTHER DEPARTMENTS

IT WAS CONSIDERED AS AN OPEN SYSTEM BECAUSE IT IS ALWAYS IN COOPERATION WITH OTHER DEPARTMENTS BUT IT IS AN CLOSED SYSTEM TOWARDS THE ENVIRONMENT.

23RD APRIL CHILDREN'S CULTURE CENTER

INPUTS

- HUMAN RESOURCE

- TECHNICAL SUPPORT

- CONSULTANCY FROM EXTERNAL ORGANIZATIONS

THROUGHPUT

- EDUCATION

- ADVERTISING

- ADJUST EXISTING ACTIVITIES

- PLAN NEW ACTIVITIES

OUTPUTS

- SEMESTER SCHOOL

- SUMMER SCHOOL

FEEDBACK

- INFORMATION OBTAINED FROM FAMILIES

- INFORMATION OBTAINED FROM CONSULTANTS

- NEW IDEAS FROM PARENTS

APPENDIX E
ADAPTATION TABLES
FOR ANFA AND ITS UNITS

ACCOUNTING UNIT

Environment

stable
environment ☐———|———|———|———|———| turbulent
environment

Strategy

defensive ☐———|———|———|———|———| proactive

Technological

routine ☐———|———|———|———|———| complex

Human/Cultural

economic/
instrumental
orientation ☐———|———|———|———|———| self-actualizing

Structural

mechanic/
bureaucratic
structure ☐———|———|———|———|———| organic

Managerial

authoritarian ☐———|———|———|———|———| democratic

SECURITY UNIT

Environment

stable
environment |———|———|———|——□——|———|———| turbulent
environment

Strategy

defensive |———|———|———|——□——|———|———| proactive

Technological

routine |———|———|———|——□——|———|———| complex

Human/Cultural

economic/
instrument
orientation □———|———|———|———|———|———| self-actualizing

Structural

mechanic/
bureaucrat
structure □———|———|———|———|———|———| organic

Managerial

authoritaria □———|———|———|———|———|———| democratic

LANDSCAPE DEPARTMENT

Environment

stable
environment ———————————□—————————————— turbulent
environment

Strategy

defensive ———————————————————□——— proactive

Technological

routine ————————————□————————— complex

Human/Cultural

economic/
instrumental
orientation ——————————□————————— self-actualizing

Structural

mechanic/
bureaucratic
structure ——————————□————————— organic

Managerial

authoritarian ——————————————————□ democratic

SCIENCE CULTURE

Environment

stable
environment |———|———|———|———[□]———| turbulent
environment

Strategy

defensive |———|———|———|———[□]———| proactive

Technological

routine |———|———|———[□]———|———| complex

Human/Cultural

economic/
instrumental
orientation |———|———|———|———|———[□] self-actualizing

Structural

mechanic/
bureaucratic
structure |———|———|———|———[□]———| organic

Managerial

authoritarian |———|———|———|———[□]———| democratic

CULTURE

Environment

stable
environment ├────┼────┼──□──┼────┼────┤ turbulent
environment

Strategy

defensive ├────┼────┼────□──┼────┤ proactive

Technological

routine ├────┼────┼───□──┼────┼────┤ complex

Human/Cultural

economic/
instrumental
orientation ├────┼────┼───□──┼────┼────┤ self-actualizing

Structural

mechanic/
bureaucratic
structure ├────┼────┼───□──┼────┼────┤ organic

Managerial

authoritarian ├────┼────┼────┼───□──┤ democratic

ANFA

Environment

stable
environment |———|———|———□———|———| turbulent
environment

Strategy

defensive |———|———|———|———□———| proactive

Technological

routine |———|———|———□———|———| complex

Human/Cultural

economic/
instrumental
orientation |———|———|———□———|———| self-actualizing

Structural

mechanic/
bureaucratic
structure |———|———|———|———□———| organic

Managerial

authoritarian |———|———|———|———□———| democratic

APPENDIX F
APPERANCE OF ANFA-MAN

ANFA-MAN

-Immune System
Technical Support

Top
Mang.
Brain

Skin-Security

Heart-Fair

Apearance-
Landscape
Vaines-
Accounting
Culture

Science

Municipality

Crack
March Elections

Feet- Fair Unit

APPENDIX G
BRAIN METAPHOR GROUP INTERVIEWS

MASTER QUESTIONNAIRE

1. Your position and your job in the group?

2. Your education, how long have you been working for ANFA?

3. Is there any training given to beginners?

4. What are your relationships with the other groups? Do you have any support relationships with the other groups? What kind of a support is it if any exists?

5. Do you have any flexibility to express your problems and critiques while performing your job?

6. Do you have the flexibility to make decisions whenever necessary while performing your job?

7. Do you have any clearly defined goals that you have to follow or do you have the ability to change them?

8. What kinds of reactions do you receive for your mistakes?

9. Are the individuals or the groups responsible for the performed jobs? Are there any differentiation of tasks? In terms of performance appraisals is individual or group performance taken into account?

10. Do you have any predefined rules and regulations that you have to obey in ANFA or in the group?

11. To what extent are you aware of the problems and the operations in the park?

12. While making decisions are the ideas and the suggestions of other groups taken into account?

13. Can you describe the information flow in ANFA?

BANU GÜNDOĞAN (Feza Gürsey Bilim Merkezi sorumlusu) ile söyleşi:

-Departmandaki göreviniz?

Bilim merkezi sorumlusuyum.

-Eğitim durumunuz?

ODTÜ Endüstri Ürünleri Tasarımı Bölümünden mezunum.Şu anda ODTÜ'de part-time öğretim görevlisiyim.

-Departmandaki yapılan iş?

Bilimin topluma sevdirilmesi ve yaygınlaştırılması.

-Diğer bölümlerle ilişkileriniz nasıl?

Diğer bölümlerle bire bir ilişkilerimiz yok ama birim sorumlularının Altın Park'ın geneliyle ilgili fikir üretmek ve hedefleri belirlemek gibi görevleri var.

-Sorun ve eleştirilerinizi rahatlıkla iletebiliyormusunuz?

Her birimin başındaki kişiye göre değişiyor.Otuzaltı rehberimiz var.Rehberlerin mülakatları,işe alınmaları,değerlendirilmeleri gurup içinde oluyor.Zaten bu gibi şeylerin Malik Bey'e gitmesine gerek yok.Bilim atölyesi ile ilgili her türlü şey benden sorulur.Kendi içimizdeki sorunları kendimiz hallediyoruz.

-Maaşlarınızın miktarını kim belirliyor?

Genel Müdür karar veriyor.Yedi ayda otuzbeşbin kişi Bilim Merkezine geldi.Bu bir başarı göstergesidir ve Genel Müdür bunu değerlendiriyor.

-Altın Park genelinde ve bölümünüzde uymak zorunda olduğunuz belirli kurallar var mı?

ANFA'nın bir yönetmeliği var.İş saatleri,yıllık izin koşulları,fazla mesai ücretleri,öğle arası vs...Bilim Merkezinde öyle bir şey yok.Buradaki iş daha çok üniversitedeki araştırma görevliliği gibi. Sabah 6'dan akşam 9'a kadar çalışması benim için o kadar önemli değil. Örnek olarak Ankara'daki okullarla ilgilenen rehber arkadaşımızı kontrol etmiyorum.İsterse bütün gün uyuyabilir ancak ay sonunda sadece üç okulun öğrencileri gelmişse, bu onun çalışmadığını gösterir ve uyarı alır. Sonuç olarak işin bitmesi önemli.

-Şirkette bilgi akışı nasıl sağlanır?

İletişim sorunumuz yok.Burada belediyenin etkinlik yapma hakkı var.O yüzden belediyenin yaptığı etkinliklerden haberimiz olmuyor ama ANFA'nın organize ettiği her şeyi biliyoruz.

-Hataları nasıl değerlendiriyorsunuz ve verilen reaksiyonlar nelerdir?

Tübitak ve üniversitelerden gelen danışman ve denetimciler var.Hataları değerlendiriyorlar.İki uyarıdan sonra işe son veriliyor.

-Belirli bir iş tanımınız var mı?

Herkesin öncelikli bir görevi var.Dört kişi çoğu zaman otuz kişinin görevini yapıyor.İş yükü bu yüzden çok fazla.Benim bile Bilkent Üniversitesi hocalarına kart dağıtmak için okula gittiğim oldu.Aslında bu bir office boy'un işidir.Buradaki rehberler işin başından beri farklı görevlerde yeralmışlardır.Daha iyi yaptıkları işe yöneliyorlar.

YAPRAK BENER (Feza Gürsey Bilim Merkezi elamanı) ile mülakat:

-Departmandaki göreviniz ve yapılan iş?

Önceden rehber sorumlusuydum.Bilim danışmanı olarak geldim.Rehberlerin eğitimleri ve performanslarını izlemekle görevliyim.

-Eğitim durumunuz nedir?

ODTÜ Matematik Bölümü mezunuyum.Üç yıl ODTÜ'de araştırma görevlisi olarak çalıştım.

-Diğer bölümlerle ilişkiniz nasıl,ihtiyaç halinde başka bölümlerde görev alıyormunuz?

Örneğin Bilim Atölye grup çalışmasıyla ilgili 23 Nisan Kültür merkezindeki eğitimcilerden, eğitim-öğrenimle ilgili bilgi aldık ve kursun tanıtımında, kültür merkezinin elinde olan adresleri alarak bunlardan yararlandık.Eleman değişimi yok ve başka bir bölümle bu kadar sıkı bir ilişkimiz yok.

-Sorun ve eleştirilerinizi rahatça iletebiliyor musunuz?

Burada bir aile ortamı içinde çalışılıyor.Bu katta çalışanlar ailenin çekirdeği, rehberlerde ailenin torunları gibidir.

-Hatalara karşı nasıl reaksiyon veriliyor?

Rehberlerin toptan hataları bana gelir.Rehberlerin bireysel hatalarını beraber gidermeye çalışırız.

23 NİSAN KÜLTÜR MERKEZİ (EMİNE ÇELİK)

S:Parktaki faaliyet,gelişme veya sorunlardan ne ölçüde haberiniz oluyor?
Farklı bir çok birim var.Herbinin farklı birim sorumlusu var.Mesela ben 15 gün sonra hangi fuar var bilmiyorum. Spor bölümünde hangi branşlar var bilmeme rağmen çalıştırıcılar kim bilmiyorum. Birimler hakkında genel bilgim var ama potansiyelleri ile ilgili bilgim yok.

S:Diğer bölümlerin sorunlarından haberiniz var mı?

Hayır. Başka bir alana çıkmıyoruz. İnsanlarla kişisel olarak karşılaşınca iletiyorlar sorunlarını. O zaman haberimiz oluyor

S:Yeni projelerden haberiniz var mı?

Pazartesi günü yürütme toplantısında bölüm sorumluları bilgilendiriliyor. Toplantıdan önce sorumlu kişi bölüm içindeki herkesle görüşüyor. Yürütme sonrası birim sorumluları ile toplantı yapılıyor.Genel bir toplantı oluyor. Genelde detaylar konuşulmuyor.

S:Hiç başka birimde çalıştınız mı?

Hiç çalışmadım, çünkü her birim çok farklı. ANFA' da çok elemanlı birim yok.Herkes çalışma programını ancak dolduruyor.

S:Ast-üst ilişkisi var mı?

Her birimde kendine göre. Bizde ast-üst yok. Demokratik bir liderle çalışıyoruz.Samimi olarak olayları tartışıyoruz, karar veriyoruz. Karar veririken birisine danışmak gerekmiyor. Seri kararlar veriliyor. Programı aksaksız bir şekilde sürdürüyoruz.

Göreviniz nedir? Belli bir iş tanımınız var mı?

Eğitim programları sorumlusuyum. Birim sorumlusu yardımcısıyım. İş tanımı belirli değil. Sadece birim sorumlusu belirli. Örneğin ben kurs programlarını ve kurs kayıtlarını da yapıyorum. Belli olan kişilerin hangi bölümde çalıştıkları. Sorumlular kesin, alt kadro birbiriyle içiçe. Herkes her işe bakar. Önemli olan işin aksamaması. Piyon gibi herkes oradan oraya kayar.

S:Bu bölüm başka bölümlerle yardımlaşıyor mu?

Her birim farklı olduğu için yardım, görüşme olayı yok.Ama yuvanın çocukları Bilim Merkezi' nden yararlanıyor. Çocukların programını beraber yapıyoruz. Onlara ve bize uygun saatleri belirliyoruz. Sonraki ilişkilerimiz

telefonla oluyor. Çocukların geleceğini telefonla bildiriyoruz. Bizden bir öğretmen götürüyor, ders sonunda da bir öğretmen alıyor.

S:Birim içinde prosedürler var mı?

Yok ama kurum iç yönetmeliğine uymak gerek. Kişilerin görevlerini belirten 23 Nisan Kültür Merkezi iç yönetmeliği vardır. Bir öğretmenin çok kesin görevleri vardır ama yönetimdekilerin öyle değildir.

S: Hatalara karşı nasıl reaksiyon gösteriyorsunuz. (Ödüllendirme var mı?)

Fazla katı kurallar yok. Demokratik bir ortam var. Hatasını söyleyip bir daha yapma diye uyarırsınız.Doğru olanı söylersiniz.Bir hata karşısında kıyametler kopmaz.
Ödüllendirme yok. Her birim farklı. Her birim belli dönemlerde proje sunmak durumunda.Üretmek bir görev, ödül gerekmez. Burada amaç bölümü yaşatabilmek.

S:Rekabet var mı?

İki tane kültür merkezi olsaydı rekabet olurdu. İç işlerinde rekabet yok. Herşeyi beraber yapıyoruz.

S:Sorumluluktan kaçanlar var mı?

Bu mümkün değil. İşe kabul edilirken bu önemli bir önkoşul. Örneğin bizim bölümün sorumlusu ile ben önceden beraber çalışıyorduk, onun yardımcısıydım. Bu konuda beni tanıyordu.
İdareci anında sorumluluk almalıdır. İşten kaçtığınız an program aksar.Tamamen rutin bir sistem. İşten kaçarsan cevap vermen gerekli. Çok çalışan olsaydı işten kaçmak kolay olurdu, farkedilmezdi.

S:İşinizde sizi motive eden faktörler var mı?

Bağımsız kararlar verebiliyorum, yasal prosedürler yok. Demokratik bir ortamda yaratılıcığınızın son sınırlarını kullanabiliyorsunuz. Sıkı ortam insanın ruhunu daraltıyor. Bir kağıt veriyorsunuz 10 gün cevap alamıyorsunuz.Burası öyle değil.

S:Burada bilgisayar kullanılıyor mu?

Bölüm içinde kullanılıyor. Evraklar bilgisayarla yazılıyor. Bizdeki bilgisayar çıktıları genel müdürlüğe gidiyor. Orada herhalde dosyalanıyordur. Çünkü evraklarda sayı no var. Biz buraya gelenleri dosyalıyoruz.

TOMRIS MISER

Eğitiminiz nedir?

Hacettepe Üniversitesi Sosyal Hizmetler Yüksek Okulu'ndan mezunum.

S:Ne kadar zamandır bu işte çalışıyorsunuz?

8 aydır bu işteyim.

S:Bu birim kurulurken çalışanlar nerelerden geldiler?

Hepimiz dışarıdan geldik. Tomris Hanım (Birim sorumlusu) şubatta başladı. Aynur ve beni Tomris Hanım önceden tanıyor. Beraber çalışmıştık. Yaz okulu temmuz ayında başladı. Öğretmenler o zaman işe alındılar. Faaliyatler gerektirdikçe işe eleman alınıyor. Bu kişiler de çalışmasını bildiğimiz tanıdık veya ANFA Personeli' nin önerdiği kişiler oluyor.

S:İşe yeni girenlere bir eğitim uyguluyor musunuz?

Yeni gelenlere bizim birimde hizmet içi eğitim yok. Ama tecrübeli (1.5-2 yıl çalışmış) eleman alınıyor. İlk işine burada başlamış yok.İlk hafta informal bir oryantasyon var. Ama Bilim Merkezi'nde grup danışmanı alındığında hizmet içi eğitim veriliyor.Burada öğretmen ve eğitim kadrosu olduğu için 2 yıl deneyim yetiyor.

S:İşinizde yaşadığınız en güzel olay nedir?

Yaz okulu açmak istiyorduk. Reklam amacıyla kapı kapı dolaşıp el ilanları dağıttık,posterler hazırladık. Kayıtlar çok ağır seyretti. Hedefimiz 100 kişi kaydetmekti. İki ay kayıt kabul ettik ancak kayıt olanların ne derecede istekli olduklarını bilemiyorduk. Acaba kayıt yaptıranlar gelecek mi gelmeyecekler mi diye endişemiz vardı? En büyük korkumuz yaz okulunun başlayacağı sabah hiç kimsenin gelmeyecek olabilmesiydi. O güne kadar 67 kişi kayıt oldu. Ama o sabah 70 öğrenci geldi ve çok mutlu olduk. Çok büyük gürültü ve şamata vardı. Hatta yemek geç kaldı, zamanında yetişmedi. O gün en mutlu günümdü.

S:Yıllık plan yapıyor musunuz?

Hedeflediğimiz bir program var. Önce yaz okulunu sonra yuvayı açtık. Kışın çocuk klübü var. Hafta sonu kursları var. Satranç, drama kursu, tiyatro kursu, sosyal ve kültürel dersler var.
Önümüzdeki seçimden sonra hala burada olursak aklımızda bazı yeni fikirler var. Mesela bir satranç turnuvası yapmak.Aklımızda bazı fikirler var ve

bunlar kesin. Yavaş yavaş bunlara yaklaşırsınız. O bitince yeni bir şey yaparsınız. Programınızı kendiniz yaptığınız için bir problem çıkmıyor. Üstten baskı yok.

KÜLTÜREL ETKİNLİKLER BÖLÜMÜ (VOLKAN TİMURŞAH)

S:Buradaki göreviniz nedir? Belli bir iş tanımınız var mı?

Yeni kurulan bir işletme olduğu için iş tanımı yok. Çalışanların potansiyelleri yüksek. Herkes sorumluluk alabilecek düzeyde. Bu işte 7 aydır çalışıyorum. Önce akülü araçların kiraya verilmesi ile ilgilendim, sonra balıkçı koyu, kafeteryalar vs. Daha önce inşaat işi ve turizmcilikle uğraştım. Bu yüzden halkla ilişkilere uzak değilim

Ben işletme mezunuyum.Beni bu işe Malik Bey aldı. Beni daha önceden tanıyordu. Malik Bey çok açık bir insan. Büfeler, akülü araçlar, hem hizmet veriyorlar hem de kara geçiyor. Malik Bey de başarıyı görünce fikirlerinize destek veriyor. Şu anda Yılbaşı Partisi düzenliyoruz. Yazın parkın potansiyeli 10-12 bin kişi ama kışın çok düşük. Kışın da bu potansiyeli tutturmak için kar makinesi gelecek ve Yılbaşı Partisi yapılacak. Kar makinesi için ODTÜ ile fizibilite çalışmaları yaptık.

S:Size bağlı olarak çalışan personelin sayısı ve eğitim seviyesi nedir?

Zaten burada (Kültürel Etkinlikler) biz iki kişiyiz. Biz olayı canlandırıyoruz. Teknik ekip elektrik ve sahneyi düzenliyor. Fuarcılar standları hazırlıyor. Bu bir ekip çalışması. Bu koordineyi biz sağlıyoruz. Ama kafeterya işini sadece biz (2 kişi) üstlendik çünkü fazla insana ihtiyaç yoktu.

S:Kültürel etkinliklerde belirli bir plan var mı?

Yeni kurulan bir işletme olduğu için plan pek yok.Bu yıl parkı oturttuk ve talebi gördük. Buradaki hizmet tatmin edici olmalı. Planlı olay olarak söylenebilecek, amatör gruplara herhafta ücret alınmadan düzenlediğimiz konserler olabilir. Burada uzun dönem plan yapamazsınız çünkü siyasi bir olay. Mart seçimleri var. Ama biz düzenlediğimiz etkinlikleri gelenek olsun diye yapıyoruz.

S:Karar verme mekanizması nasıldır?

Zaten 2 kişiyiz. Tüm kararları beraber alıyoruz.

S:Belli bir performans değerlendirmesi var mı?

Bu tamamen oturmuş bir organizasyon için gerekli. Seneye böyle bir çalışma temposu olur mu bilmiyorum. Ama Malik Bey burası kurulurken kendi ekibini kurdu. Kurulmuş bir ekibe girmedi. Bu nedenle ekibine güveniyor.

S: Belli kurallar, prosedürler var mı?

Burada kural yok. Ama çalışanlar bilinçli.Bir hatanın parka mal olabileceğini biliyorlar ve çalışanlar kendi kurallarını kendileri koyuyorlar.

S:Diğer birimlerin yaptığı işlerden, yeniliklerden haberdar mısınız?

Her pazartesi yürütme toplantısı vardır. Herşey orada konuşulur ve bize bildirilir. Her birim birbirinden haberlidir ve birbirlerine bağlıdır. Mesela bir pankart hazırlanacak olsa, ben gider Bilim Merkezi' ndeki tasarımcı arkadaşlardan yardım alırım.Aynı şekilde teknik ekip, güvenlik birimi ile hep yardımlaşma içindeyiz.

YAŞAR ALDEMİR İLE MÜLAKAT

Yaşar Aldemir idari ve mali işler sorumlusu

S:Eğitiminiz nedir?

Gazi Üniversitesi Mali Bilimler ve Muhasebe Bölümünü bitirdim. Memurluk yaptım. Özel bir takım işlerde çalıştım.

S: İş tanımınız nedir?

İdari olarak tüm birimlerin izin, maaş, ve özlük hakları ile ilgili işler burada yürütülür.Burada toplam 13 kişi çalışıyor. Buranın elamanlarının bir kısmı santralda, fuarda danışman olarak veya depo görevlisi olarak çalışıyorlar.

S:Bu birimin elemanları başka birimlerde çalışıyorlar mı?

Helsinki Yurttaşlar Kongresi'nde buradaki kişiler de görevlendirildiler. Normal, rutin işlerin dışında çalıştılar. Diğer bölümlere destek hizmet veriyorlar

S:Diğer birimlerden haberdar mısınız? Tavsiyelerinizi iletebiliyor musunuz?

Diğer bölümlerin gelir ve giderleri buradan takip edilir. Yapılan tüm harcamalar buradan yapılır. Bir projenin ön çalışması bölüm tarafından yapılır. Yürütme kurulunda (gelir, gider, kar vs.) tartışılır. Nihayi karar Malik Bey tarafından verilir. Bizim görevimiz birimlerin kar ve zararlarını hem onlara hem de genel müdürlüğe bildirmek.

PEYZAJ BOLUMU (MİNE ÖZDEMİR)

Göreviniz ve yaptığınız iş nedir?

S:Peyzaj mimarıyım, belli bir projenin uygulanmasını sağlamakla görevliyim. Burada ziraat teknisyeni olarak çalışıyorum.

S:Sorun ve eleştrilerinizi rahatça iletebiliyor musunuz?

Grup toplantılarında fikirlerimizi iletiyoruz.

S:Diğer bölümlerle olan ilişkileriniz nasıl?

Bize öneri ve eleştrilerini getiriyorlar.Örneğin "Bizim binanın etrafı şu şekilde olsa iyi olur " şeklindeki fikirlerini grup sorumlumuz bize iletiyor.

S:Bölümünüzde belirlenmiş ulaşılması gereken hedefler var mı?

Projenin tamamlanmasını hedefliyoruz. Ancak gördüğümüz eksiklikleri proje mimarından izin alarak tamamlayabiliyoruz. Ayrıca günlük hedeflerimiz de var; bir bahçevanın normal kapasitesi altında çalışmasına izin veremeyiz.

S:Hatalara karşı ne gibi reaksiyonlar gösteriyorsunuz.?

Hatalara genelde olumlu bakılıyor. Büyük bir tepki almadık ancak hataların tekrarlanmaması önemli.

S:Parktaki genel faaliyetlerden haberiniz oluyor mu?

Benim pek haberim yok, arazide çalışıyor olmamız bunu etkiliyor. Ancak bir hazırlık olursa, örneğin konser için, faaliyetten haberimiz oluyor. Bazen parktaki bir etkinlik haberini ailemden aldığım oluyor.

S:Altınpark genelinde ve bölümünüzde uymak zorunda olduğunuz belirli kurallar var mı?

Bürokrasi pek yok, yazışma yapmamız gerekmiyor. Bunun için mutluyum, işler hızlı ilerliyor.

Performans değerlendirmesinde grup başarısına mı kişisel başarılara mı bakılıyor?

İşten grup olarak sorumlu tutuluyoruz ve başarılı olduğumuzda güleryüz gösteriliyor, teşekkür ediliyor.Bu da motive edici, güzel bir durum.

ATASOY GOZKAYA

- Peyzaj bölümündeki göreviniz ve yaptığınız iş?

Ziraat Mühendisiyim ve peyzaj projesinin uygulayıcısı olarak görev yapıyorum.

- Anfa LTD. şirketinde kaçıncı seneniz?

2.5 yılımı doldurdum.

- Diğer birimlerle ilişkileriniz nasıl? Proje sırasında sizin veya diger bölümlerin birbirine ihtiyacı oluyor mu?

Peyzaj projesi kapsamında yaptığımız uygulamalar bütün bölümlerin beğenisini kazanıyor; onların beğenisini alıyoruz. Bir istekleri olduğu zaman bölüm sorumlusu aracılığıyla iletiyorlar.

- Başka bölümlere yardımınız oluyor mu?

Mesela fuar kısmında fuar bittikten sonra temizlik için bizim işçilerden yararlanıyorlar. Güvenlik sistemi kurulmadan önce ektiğimizi, diktiğimizi biz koruyorduk. Herhangi birşey taşınacağı zaman bizim traktörlerden yararlanılır.

- Sorun ve eleştirilerinizi rahatça iletebiliyor musunuz?

Mesela projede orada birşey olduğu halde gerçekte alan uzaktan çıplak gözüküyor. Projeyi yapan hocadan veya bölüm sorumlumuz Ferhan Hanım'dan izin alarak yapabiliyoruz. Ferhan Hanım'la iliskilerimiz çok iyidir, önerilerimizi rahatça iletebiliyoruz.

- Kısa ve uzun vadeli hedefleriniz var mı?

İlk önce projenin bitirilmesi, daha sonra bakımı (ilaçlama, sulama) geliyor.

- Hatalarınıza verilen tepkiler nelerdir?

Şu ana kadar önemli bir yanlışlık olmadı. Gecikmiş bır dikim olmuşsa proje hocasına bildiririz. Uygun başka bitkiler ekerek hatalarımızı kapatırız.

- Parktaki faaliyet ve sorunlardan ne ölçüde haberiniz oluyor?

Grup sorumlularının toplantılarında Ferhan Hanım'ın haberi oluyor. Bizi birinci dereceden ilgilendiren konulardan haberdar oluyoruz. Fuarın da bizi ilgilendiren tarafı varsa haberimiz oluyor.

- Eleman ihtiyacı olduğu zaman ne yapıyorsunuz?

İç Anadolu Bölgesi iklimi aniden bir bahar yağmuru getirebilir. Her tarafı otlar kaplayabilir. Otların tohuma kaçmaması için çok işçiye gerksinimiz olur. İşçiler tanıdıkları işsizleri getirirler. 20 gün yevmiyeli çalıştıktan sonra ayrılırlar.

- Herhangi bir ödüllendirme sistemi var mı? Sıradışı bir maaş sisteminiz var anlatırmısınız.

Maaşlarımızı altı aydan altı aya genel müdür belirler. Birim sorumluları öneri götürür. İyi çalışana diğerlerini kamçılamak için biraz daha fazla maaş verilir. Bunun yanında bütün ziraat mühendisleri aynı maaşı alırlar.

FUAR BOLUMU (MÜFİT TARHAN)

S: Eğitiminiz ve göreviniz nedir?

Buradaki sorumluluğum fuar alanının işletilmesi ile ilgili. Şu anda biz, fuar alanını düzenleyen ve fuarı kiralayan olarak iki kimlik taşımaktayız. Bu nedenle her iki kesimin de sorunlarını aynı anda yaşıyoruz ve hem işletmenin içinde hem de işletmenin dışında bir grupmuşuz gibi bir yapımız var. Ben İ.Ü. İşletme İktisadı Enstitüsü mezunuyum ve burada göreve 1991 yılında başladım.

S:Size bağlı personel yapısı hakkında bilgi verir misiniz?

Benle beraber dört kişiyiz. Herkes yüksek okul mezunu. Onlarla da ayrıca konuşabilirsiniz zira iki senedir beraber çalışıyoruz ve her sıkıntıyı benle beraber yaşadılar.

S:Fuar zamanı dışarıdan eleman alıyor musunuz?

Geçici olarak, sınırlı sayıda. Şirket içinde diğer bölümlerden pek eleman çalışmıyor.

S:İşe başlamalarda elemanlarınıza her hangi bir eğitim veriliyor mu?

İş başında eğitilirler. Özel eğitim verilmez, düşünüp yaşayarak öğrenme alanında bir eğitim almış olurlar.

S:Belirlediğiniz bir iş tanımınız var mı?

Bu çalışan insanların kişiliklerine bağlı. Ne kadar fazla sorumluluk almak isterseniz, sorumlu olduğunuz alan o kadar genişliyor. Bu anlamda belli bir iş tanımımız yok.

S:Fuarın yapılmasına nasıl karar veriyorsunuz?

Önce bir araştırma safhası var. Elde edilen bilgilerle fuarın olabilirliği, pazarı, araştırılır. Yola çıkıldıktan sonra müşteriden alınan tepkilerle fuarınızı yönlendirirsiniz. Her fuar mutlaka bir dirençle karşılaşır. Müşteri "Hele yapılsın bir görelim der." O fuar o yıl için mutlaka yapılır. Ancak karşılaşılan direnç çok fazla ise fuar seneye yapılmaz.

S:Belli amaçlarınız var mı?

Her yıl 14 fuar yapmayı hedefliyoruz. Bu sayı bir kaç tane olmak üzere oynayabilir, ama çok fazla değişmez. Genelde fuarlarımızı mevsim

koşullarına göre belirliyoruz ve kış aylarında fuar sayımız az oluyor. Bu sene ocak ayında bir fuar deneyeceğiz; işlerse gelecek senelerde uygulamaya koyacağız.

Amacınız nedir?

İlk etapta en fazla gelir getiren birim olduğumuz için parkı işler hale getirecek parayı elde edebilmek.

Fuar geliştirme yönündense teknolojik yenilikleri getirebilmek, kullananlarla üretenler arasında bağlantıyı kurabilmek ve mümkünse bu yeni teknolojilerin Türkiye' de üretilip yurt dışına satılabilmesini sağlamak

S:Diğer bölümlere bir desteğiniz var mı?Destek alıyor musunuz?

Somut bir destek, planlanmış birşey yok. Fuarı gezen fuarın diğer bölümlerini de gezer.

S:Somut destek nasıl oluyor?

Buraya gelen teknolojiyi, diğer bölüm kendisi için kullanabilir. (Ama bu çok dolaylı) Örneğin, kreş için bizim fuardan bir mobilya alınabilir.

S:Bilim Merkezi'nden somut bir destek alıyor musunuz? Eleman takviyesi gibi. Birbirlerinizin sorunlarından haberiniz var mı?

Şu anda herkes kendi binasına ayrıldı ve kendi sorunlarıyla meşgul , birbirimizden uzaktayız. Ancak şu anda yeni ayrıldığımız için (Binalarımız taşındığı için) sıkıntılarımız fazla. Bu ilişkiler formal ve informal olarak sürmekte. Formal ilişki pazartesi günleri olan toplantılarla sağlanır. İnformal ilişkimiz aradaki arkadaşlıktan kaynaklanan (Genelde herkes aynı yaşlarda genç arkadaşlar) bir ağ oluşturmakta.

S:Birimdeki bilgi akışı nasıldır?

Yürütme kurulu toplantısı türü bir şeyi kendi aramızda da haftanın belli günlerinde yaparız. Sanırım ya az sayıda olduğumuzdan ya da beraber bir mücadeleyi paylaşma hissiyetinden dolayı ilişkileri sıkı bir grubuz.

S:Dış ilişkileriniz nasıl?

Genelde çok sık yazışırız ve ANFA dışı kuruluşlarla ilişkimizi sıkı tutmaya çalışırız. Gruptaki herkesin sorumlu olduğu bir fuar konusu alanı vardır. Bu fuar konularına göre fuarları ortak olarak yapılan, kendi yaptığımız ve kiralanan fuarlar olarak gerçekleştiririz.

S:Bu fuar konularını nasıl belirliyorsunuz?

Fuarlarımızı müşterilerden gelen tepkilere göre yönlendiriyoruz. Örneğin bu sene yaptığımız otomotiv fuarını seneye ticari araçlar ve otomobil fuarı olarak ayırmayı düşünüyoruz. İleriki senelerde otomotiv yedek parçaları olarak yeni bir fuar oluşturulabilir. Şu anki alanımız sınırlı. Tek başına bir konu, bu fuarı doldurabiliyorsa, yeni konu olarak yan dallara ait yeni fuar organizasyonları düzenlenir.

Fuardan sorumlu kişi organizasyonu tek elden yürütmek için böyle bir sorumluluk üstlenir. Yoksa herkes birbirine elinden geldiğince yardım etmeye çalışır.

S:Gruptaki kişiler insiyatif kullanıyorlar mı?

Herkes fikirlerini söyler. Fakat görüşünü iletirken diğerlerinin de redetme hakkı olduğunu göz önüne alır ve bu doğrultuda fikirler ortaya atılır. Bir fikir rededildiyse o kişi yeniden düşünebilir, bazı yönleri düzeltebilir ve bu fikir kabul edilebilir.

S:Herhangi bir durum karşısında bir proje grubu oluşturabiliyor musunuz?

Burada hepimiz herşeyiz. 4 kişi zaten çok az bir sayı.Yaşadığımız güç durumlarda fuar konusuyla çalışan 10-15 firmadan gerekli desteği elde edebiliyoruz.

D:Dış etkenler çalışmalarınızı nasıl etkiliyor?

Örneğin seçim yılında fuar yapmak zordur. Belediye yönetiminin değişebilme durumu herkesin tereddütlü çalışmasına neden olur. Ancak profesyonel çalışıyorsanız bu konuların sizi etkilememesi gerekir.

NAMİ EREN BEŞTEPE

S:ANFA' daki göreviniz ve eğitiminiz nedir?

S:Ben inşaat makinaları fuar alan sorumlusuyum. Bu fuar iki yılda bir yapılacak bir fuar, ancak diğer fuarların da hazırlanıp yürütülmesinden sorumluyum. Örneğin Toy-Joy Otomotiv Fuarı
Eğitim bilimleri mezunuyum, Herhangi bir eğitime tabi tutulmadım ve çekirdekten yetiştim. Güzel sanatlar merakım var ve uzmanlık alanım Drama. Ayrıca folklor ile de ilgileniyorum.

S: Diğer birimlerle koordinasyonunuz nasıl?

Birbirimizle ilişkilerimiz oluyor ancak birimlerin işlerini aksatmamak şartıyla. Örneğin fuar merkezine masa gerekiyorsa bunu 23 Nisan K. M ' den karşılayabiliyoruz. Eğer fuarda endüstri tasarımı ile ilgili bir iş yapılacaksa bilim merkezinden yardım istiyoruz.Örneğin Bilim Merkezi'nde drama ile ilgili konularda benden yardım istiyorlar. Ayrıca 23 Nisan K.M. ' de çocuklara yönelik izcilik ünitesi kurulması ve folklor çalışmalarında ben de aktif olarak görev alıyorum. Ancak bu koordinasyonlar formal olarak değil informal olarak yürütülüyor.

S:Diğer birimlerdeki sorun ve aktivitelerden ne derecede haberiniz oluyor?

Diğer birimlerin sorunlarıyla ve aktiviteleriyle ilgileniyoruz. Ancak bu fuar elemanının ilgisi olduğundan. Örneğin spor klübünde bir turnuva varsa hepimiz bunu biliyor ve katılmaya çalışıyoruz.

Gözlem: Mülakat sırasında elinde silahı olan bir güvenlik görevlisi odaya girer. Nami Bey güvenlik görevlisine silahını kullanmak zorunda kalırsa ne olacağını sorar ve bu konudaki endişesini dile getirir.

S:Herhangi bir şekilde rekabet destekleniyor mu?

Böyle bir teşvik verilmiyor. Genelde bir ekip olarak çalışılıyor. Fuar tüm ekip olarak düzenleniyor.

S:Ödüllendirme veya cezalandırma sistemi var mı?Örneğin ekstra özellikler değerlendiriliyor mu?

Bu birim Altınpark'ta açılmış ilk birim. Ticari anlamda kar amcı güden bir tek bu birim var. Pazarlamadaki gibi prim sistemi yok. Tek ödülümüz sözlü övgü. Bir de çok insanla tanışmak. Ayrıca ekstra özelliklerin ödüllendirilmesi teşvik de edilmiyor. Örneğin benim hem fuar hem de 23 Nisan Kültür Merkezi elemanı olarak çalışmamı genel müdür onayladı.

Şimdiye kadar hiç cezalandırma görmedim. Hatalar tolere ediliyor. Örneğin geçen sene Toy-Joy Mete ' nin fuarıydı. Tam bunun hazırlıkları sırasında askere gitti. Görevini ben devraldım. Bana halı için 60 tane çift aralıklı bant gerektiğini söylediler. Bunun yanında bazı malzemeler daha gerekiyordu. Banklar 3.000.000 TL., 1.000.000 TL. de diğer malzemeler tutacaktı. 4.000.000 TL. 'lik talep formu dolduruldu. Ancak genel müdür onaylamadı. Fuar sabahı genel müdür geldiğinde tabanın neden kötü olduğunu sordu.Ben de durumu anlattım. Meğer finansmanla ilgili arkadaş talebi 4.000.000 TL. ' lik bant olarak belirtmiş.Diğer malzemelere deyinmemiş. Genel müdür hemen onayladı ve konu orada kapandı.

S:Uymanız gereken yazılı prosedürler, talimatlar var mı? Belli bir iş tanımınız var mı?

Çok katı olarak yok. Örneğin sabah 9 akşam 18 çalışırız ancak yazılı değildir. Ancak bazen 2 gün eve gitmediğim olur. 1 hafta 24 e kadar çalıştığım olabiliyor. Mete kaldığında gerekirse ben de kalırım. Belirli olan sorumluluklarımız var ama gerektiğinde başka alanlara kayabiliriz. Yazılı birşey yok.

S:Fikirlerinizi rahatça konuşabilir misiniz?

Tabi ki. Örneğin fuar zamanı kendi müdürümle masayı yumruklayıp konuştuğum oldu. Ayrıca kültür merkezine de çok karışırım.

S:Belirlenmiş hedefleriniz var mı?

Fuar programı bellidir ve buna uyulur. Ancak dış çevreden gelen talebe göre gelecek seneki fuar programında düzenlemeler olabilir. Ancak kar rakkamı olarak belirli bir hedef yok. Tabiki amaç kar ancak şu sene şu kar olacak diye tam tamına bir hedef yok.

SPOR MERKEZI (MURAT BATMAZ)

Göreviniz nedir? Ne kadar zamandır kimlerle çalışıyorsunuz?

İdari personel diyebiliriz. Sorumlu Şinasi Öz. Ben yardımcısıyım. Dört kişi vardiyalı çalışıyoruz. Ben onlardan biraz daha eskiyim. Temmuz sonunda girdim. Çalışanların (Temizlikçiler, Çalıştırıcılar) gidiş geliş saati, aidatların hesapları, gerekli anahtarların verilmesi, buraya gelen takımların ANFA' ya ödedikleri paranın aktarılması, saatlerinin düzenlenmesi gibi işlere bakıyorum.

Çalıştırıcılardan kimleri kastediyorsunuz.

Kondisyon ve aerobik hocaları

Eğitiminiz nedir?

Dil veTarih Coğrafya Fakültesi Latin Dili ve Edebiyatı son sınıf öğrencisiyim.

Diğer bölümlerle ne gibi ilişkileriniz oluyor?

23 Nisan K.M.'ndeki çocukları yazın 1-2 ay buraya getirdiler. Çocuklar bu alnı kullandılar. Öte yandan Helsinki Kongresi sırasında 4 gün boyunca spor merkezine hiç uğramadım. Kongre çalışmalarına yardımcı oldum.

S:Sorun ve eleştirilerinizi nasıl iletiyorsunuz?

Önce kendi aramızda görüşüyoruz. Haklı olduğumuzu düşündüğümüzde Gönül Hanım ile konuşuyoruz.

S:Belirlediğiniz hedefleriniz var mı?

Şu andaki hedefimiz yüzme havuzunu mümkün olan en kısa sürede tamamlayabilmek

S:İşinizi yaparken kendi kendinize kararlar alıyor musunuz?

Bazı durumlarda kendi insiyatifimi kullanabiliyorum.

S:Hatalara karşı nasıl bir reaksiyon gösteriliyor?

Bu konuda pek sorunumuz olmuyor. Yalnız bir keresinde kola makinesinde açık verdik. Alınan bir kararla bu açık unutuldu.

S:Park genelindeki faaliyetlerden haberiniz oluyor mu?

Pek olmuyor. Diğer bölümlere uzak kalıyoruz. Örneğin otomotiv fuarını tesadüfen gezdim.

S:Uymak zoruna olduğunuz kurallar var mı?

Giriş çıkış saatleri haricinde belli kurallar yok.Burada rahatız fakat diğer bölümler için bir şey söyleyemem.

S:Yapılan işlerde kişisel sorumluluklar nasıl dağılıyor.

Sorumluluk genelde Şinasi Bey'e aittir. Yapılmaması gereken birşeyi yaparsanız veya tam tersi; sorumluluk size aittir.

S:Performans değerlendirmesi göz önüne alınıyor mu?

Zannedersem uygulanıyor. Ücretler farklı. Benim arkadaşlara göre daha fazla alıyorum. Bunu kim belirliyor bilmiyorum.

S:Diğer bölümlerdeki sorunlardan habriniz oluyor mu?

Pazartesi günleri yapılan toplantılarda konuşulanlar, sorunlar, alınan kararlar bize de iletiliyor. Bazen aramızda da tartışıyoruz ve konuşulması gerekenleri biz de pazartesi günleri yapılan toplantılara iletiyoruz.

S:Yeni bir eleman alındığında eğitim veriyor musunuz?

İşte eski olanlar yapılması gerekenleri anlatırlar.

Ne gibi sorunlarla karşılaşıyor ve ne yapıyor sunuz?

Örnek olarak geçen yaz yaşadığımız bir olayı anlatabilirim.Ağustos ayında 350 öğrenci vardı. Eylülde bu sayı 150 ye düştü.Bir şeyler yapılması gerektiğine karar verdik. Maç arayışına girdik Televizyonda gösterilip reklam elde edilecekti. Ancak amatör küme takımlarının maçlarında koltuklar kırıldı. Bu nedenle vazgeçtik.Şu anda deplasmanlı bayanlar voleybol ligi maçlarının burada düzenlenmesi düşünülüyor.

TEKNİK BÖLÜM (MEHMET HALİT SONAT)

S: İşinizi tanımlarmısınız? Bölümünüzde kaç kişi var? Ne zamandır Anfa'da çalışıyorsunuz?

Tesisin tenik sorunlarıyla uğraşıyorum. Bölümde 11 kişi var. Hazirandan beri çalışıyorum. Karadeniz Teknik Üniversitesi mezunuyum (1979-1980).

S: Diğer bölümlerle ilişkileriniz nasıl?

Size şöyle özetleyebilirim. Anfa'da ki 11 birim kendi başarısı için çalışır. Bizim bölümümüz de onların başarısı için çalışıyor.

S: Hedefleriniz nelerdir? Pazartesi toplantılarınızı anlatır mısınız?

Tek hedefimiz diğer bölümlerin başarıya ulaşması.Pazartesi toplantılarında herşeyi konuşuruz. Anfa'daki tüm dertlerin ve sorunların muhatabı benim, genel müdüre gitmez .

S: Performans değerlendirmelerinde grup başarısına mı, yoksa kişisel başarıya mı bakarsınız?

İşlerden gruplar sorumludur. Benim elemanlarım grup olarak başarılıdır. Ben geldiğimden beri ekip çalışmasını yaratmaya çalıştım. Sanırım bunda başarılı oldum. Düşünün 11 kişi ile ısınma tesislerini, suyu ve telefonu minimum arıza ile çalışır durumda tutmaya çalışıyoruz. Grup başarısının en önemli sebeplerinden biri elemanların kombine olması, elemanların kendi aralarında ve uzmanlarla aralarında iyi bir uyum olduğu için memnunum.

S: Daha fazla eleman isteğiniz var mı? Eleman alacağınız zaman nasıl seçiyorsunuz?

Eleman isteğimiz oluyor ama yönetimin isteğide az eleman. Ben geldiğimde işe alınmış elemanlşa vardı. Kendimde birkaç kişiyi işe aldım. İşe yarayıp yaramıyacağını anlarım. Şimdiye kadar yanıldığımı zannetmiyorum.

S: Şirket içindeki faaliyetlerden haberdar mısınız?

Hepsinden haberimiz oluyor. Mecburen bildiriyorlar. Altyapı çalışmalarını, havalarını, sularını, herşeyleini biz hazırlıyoruz.

S: Ücretler belirlenirken kişilerin performansları gözönüne alınıyor mu?

Herkesin ücretini yaptığı işe göre değerlendirilmesinden yanayım. En azından ben iyi çalışanların ücret katsayısının artışını isteyebilirim. Ama daha henüz böyle bir uygulama ile kaşılaşmadım.

APPENDIX H
CULTURE METAPHOR
GROUP'S FINDINGS

APPENDIX H

FINDINGS OF CULTURE METAPHOR GROUP

EXHIBITION AND FAIR ORGANIZATION DEPARTMENT(FAIR CENTER)

SYMBOLS: Causal clothing, modern architecture

COMMON SAYINGS: Since employees work quite hard and they are happy to be part of ANFA, they developed a common saying: Bu gun ANFA icin ne yaptin ?

RITUALS-CEREMONIES: The company organizes ANFA dinners once every year, where all employees including the general director attends. They also have soccer matches, with the general director participating as a player. A ritual which is imposed by the formal structure of the organization is the Monday morning meetings.

VALUES: The following were found through interviews and observations.

*   We are a big family

*   Creative and initiative actions are encouraged, because achievement of one unit will provide publicity for the whole organization.

*   Prompt action is at premium

*   Cooperation, collaboration, harmony and team work are necessary to keep things moving

*   Free flow of communication among and between units

*   Mr. Malik Sat is the father figure of the organization

*   100% performance is expected in hectic times, even if means working in weekends and overtime

STORIES: A story about how employees punished another employee who did not take responsibility and who did not perform his job properly.

Another story about an heroic action. When the first fair was organized in ANFA, there was a problem concerning the pulley mechanism of flag polls. And one of the fair coordinators, in a three-piece-suit, climbed up all of the flag polls to hang up the flags.

FEZA GURSEY SCIENCE CENTER

SYMBOLS: Modern architecture, no doors, modern furniture. Guides wearing purple, white or pink sweatshirts: where colors of sweatshirts do not have a hierarchical meaning and selection of the color was by choice of the guide. They also have name tags.

A suggestion box which the visitors write their comments and suggestions. Also a guides' notebook where guides write their problems & questions daily.

SHARED BELIEFS: While working with other units, they value the job, not the situation. 'Let's get the job done, we will argue about it later'.

Great importance is given on improving themselves. For this reason, there is a library and periodicals are bought to keep up date with current scientific research.

RITUALS: The Guides' Notebook is read by the head of the guides and the questions are answered daily. Birthdays are celebrated within the center, but outside units are not invited. It is like a closed unit. Besides, there are formal meetings to discuss current issues as problems arise. These meetings do not have scheduled dates.

VALUES:

* We are special

* We are the prestige center of ANFA. We are the most important unit because we are open all year around.

* We are a family and a team

* We love it here

* Be innovative and improve yourself

* The general director is described as 'not a bad guy'

* Change is improvement

* Do your job and do your job best

23rd APRIL CHILDREN'S CULTURE CENTER

SYMBOLS: Causal clothing, colorful decoration that is attractive to children. All employees are female and paintings done by the children decorate the walls.

RITUALS: Weekly meetings are held with kindergarten teachers. Teachers prepare monthly, weekly and daily programs and record these into a notebook. This notebook is controlled by the department head periodically and certain items maybe altered according to her will. Parties with children every Friday afternoon and they also celebrate children's birthday parties.

KEYWORDS: used to describe their job

-Enjoyable

-Satisfying

-Continuos change

-Affection to children and respect to human beings

QUALIFICATIONS FOR EMPLOYEES:

-Be a team member

-express yourself

-be hardworking

-be ambitious

SPORTS CENTER

The following was found during the visits and interviews made by the group.

* We are on the long run perspective, however Malik Sat is on the short run

* We are always in conflict with the general administration

* We are all on our own, while confronting with legal issues there is no support from the general administration

* We value training and creating interests in sports

* No direct links with other units

* We believe that we are going to succeed, but we are asked to limit our scope

* Publicity and administration is not adequate

CULTURAL ACTIVITIES CENTER

The following was found during the group's visits and interviews.

* We are almost free to take initiative action and we are always open to new ideas

* We value publicity

* Malik Sat is a successful entrepreneur

* Our main fear is loosing our image and looking like Genclik Parki

* Selection procedure is quite fair, no favourism

* When an employee is no longer needed. he is out immediately, although he has made some contributions before

* Service quality is valued

* Discipline is valued

* Idealism out of date, one must be profit oriented to survive

APPENDIX I
INSTRUMENTS OF DOMINATION
METAPHOR GROUP'S FINDINGS

APPENDIX I

DEPARTMENTAL FINDINGS OF THE INSTRUMENTS OF DOMINATION METAPHOR GROUP

a. Exhibition and Fair Organization Center (Exhibition Center)

      i. Domination imposed on the organization

This department was found neither independent nor dependent on ANFA but in between. The department made all decisions and made all organization of the exhibitions however the general manager has to approve these decisions. The general manager had the power to change the things he found inappropriate or in-error.

The wages are determined by the general manager and he took the performance evaluations made by the department head into consideration. The group concluded that the ANFA had little domination from the outside factors from the exhibition center's point of view.

      ii. Organization, class-control and exploitation of employees

The department had four employees, a support person and the head of the department. The head of this department was chosen by the general manager because of his talent and experience in fair organizations. The other members of the department were hired due to their close relations with the general manager. The general manager hired the employees not consulting the department head on the appropriateness of that person to the job. The employees who were not appropriate were eliminated after a while.

The support person work as the 'joker' if the exhibition center is taken as a deck of cards. The 'joker' deals with the technical aspects and has the responsibility of the warehouse. He was expected to perform every duty given to him from the department and the group concludes that this employee was dominated by the department.

The metaphor group found that the job definition of this department was fairy strict. The employees only worked on one fair per year and they did not work as a team since they did not believe in team work, but they consult each other if needed. During the preparations for exhibition, the head of the department makes most of the decisions and the implementation stage was made by the employees. The head of the department believed that 'the one, who was the boss, was the one that made the decisions and whatever said by the boss had to be done'.

The group concludes that there was an invisible domination by the head of the department on the employees and workers from primary and secondary labor markets existed in the department.

b.   Landscaping Department

i.   Domination imposed on the organization

This department was found to be the most profitable department of ANFA. The organization, ANFA has the responsibility of managing the park and it did not have the responsibility of the landscape design. The ANFA realized by setting up a landscaping department; it could get money from the municipality in the design implementation of the Altinpark project. The municipality opens a competitive bid for the landscaping services and ANFA, being a municipality owned enterprise can bid fairly low; it wins the bidding. The money taken from the municipality for the design implementation was fairly important to ANFA since it was a newly established organization. The work performed by the landscaping department was controlled by the municipality. The group concludes in this department's point that ANFA was dominated by the Municipality.

ii.   The use and exploitation of employees by the organization

This department had three full-time employees one landscape designer, and two agricultural engineers. The gardeners working were hired seasonally and their employment was terminated at the end of the tree planting season. The gardener selection was done by the three full-time employees and also they had the power to fire workers

which they believed to be inefficient. The firing procedure was very impersonal; they did not talk to the person they fired but gave his name to the relevant chief and informed the accounting department to cut his wage.

The group concluded that the employees are evaluated on the performance of the department. They(gardeners) can be fired easily if not performing up to standards of the one of the full-time employees or the end of the season.

iii.   Organization, class and control

The group concludes that the primary and secondary labor markets could be observed more clearly in this department. The full-time workers constitute the primary labor market while the seasonally employed gardeners constitute the secondary labor market. The workers hired as gardeners were lowly skilled and they even did not need to know gardening. The group has found that the gardeners were used as a buffer; they allowed the landscaping unit to expand in certain times in the year, like the tree planting season, and to contract in other times, like winter. The primary workers did not become affected from the seasonal cycles of the work performed by the department. The group also found the gardeners were also divided into different classes(some of the gardeners called the 'sergeants' were heads of small groups of gardeners. These sergeants enjoyed certain privileges and opportunities that the other gardeners did not have) so that they can be easily controlled and their shared interests could be suppressed. The group also concluded that the primary workers(three full-time employees) could also be controlled by the department head since they were also divided into separate duties.

c. Feza Gursey Science Center

i. Domination imposed on the organization

The Science Center was found to be relatively independent unit which takes its own decisions with respect to strategy. Except for the wages of the employees, the center tried to finance its own activities like trying to get sponsors for the acquisition of new exhibitions. The center to criticize and evaluate its performance created an advisory board

which consists of professors who work on related fields. The group concluded the center had no domination from ANFA.

ii.   The exploitation of employees by the organization

The hiring of full-time employees was done by the head of the department. The hiring of part-time employees, mainly university students, were done by the full-time employees. The part-time employees were working as guides and for short periods of time. The head of the department thought she had to right to demand high performance from the workers and fire them if necessary since she was the one that was responsible for the success or failure of the Science Center. The group concluded that the principle aim of the department head was the performance of the center. The guides could be dismissed when the number of visitors decreased regardless of their performance in the past.

iii.   Organization, class and Control

The Science center was found to have five full-time and 47 part-time workers. The five full time employees formed the core of the organization; designing the exhibitions, running the administration and etc. The guides, forty-seven part-time workers, were evaluated by these full-time employees and this gave the full-time employees the ability to control the guides. The part-time workers did not have the opportunity to have a career in the Science Center at least currently since they were students and they were hired only as guides. The number of guides that were going to be kept employed depended on the demand levels of the visitors. More visitors meant more guides, vice-versa. The group concluded that the primary and secondary labor markets also existed in this department; the guides being from the secondary labor market while the five full-time employees being the primary labor market.

d.   23rd April Children's Culture Center

      i.   Domination imposed on the organization

The Culture Center was found to be an independent center since it made its own decisions concerning strategy and hiring policies although it was still finance by ANFA. The center has to justify its self to the company and usually the management of ANFA did not object to the actions taken by the center. The department head believed she has the right to point out the wrong decisions made by the General Manager to him. This showed that the head of the department has enough power against the General Manager to stand her ground.

The hierarchy in the company was found to be more invisible and the metaphor group called it the 'invisible rules'. Everyone knew her/his position and acted accordingly. The names that meant power were valued such as when a teacher in the day care wanted to get something repaired she gave the name of department head so that the things were done faster. Another example to this can be, when one of the kindergarten teachers was not behaving correctly so the other employees warned her about her actions but she did not take them seriously. However, when the department head warned her about her behavior she corrected immediately.

The metaphor group concluded that the ANFA was not able influence much power over the center since the center could express their opinions and could perform most of its desired activities.

      ii.   The exploitation of employees by the organization

The employees of the Culture Center were usually chosen by the head of department. Many of the employees were from her old work place and she, generally, did not refuse the General Manager if he wanted someone to be hired. The department head had said she be the first to fire someone that showed sub-standard performance in his/her job and did not obey the pre-set rules. The head of the department said she tolerates

people quite a lot but she does not forgive repeated mistakes. In fact, she was called the 'soft fist' in the company due to her authoritarian yet friendly leadership style.

e. Sports Center

      i.   Domination imposed on the organization

The head of the department did not have much influence on the decisions taken in the center since most of the decisions were taken by the General Manager without consulting the opinion of the department head. For example, potentially profitable summer courses for children were canceled without any explanation at the request of the General Manager. Instead league matches were scheduled instead as promotion.

The power of the party members from SHP(since at the time SHP was head of the Great Ankara Municipality) could be observed on the center. The opening of the swimming pool was postponed to March(closer to the Municipality Elections) although the construction of the swimming pool was to be finished at the end of December. It was also rumored that the league matches were scheduled under orders from SHP.

The metaphor group concluded that the Sports Center was dominated both by the administration of ANFA and SHP.

      ii.   The exploitation of employees by the organization

All the employees got their jobs in the sports center through their relations and references. Most of the employees do not have the necessary qualifications to work in a sports center and none of them had a professional sports career. The employees state that the head of the department did not impose any power on them since he had none. The sports center was empty till six o'clock in the evening therefore the employees did not have much to do during the day. The department head many great ideas about training future athletes of Turkey through motivating children but he did not have the chance to implement his thoughts.

f.	Security Unit

i.	The exploitation of employees by the organization

The instruments of domination metaphor group during its interviews in this department saw the chains of bureaucracy. The job descriptions and responsibilities of the employees were clearly defined. The employees gave reports to the department head but they did not have direct contact with him.

The group concludes that this department fit the Weber's typology of rational-legal domination as power is legitimized by rules, regulations and procedures. This department was found to be bureaucracy that is the typical administrative apparatus of this type of domination and the security unit has rules, regulations and procedures along with formal authority concentrating at the top of the organizational hierarchy.

ii.	Organization, class and control

The department head of this department was called 'chief'. This was done in order to stop the divisions of class within the employees. However, the metaphor group during their interviews found the existence of primary and secondary labor(as bureaucracy requires). The chief and the assistant chief of security unit fell into the category of primary labor market where high skill levels and detailed job knowledge are required. 	The other employees were lower-skilled and lower-paid. They were trained and educated for the job and were expected to follow rules very closely. Also they were hired and fired whenever need arose. The secondary labor employees are controlled by the primary level employees and the primary level employees are controlled by the general manager.

iii.	Social and mental stress

The employees of this unit all shared the belief that working for this department caused stress since they were responsible for the security of the people and the park. Also, there was stress caused by the people not liking the uniforms worn by the security unit employees. The dislike of the visitors caused feelings of discomfort among the security unit employees.

g. Technical Support Department

The group uncovered an interesting story about power plays in this department. A technician used his influence in the SHP party to get a job in the department aiming to become the department head. The management of ANFA did not give him this position but when a report needed to be written, he was asked to write it since he had the most experience. The report turned out to be quite well and he was asked to become a department head. The management of ANFA chose a mechanical engineer for the job claiming he was more suitable for the job. The technician lost the position of being the department head. The technician was angered and he used his influence to get back into management class of the department. Yet, he was given an office but no responsibilities and he had to spend his days doing nothing.

The mechanical engineer that ANFA found better suited for the job divided the workers into three different groups: electrical, mechanical and carting services. He believed that his department was the 'invisible hero' since this department worked for the success of other departments. He stated that the SHP had no power on the department nor ANFA yet from the above story of the technician this was incorrect.

The current supervisor did not fire workers directly but he wrote a report to the management of ANFA and the general manager gave the final decision.

The metaphor group concluded that this department was dominated both by other departments and SHP.

APPENDIX J

APPENDIX J

A GLOSSARY OF SOME FREUDIAN AND NEO-FREUDIAN DEFENSE MECHANISMS

✧REPRESSION:	'pushing down' unwanted impulses and ideas into the unconscious.
✧DENIAL:	refusal to acknowledge an impulse-evoking fact, feeling or memory.
✧DISPLACEMENT:	shifting impulses aroused by one person or situation to a safer target.
✧FIXATION:	rigid commitment to a particular attitude or behavior.
✧PROJECTION:	attribution of one's own feelings and impulses to others.
✧INTROJECTION:	internalizing aspects of the external world in one's psyche.
✧RATIONALIZATION:	creation of elaborate schemes of justification that disguise underlying motives and intentions.
✧REACTION FORMATION:	converting an attitude or feeling into its opposite.
✧REGRESSION:	adoption of behavior patterns found satisfying in childhood in order to reduce present demands on one's ego.
✧IDEALIZATION:	playing up the good aspects of a situation to protect oneself from the bad.
✧SPLITTING:	isolating different elements of experience, often to protect the good from the bad.

SOURCE: Hampton-Turner(1981:40-42) and Klein (1980:1-24)

APPENDIX K
FINDINGS OF POLITICAL
SYSTEMS METAPHOR GROUP

	Founders	General manager	Executives	Staff
Interest	getting a better image of the public	-career opportunities -remaining as a general manager	-realizing projects -advantages of park life (running things easier than running them in an industry)	-better working conditions. -better income.
Power	-reinforcer -sponsor -budget controller	-formal and given authority -control of decision process -ability to manage.	-individual abilities, knowledge -control of departments -teaching abilities manage	-stop working -giving proposals
Conflict			-distribution of budget among departments -academic executives versus non-academic executives.	

		General manager	Executives	Staff
Task		top management	managing and creating departmental activities.	supporting the activities, performing given duties.
Career		a degree for his career.		
Extra-mural			good working conditions, park life.	

**APPENDIX L
ORGANISM METAPHOR
GROUP'S FINDINGS MATRIX**

	ACCOUNTING	SECURITY	TECHNICAL SUPPORT	LANDSCAPE	CULTURE	SCIENCE CENTER	FAIR
Nature of Environment	Stable	Unpredictable	Very unstable	Moderate rate of change	Moderate rate of change to capture market oppurtunities	Dynamic Technological Conditions promising market oppurtunities	Unstable,competitive, highly unpredictable, expandng market, high involvement,monetary risk
Nature of task	Clear cut goals Routne Jobs	Accordng to law 2495 to maintain order	Adhoc solutions to constantly arising problems	Innovative, efficient design and organization of landscape	quaily service orientation subject to modifications according to market req.	design and production of new exhibitions	organizing exhibitionsby themselves or by partners renting fair area to others
Organization of Work	Clearly defined jobs hierarchical pattern	Absolutely defined jobs Strict hierarchy pattern Stable division of functions	teamwork among co-workers (assigned by department head)	Clearly defined jobs hierarchy of jobs	rough division of job hierarchy according to rank of jobs	job responsibilities and collaboration among co-workers,no strict hierarchy	extreme emphasis on team work, attempt to avoid specifying individual tasks
Nature of Authorty	clearly defined jobs importance to seniority	absolutely defined, in formal position in hierarchy	pattern of authority followed toward department head	clearly defined	Informal, relaxed atmosphere	Informal, relaxed atmosphere, through respect for seniority	pattern of authority informal, initiative rested in people with ability to solve
Communication Systems	vertical communication system throuh hierarchy rules and regulations	according to rules and conventions	according to rules and regulations by dept head daily meetings	although there is hierarchy and clearly defined authority communication is flexible	free and informal communication within unit, adhoc meetings	informal communication meetings held	completely free and informal, frequent meetings
Nature of Employee Commitment	importance to obedience concentrate on own particular jobs	low at lower level, increases through high levels	commitment to responsibilities assigned by department head	at lower level commitment to responsibilities associated with own particular jobs, at higher levels to own functional positions with wider demand for cooperation	high commitment to needs of own functional position	idealism among all employees	full commitment to central task facing the concern as a whole
Leadershp Style	bureaucratic, follows rules and regulations	dictatorial qualities toward staff, although high respect for top management	authoritarian althouh teamwork notion present no room for innovation	democratic	democratic	democratic	democratic

APPENDIX M
SUMMARY OF FINDINGS OF ALL METAPHOR GROUPS

APPENDIX M

SUMMARY OF THE FINDINGS:

- EXHIBITION AND FAIR ORGANIZATION DEPARTMENT(EXPOCENTER):

➤ Machine metaphor group found it to be the department that had the least fit to the machine metaphor in the eight chosen criteria.

☒ Although this department had the least fit it still had some machine like characteristics like; guides(part-time employees) were monitored and controlled; a report was prepared after each fair; division of labor- each employee works on her/his own fair; Monday meetings with the General Manager

☒ Organism metaphor group have found the inputs, throughputs and outputs of the department to prove it to be an open system.

☒ Third characteristic of Organism metaphor, integration, was found between expocenter and landscaping unit. They were the first two departments that existed in ANFA and they worked together when the need occurred. The gardeners from the landscaping unit helped the expocenter set up the exhibitions, etc.

☒ The equi-finality characteristic of expocenter can be seen as expocenter tries to meet the goal of making Altinpark an unique park with a broad appeal through designing successful fairs to receive publicity and profits for ANFA.

☒ Out of all the departments studied, expocenter was found to be the most organic. Expocenter operates in the most unstable, risky and competitive environment.

- The employees assigned ad-hock tasks as need arise; an employee might work for the advertising of one fair and sets up stands for the next fair. High employee involvement as seen from the interviews. Expocenter adapts to its environment. The reserve list was an example for this. When a firm applied if it was on the list of risky firms the expocenter refused to take this firm saying they were filled up all their capacity.

- The Brain metaphor group found two types of connectivity in the expocenter; connectivity among groups within ANFA and among employees in the expocenter. First type of connectivity was established and maintained through Monday meetings. In these meetings problems and daily business of ANFA got discussed and all of the department heads could put their input to the solution. During an interview, the interviewee stated the capabilities and materials of the expocenter was used by other departments when necessary. For example, kindergarten used the furniture of the expocenter.

- Second type of connectivity in expocenter, between the employees, was seen from high levels of interaction and support. Each employee was responsible for his/her own field of exhibition but all other employees worked together with him/her during the exhibition and replaced each other when necessary.

- Evidence for learning to learn characteristic was seen in the expocenter by lack of existence of strict job definitions and the amount of work one did depended on the amount of responsibility one wanted. The employees were given the flexibility to define their own jobs and make changes as they see fit. This gave flexibility in decision making process.

- The process of negative feedback was seen in the changes the employee did in his/her actions when they were not accepted by other employees, customers, firms. For example, the automotive exhibition coordinator was considering to have a separate automobile exhibition and a separate work-vehicle exhibition next year due to suggestions from the customers and visitors.

- In terms of goals, the expocenter had flexibility in the number of exhibitions to be held during the year. The range changed between 14-20 exhibitions in a year but once a program got set it had to be implemented. There were no clear goals in terms of profits or number of visitors. The aim was to make highest possible amount of profit while attracting the highest possible number of visitors.

- The Brain metaphor group concluded that the expocenter had the self-organizing aspects and another example for this was no conflicts among employees only constructive debates especially make during exhibition times.

- The Culture metaphor group found expocenter to have the unifying culture that valued 100% performance at all costs even without any expectations of overtime payments. The group showed the uniqueness of the park also the environment of the park being conceived as a challenge to the creativity and a stage for the talents of employees as an evidence to the 100% performance value. This was found to be the strongest unifying value since ANFA was a new organization it needs every piece of new and creative ideas & actions that will help to improve ANFA. The other strong unifying values were found to be cooperation, collaboration, harmony and team work were necessary to keep things to keep things running smoothly. These values were found to be generated by Mr. Malik Sat(the General Manager of ANFA at the time of the study) and implemented through unit supervisors.

Mr. Sat was seen as a father figure and coordinator among units, making ANFA a big family. The form of communication was informal and free flowing since the image of being a family existed. The group also identified the need that the family wanted to be together as much as possible through the repeated request made about eating lunch at the Municipality House again to close the geographical distances between units. The employees of ANFA found their jobs extremely satisfying but they also recognized the need that the ideas that were generated by them need to be profitable for the good of ANFA.

☠ The findings of Instruments of Domination metaphor group:

a. Exhibition and Fair Organization Center (Exhibition Center)

i. Domination imposed on the organization

This department was not found neither independent nor dependent on ANFA but in between. The department made all decisions and made all organization of the exhibitions however the general manager have to approve these decisions. The general manager had the power to change the things he found inappropriate or in-error.

The wages are determined by the general manager and he took the performance evaluations made by the department head into consideration. The group concluded that the ANFA had little domination from the outside factors from the exhibition center's point of view.

ii. Organization, class-control and exploitation of employees

The department had four employees, a support person and the head of the department. The head of this department was chosen by the general manager because of his talent and experience in fair organizations. The other members of the department however, were hired due to their close relations with the general manager. The general manager hired the employees not consulting the department head on the appropriateness of that person to the job. The employees who were not appropriate were eliminated after a while.

The support person work as the 'joker' if the exhibition center is taken as a deck of cards. The 'joker' deals with the technical aspects and has the responsibility of the warehouse. He was expected to perform every duty given to him from the department and the group concludes that this employee was dominated by the department.

The metaphor group found that the job definition of this department was fairy strict. The employees only worked on one fair per year and they did not work as a team since they did not believe in team work, but they consult each other if needed. During the preparations for exhibition, the head of the department makes most of the decisions and the implementation stage was made by the employees. The head of the department believed that 'the one, who was the boss, was the one that made the decisions and whatever said by the boss had to be done'.

The group concludes that there was an invisible domination by the head of the department on the employees and workers from primary and secondary labor markets existed in the department.

- The Instrument of Domination metaphor group had also found that expocenter had an important influence on the organization. It had this power due to it was one of the first established departments and it was successful. It received most of the public attention.

- The Flux and Transformation metaphor group had found the reason of existence of ANFA as 'to serve the public'. However, The Exhibition Department does perceive itself as a profit center, and it does try to maximize its profits and increase its service offerings. Yet, still the employees of this department recognize 'the profits they make are necessary for the survival of some other services offered by ANFA.' such as the Science Center. The dependence of other departments on this department leads to employees believing the Exhibition Department is the most important department since it 'feeds the others'. The Exhibition Department does share the view that 'ANFA is to serve public' while it is not here to 'serve'

directly. In other words, the department perceive its existence to 'help serve the public'.

- The Psychic Prison metaphor group found that the expocenter held the ideas coming from more developed countries in high esteem. The situation seemed to create a favored way of handling ideas about enhancing the exhibition activities. The group suggested that the strong belief as to the appropriateness and positive impact of western innovations trap the organization. If the knowledge from these western fairs were not available then the 'ideas breeding within the company'(unique one not adaptation of an idea) would be more easily put into the process. The European fairs especially the EXPO in Spain were concluded to be archetype of ANFA. Employees are encouraged to generate new ideas and if the General Manager likes the ideas then a feasibility study was conducted. The studies were discussed in detail in Monday meetings and voted upon afterwards.

- The Psychic Prison metaphor group stated that employees in general in ANFA were trapped by the idea 'We are Successful'. The transitional object of overall ANFA also applied to the expocenter, the General Manager of Mr. Malik Sat.

- The Psychic Prison metaphor group also, states that the large number of interviewed employees ANFA having an IT character supports the archetype of 'if it exists in Western Countries, it should be here as well because these things are really good'. This was probably viewed most in the expocenter since they take the Expo in Spain as their archetype.

- The Political Systems metaphor group found that the General Manager of ANFA gave great freedom to ANFA's department heads in generating and developing new ideas and determining their own departmental needs. An example for this was given as, many activities of Altinpark were born out of employees' suggestions. The 'Pool Project' and 'Toy-Joy Fair' was created by an employee of the Expocenter.

✄ The department heads were found to bring their own personal experiences, beliefs and attitudes to their work. The department of head of the Expocenter was found have a profit maximizing approach due to his private sector background.

- FEZA GURSEY SCIENCE CENTER

✄ The Machine metaphor group found the machine like characteristics of the Science Center to be extensive.

- The goals and job descriptions of each unit is written down and predetermined.
- Employee specifications are predetermined & written and used during employee selection to get the best person for the job
- Science Center has a drawn organization chart different from the other centers.
- There is a strict control mechanism such the members of auditing committee that make unexpected visits to the center to monitor the performance of the employees
- Pre-stated working hours
- Every employee has certain responsibilities-Division of work
- Vertical chain of authority and responsibility
- Monday meetings with General Manager and periodical meetings within the center
- Every decision must be approved by the head of the center

✄ The matrix developed by the machine metaphor group showed that the Science Center had the most fit with the machine metaphor characteristics. It had the most fit in all characteristics except for Impersonal Nature where it had the least fit.

✊   The Organism metaphor group concluded that the Science Center operated in a dynamic environment. Teamwork was emphasized in the unit and collaboration among team members were evident. There was no strict hierarchy but respect for seniority. The guides were able to communicate with department head. The metaphor group concluded that the Science Center has organismic structure which fits its rapidly changing(dynamic) environment.

✊   The findings of the Brain metaphor group can be concluded as:

- examples for connectivity is given as the head of the department has knowledge of the problems occurring in her unit and can solve the problem quickly by contacting another department of ANFA-contact the technical support unit for repairing of heating problems
- the interviewee in this case the head of the department performed other duties like delivering postcards when need arose. Also there are four employees in the unit. These employees perform various task and among them decide which one is best suited for the task at hand.
- no bureaucratic structure within the department. The department head has the authority to make decisions without consulting the General Manager. She also mentioned the loose control mechanism in her department stating that the employee did not need to be in the office whole day if they had completed their job in a satisfactory level.
- cover(as in the sense of performing her duties/taking over her tasks) for other employees for long periods of time such as a month. This was taken as an evidence for generalization of employee skills in the department.

- The Culture Metaphor Group has found that the Science Center has a different culture that the unifying culture. Science Center has a sub-culture within ANFA, the metaphor group explains this could occur due to vast geographical differences between departments or differences in educational backgrounds of the employees.

- The employees of the Science Center felt that the center was the most important department of ANFA since it was the prestige center since it was the only one of its kind and also the public reaction to it was very positive.

- The employees felt more special than the other employees of ANFA and viewed the other departments as outsiders. Their family boundary only covered the employees in the unit.

- Mr. Malik Sat was not a father figure for this center and he was replaced by the head of the center. The head of the center had gained this status because the employees believed she had the vision to create and to run the center.

- The findings of Instruments of Domination Metaphor group are as follows:

- The Science Center gained its power through being unique. The Science Center used its power to get its needs satisfied, for example top management preferred to buy carpets for Science Center while the Sports Center needed the money to complete the construction of the swimming pool.

    i.   Domination imposed on the organization

The Science Center was found to be relatively independent unit which takes its own decisions with respect to strategy. Except for the wages of the employees, the center tried to finance its own activities like trying to get sponsors for the acquisition of new exhibitions. The center to criticize and evaluate its performance created an advisory broad which consists of professors who work on related fields. The group concluded the center had no domination from ANFA.

ii.   The exploitation of employees by the organization

The hiring of full-time employees were done by the head of the department. The hiring of part-time employees, mainly university students, were done by the full-time employees. The part-time employees were working as guides and for short periods of time. The head of the department thought she had to right to demand high performance from the workers and fire them if necessary since she was the one that was responsible for the success or failure of the Science Center. The group concluded that the principle aim of the department head was the performance of the center. The guides could be dismissed when the number of visitors decreased regardless of their performance in the past.

iii.   Organization, class and Control

The Science center was found to have five full-time and 47 part-time workers. The five full time employees formed the core of the organization; designing the exhibitions, running the administration and etc. The guides, forty-seven part-time workers, were evaluated by these full-time employees and this gave the full-time employees the ability to control the guides. The part-time workers did not have the opportunity to have a career in the Science Center at least currently since they were students and they were hired only as guides. The number of guides that were going to be kept employed depended on the demand levels of the visitors. More visitors meant more guides, vice-versa. The group concluded that the primary and secondary labor markets also existed in this department; the guides being from the secondary labor market while the five full-time employees being the primary labor market.

⚹   The Flux and Transformation Metaphor group has found the Science Center to be an ideal example for autopoietic sense because its very emergence is an effort to shape what happens rather than just waiting for things to happen. The employees in the Science Center continuously renew and update to facilitate public interest in science.

- Another finding of the Flux and Transformation metaphor group was that Science Center, at first look seemed to exist only to 'encourage the love and interest in science among people' however further analyses has shown the department was working on agreements with TUBITAK, and trying to locate sponsors for their new projects to reduce its dependence---against ANFA's ideology only to serve the public.

- The Psychic Prisons Metaphor group's findings indicate that in ANFA in general but Science Center especially felt more full-filled and thereby motivated by means of participating, building and maintaining an organization that will survive for generations. The visitor notebook where the visitors record their impressions and ideas was found to be a source of satisfaction for the employees of Science Center. This could be the main reason behind voluntary students working in the center could be through teaching scientific 'realities' they make themselves part of the reality and thereby attain satisfaction.

- The Psychic Prison Metaphor group found Mr. Malik Sat as the transitional object of ANFA in general since it was not otherwise specified Mr. Sat was also the transitional object of the Science Center. This means they accept Mr. Sat as vision of ANFA to the outside world.

- The Political Systems Metaphor group had found the head of the Science Center, Mrs. Banu Gundogan having a charismatic power. She was known as a trouble shooter and others asked her advice all the time.

- The group also concluded that Mrs. Gundogan gained her power through dependency of other to her. The others depended on her because she had reputation of being an effective person who can deal with managerial problems.

Such as in the case, ANFA facing the problem of obtaining a specific chemical gas that was needed for a project. She took the responsibility and brought the gas from Canada.

- Mrs. Gundogan was found to have a profit maximization orientation.

- The Science Center was found to have control over knowledge and information since a special type of knowledge and information was required. The individuals were chosen to be part of the consultation board during the formation of the Science Center according to their knowledge and this formed the framework of the Science Center. This framework's backbone was knowledge and information.

- The Science Center staff received most satisfaction through participating in project decisions. An interviewee in Science Center stated she felt responsible for the Science Center as a whole and she also felt proud of her part in the success of the Science Center.

- An organic connection between Science Center and 23rd April Children's Culture Center existed due to their common view towards ANFA. The Science Center provide its facilities free for the Culture Center activities. Also, both centers came together against the Sports School Project of Sports Center since it was proceed too low to be feasible for profitable.

- 23RD APRIL CHILDREN'S CULTURE CENTER

- The machine characteristics found in the Children's Center by the Machine Metaphor Group;

  - Predetermined departmental goals

- Division of work-pre-stated for full time employees and predetermined work schedules for part time employees
- Periodic reports and meetings held with General Manager
- Every decision must be approved by the department head.

✗ In the matrix developed by the machine metaphor group, the Children's Center was found to be fourth in line in the order of most to least fit with machine like characteristics.

✗ The third characteristic of the organism metaphor was found by the Organism metaphor group. Integration was seen between Children's Center and Science Center. The children of the kindergarten goes to the Science Center to view the exhibits and watch the shows for educational purposes for free.

✗ Children's Center was found to have its own mission or way to make ANFA an unique park in Ankara(evidence to ANFA's equi-finality characteristic). The Children's Center tried to obtain profits from their kindergarten activities to become self-sufficient to support its summer and weekend courses.

✗ The 23rd April Children's Culture Center was a bit different from the previously studied units because it was just trying to get established and become self-sufficient. The center is open to innovations to capture market opportunities. The courses offered by the center varies according to demands of the target market. There is a rough division of tasks. The personnel of this unit at both upper and lower level are thought to be experts in their fields. They are given the flexibility to determine their own tasks and high level of commitment among the personnel. The unit was concluded to be fairly organic and organizationally healthy.

✜ The Brain Metaphor Group discovered the following in the Children's Center:

- when asked if the interviewee know about the activities, problems, and events of other departments, the interviewee in this department answered she was aware of certain events of other departments and the basic activities but did not know of the details. She also added since the activities of the departments was so different she did not get the opportunity to work together with or to receive detailed information from other departments.

- the departmental connectivity is achieved via department heads through Monday meetings

- no bureaucratic structure within the group and there was a very democratic environment. The decisions made through group discussions, this is shown as an evidence for minimum critical specification

- evidence for learning to learn was given as minor errors are accepted. The employees do not fear making mistakes and this provides the incentive to cope with changing circumstances therefore act accordingly. This helps employees to alter the known ways of doing things.

- No rigid yearly plans or clear goals, but have a general idea what they want to accomplish. This is also given as an example of learning to learn capability of the department.

- contrary to the brain metaphor the General Manager has to be consulted before expenditures are made

✜ The Culture Metaphor Group stated that Children's Center had the unifying culture-100% performance, Mr. Sat as a father figure and ANFA as a challenge to their creativity.

✜ The Instruments of Domination group's findings for Children's(Culture) Center were as follows:

i.   Domination imposed on the organization

The Culture Center was found to be an independent center since it made its own decisions concerning strategy and hiring policies although it was still finance by ANFA. The center has to justify its self to the company and usually the management of ANFA did not object to the actions taken by the center. The department head believed she has the right to point out the wrong decisions made by the General Manager to him. This showed that the head of the department has enough power against the General Manager to stand her ground.

The hierarchy in the company was found to be more invisible and the metaphor group called it the 'invisible rules'. Everyone knew her/his position and acted accordingly. The names that meant power was valued such as when a teacher in the day care wanted to get something repaired she gave the name of department head so that the things got done faster. Another example to this can be, when one of the kindergarten teachers was not behaving correctly so the other employees warned her about her actions but she did not take them seriously. However, when the department head warned her about her behavior she corrected immediately.

The metaphor group concluded that the ANFA was not able influence much power over the center since the center could express their opinions and could perform most of its desired activities.

ii.   The exploitation of employees by the organization

The employees of the Culture Center was usually chosen by the head of department. Many of the employees were from her old work place and she, generally, did not refuse the General Manager if he wanted someone to be hired. The department head had said she be the first to fire someone that showed sub-standard performance in his/her job and did not obey the pre-set rules. The head of the department said she tolerates people quite a lot but she does not forgive repeated mistakes. In fact, she was called the 'soft fist' in the company due to her authoritarian yet friendly leadership style.

- The Flux and Transformation metaphor group findings indicate Children's Center saw itself as a provider of both profits and public service. They believed they needed to provide profits for the survival of the park.

- The Political Systems metaphor group findings indicate that Mrs. Tomrıs Miser(Head of Children's Center) had a belief of profit maximization contrary to the main objective of Altinpark which was 'public satisfaction' as stated by the General Manager. According to Mrs. Miser's managerial approach underlined first goal as profit making.

- An organic connection between Children's Center and Science Center....

- **LANDSCAPING DEPARTMENT**

- The findings of the Machine Metaphor group: The activities of the department was controlled by the municipality and no alterations could be done to the project with out the consent of the project designer. The characteristics that was found in accordance with the machine metaphor as follows:
  - Predetermined goal(in this case the landscape project)
  - Periodically written reports and Monday meetings with the General Manager
  - Periodic meetings within the department
  - Tight control of the municipality on the activities to check if project limitations are followed
  - existence of vertical chain of command

- The Landscaping department was second after Science Center that showed most fit with Machine metaphor characteristics in the matrix developed by the group.

- The Organism Metaphor group has showed the landscaping department and expocenter working together as an example for integration. There were only two

departments at the beginning expocenter and landscaping unit. The gardeners from the landscaping unit helped the expocenter to set up the exhibitions, etc.

☿ The landscaping unit's environment was found to be stable and the changes in the environment was tied to changes in the weather conditions. The higher level employees were allowed to be innovative while the lower level employees face clearly defined tasks. The groups suggests two different structures within the unit and this distorts the organization profile of the unit. The organismic structure at higher levels while mechanistic structure is implemented at lower level where gardeners are expected to just implement the orders.

☿ The findings of the Brain metaphor group:

- evidence to connectivity among the departments of ANFA, the gardeners of the Landscaping department helping the exhibition group with 'carrying, cleaning after any exhibition is over' and tractors of the department used by other departments when a need arises.

- connectivity and information flow between departments are handled through the Monday Meetings and the in-group unscheduled meetings

- evidence to room for learning to learn as given as the department is not bureaucratic and it is very flexible.

- although there is a predetermined project which must be implemented in a specific time the employees can have some creative powers such as increasing the number of flowers or trees that they will plant at the site.

- however the interviewee did not know the general operations of the park led to the conclusion that she does not have a notion of the whole organization.

☿ The Culture Metaphor group has found that the Landscaping department shared the unifying culture of ANFA.

☠   The Instruments of Domination Metaphor group's findings

i.   Domination imposed on the organization

This department was found to be the most profitable department of ANFA. The organization, ANFA has the responsibility of managing the park and it did not have the responsibility of the landscape design. The ANFA realized by setting up a landscaping department, it could get money from the municipality in the design implementation of the Altinpark project. The municipality opens a competitive bid for the landscaping services and ANFA, being a municipality owned enterprise can bid fairly low, wins the bidding. The money taken from the municipality for the design implementation was fairly important to ANFA since it was a newly established organization. The work performed by the landscaping department got controlled by the municipality. The group concludes in this department's point that ANFA was dominated by the Municipality.

ii.   The use and exploitation of employees by the organization

This department had three full-time employees one landscape designer, and two agricultural engineers. The gardeners working were hired seasonally and their employment was terminated at the end of the tree planting season. The gardener selection was done by the three full-time employees and also they had the power to fire workers which they believed to be inefficient. The firing procedure was very impersonal, they did not talk to the person they fired but gave his name to the relevant chief and informed the accounting department to cut his wage.

The group concluded that the employees are evaluated on the performance of the department. They(gardeners) can be fired easily if not performing up to standards of the one of the full-time employees or the end of the season.

iii.   Organization, class and control

The group concludes that the primary and secondary labor markets could be observed more clearly in this department. The full-time workers constitute the primary labor market while the seasonally employed gardeners constitute the secondary labor

market. The workers hired as gardeners were lowly skilled and they even did not need to know gardening. The group has found that the gardeners were used as a buffer; they allowed the landscaping unit to expand in certain times in the year, like the tree planting season, and to contract in other times, like winter. The primary workers did not get affected from the seasonal cycles of the work performed by the department. The group also found the gardeners were also divided into different classes(some of the gardeners called the 'sergeants' were heads of small groups of gardeners. These sergeant enjoyed certain privileges and opportunities that the other gardeners did not have) so that they can be easily controlled and their shared interests could be over -come. The group also concluded that the primary workers(three full-time employees) could also be controlled by the department head since they were also divided into separate duties.

- SPORTS CENTER

✖ The Machine, and Organism metaphor groups did not study this particular department.

✖ The Brain metaphor group findings:

- the employees show redundancy of functions and evidence to this given as the employee working in the Helsinki Congress in both stage preparation and in the actual congress .

- also the educational background of the employee does not support the activities he is currently performing in the sports center

✖ The Culture metaphor group found that Sports Center had formed a sub-culture:

The culture metaphor group found that this unit of ANFA felt left out of the family since it has severe budget limitations applied upon it by the administration. The head of the unit wants to invest on the young people to create successful sportsmen and sportswomen of the future. The head of the unit was not very profit oriented and the unifying culture ANFA values creativity and innovativeness within the limits of profitability. Also the General Manager did not place

importance on raising the future athletes of Turkey and the unit in generally was seen as a side facility to the Olympic swimming pool.

�# The findings of the Instruments of Domination metaphor group:

i. Domination imposed on the organization

The head of the department did not have much influence on the decisions taken in the center since most of the decisions were taken by the General Manager without consulting the opinion of the department head. For example, potentially profitable summer courses for children were canceled without any explanation at the request of the General Manager. Instead league matches were scheduled instead as promotion.

The power of the party members from SHP(since at the time SHP was head of the Great Ankara Municipality) could be observed on the center. The opening of the swimming pool was postponed to March(closer to the Municipality Elections) although the construction of the swimming pool was to be finished at the end of December. It was also rumored that the league matches were scheduled under orders from SHP.

The metaphor group concluded that the Sports Center was dominated both by the administration of ANFA and SHP.

ii. The exploitation of employees by the organization

All the employees got their jobs in the sports center through their relations and references. Most of the employees do not have the necessary qualifications to work in a sports center and none of them had a professional sports career. The employees state that the head of the department did not impose any power on them since he had none. The sports center was empty till six p.m. therefore the employees did not have much to do during the day. The department head many great ideas about raising future athletes of Turkey through motivating children but he did not have the chance to implement his thoughts.

- The Flux and Transformation metaphor group had found unlike the stated reason of existence of ANFA to serve the public Sports Center recognizes to generate cash flow and/or profits to survive.....(autopoiesis..self-reference)

- In the findings of the Political Systems metaphor group, it was found that backgrounds of the department heads mainly from private sector this lead to a more profit maximization focus in their departments. Mr. Sinasi Oz, head of the Sports Center had worked for the public sector as a bureaucrat for many years and he was managing his department for the goal of 'public satisfaction'. The group believed this was a potential for conflict between Mrs. Miser, Mr. Tarhan and Mrs. Gundogan although there was not indication Mrs. Gundogan had a profit maximizing orientation.

- This can be seen in the example when Mrs. Miser and Mrs. Gundogan joined in stopping Sports School Project claiming that the price of 150 000TL was too low, unprofitable and unfeasible. Both centers claimed that Sports Center had to focus on profits as well. Some believed this joint pressure occurred due to Sports School Project had overlapped the sport activities of the Kids' Club.

- FINANCE AND ADMINISTRATION DEPARTMENT(Accounting Department)

- The Machine Metaphor group's findings:
  - standard forms used(Daily permission Form and Request Form)
  - pre-stated work hours
  - vertical chain of authority
  - approval procedures of activities performed
  - orally defined jobs

- The matrix formed by the Machine Metaphor group has found the Finance & Admin. Department to have the least fit with machine metaphor characteristics.

- The Organism Metaphor Group found that Accounting Department operated in a stable environment, operated with clear cut goal determined by the General

Manager and also had standard work procedures. It also had relatively routine & standard jobs due to the nature of the work done in the department.

- The Organism metaphor found that the Accounting unit was a closed system since it had no feedback from its environment.

- The Organism group also found the existence of vertical chain of command and communication and mechanistic structure with bureaucratic leadership style which were in accordance with its stable environment.

- The Findings of the Brain Metaphor Group except they have taken one part of the department and examined it.

  Cultural Facilities---two persons in the group initiating the formation of project teams through picking up people from various groups for temporary jobs. They are doing activities like arranging concerts, new year's eve party and all kinds of cultural activity. The existence of this group was taken as evidence the company can self-organize. Since the groups are flexible and open to collaboration. Also in unusual conditions the employees can work in other groups like some of the employees worked in the Helsinki Congress.

  - this department shows predetermined job descriptions and goal specification contrary to the other departments

- The Culture metaphor group did not study this particular department....

- The Instruments of Domination metaphor group did not study the Accounting Department.

- The Flux and Transformation metaphor group did not specifically mention this department.

- The Political Systems metaphor group just gives an interviewee from the new year party organization committee ----there was no such thing as a hierarchical pyramid in ANFA and she stated that she felt comfortable enough to create new ideas..-----

This was put here only because the Brain Metaphor group which analyzed the Cultural activities...

- TECHNICAL SUPPORT UNIT(DEPARTMENT)

  ☠ The Machine Metaphor group has found the following:

  - Regular meetings held every morning aside from the periodic Monday morning meetings with the General Manager

  - Regular progress reports submitted to the General Manager

  - Job specification for each of the employees existed(a mechanist can not perform the duty of an electrician even though he would have the required skills)

  - division of labor-every employee had a certain job to perform

  - Centralized authority and initiative was not encouraged by the head of the department

  - The head of the department monitors & controls every employee

  - Personnel evaluation records are kept by the head of the department

  ☠ The Machine metaphor group found the Technical Support to third in line to most fit after Science Center, and Landscape department.

  ☠ The Organism metaphor group found that Technical Support Unit faces a highly unstable environment with continuously arising problems in different unit.

  ☠ The range of problems are vast like a leak at the roof of the expocenter to problems with circulation engine's of the pools. The unit head uses an authoritarian leadership style contradicting with the environmental conditions. Team work said to be valued by the head of the unit but all organization of work is done by him. This keeps the employees restricted to the tasks they are assigned to perform. The group concludes that the organizational health of this unit is poor and show this as a reason for other units' complaints of the services.

  ☠ The Brain Metaphor Group's findings:

- the interview made by the head of technical support department gave the impression of the technical support unit head was working as the Central Processing Unit of ANFA. The group concluded that his working character and style fitted with the brain metaphor's 'information processing capabilities' motto. The evidence to this shown in a direct quote '.....every department works for their own benefit in ANFA but my department works for the benefit of the each and every other department within the company'.

- the head of the department spoke of his eleven employees as the perfect team that is capable of doing very specialized duties as well as knowing the general workings of the technical know-how. He argues his team can handle all types of problems from very specific to the very general. This is shown as an evidence to the specialization and generalization of skills of employees.

- there is an evidence for redundancy of functions, the head of the technical support unit states that his staff is able to do periodic maintenance and car repairs(after warranty service).

☠ Culture Metaphor Group has found the Technical Support Unit sharing the unifying culture of ANFA.

☠ The Instruments of Domination Department has found the TSU to be dominated by all other departments since it has to respond to their needs.

☠ The Instruments of Domination metaphor group uncovered an interesting story about power plays in this department. A technician used his influence in the SHP party to get a job in the department aiming to become the department head. The management of ANFA did not gave him this position but when a report needed to be written, he was asked to write it since he had the most experience. The report turned out to be quite well and he was asked to become a department head. The management of ANFA chose a mechanical engineer for the job claiming he was more suitable for the job. The technician lost the position of being the department head. The technician was angered and he used

his influence to get back into management class of the department. Yet, he was given an office but no responsibilities and he had to spend his days doing nothing.

The mechanical engineer that ANFA found better suited for the job divided the workers into three different groups: electrical, mechanical and carting services. He believed that his department was the 'invisible hero' since this department worked for the success of other departments. He stated that the SHP had no power on the department nor ANFA yet from the above story of the technician this was incorrect.

The current supervisor did not fire workers directly but he wrote a report to the management of ANFA and the general manager gave the final decision.

The metaphor group concluded that this department was dominated both by other departments and SHP.

- The Flux and Transformation Metaphor Group did not mention this unit specifically in their work---part of ANFA as whole.

- The Political Systems metaphor did not specify about this department part of ANFA as a whole.

- SECURITY DEPARTMENT(UNIT)

- The Machine Metaphor Group did not study this particular unit.

- The Organism Metaphor Group's findings:

  The security unit operates in a turbulent environment due to theft, sexual harassment and fights. There is division of labor in the form of some guards maintain the security of departments while other keep order in the park. There is a strict hierarchical pattern for communication. The guards have to respond to arising situations quickly but still they have to inform the supervisors immediately. The leadership style is dictatorial.

- The Brain and Culture Metaphor Groups left this department out their studies...

- The Instruments of Domination Metaphor Group's findings:

i. The exploitation of employees by the organization

The instruments of domination metaphor group during its interviews in this department saw the chains of bureaucracy. The job descriptions and responsibilities of the employees were clearly defined. The employees gave reports to the department head but they did not have direct contact with him.

The group concludes that this department fit the Weber's typology of rational-legal domination as power is legitimized by rules, regulations and procedures. This department was found to be bureaucracy which is the typical administrative apparatus of this type of domination and the security unit has rules, regulations and procedures along with formal authority concentrating at the top of the organizational hierarchy.

ii. Organization, class and control

The department head of this department was called 'chief'. This was done in order to stop the divisions of class within the employees. However, the metaphor group during their interviews found the existence of primary and secondary labor(as bureaucracy requires). The chief and the assistant chief of security unit fell into the category of primary labor market where high degree of skill and detailed knowledge about the job are required.

The other employees were lower-skilled and lower-paid. They were trained and educated for the job and were expected to follow rules very closely. Also they were hired and fired whenever need arose. The secondary labor employees are controlled by the primary level employees and the primary level employees are controlled by the general manager.

iii. Social and mental stress

The employees of this unit all shared the belief that working for this department caused stress since they were responsible for the security of the people and the park. Also, there was stress caused by the people not liking the uniforms worn by the security unit employees. The dislike of the visitors caused feelings of discomfort among the security unit employees.

- ⚴   Flux & Transformation and Political metaphor groups did not specifically mention the Security Unit.

- CULTURAL ACTIVITIES DEPARTMENT

- ⚴   Only studied by the Culture metaphor group. It was found to be a sub-culture... This unit was rules under the tight control of the unit head which believed that the employees should not be trusted and they must be kept under tight control in all times. This behavior was against the unifying culture of ANFA which emphasized teamwork, shared responsibility and informal communication. The General Director was not seen as a father figure but his entrepreneurship was appreciated by the department head.

APPENDIX N
MUTUAL CAUSALITY FOR ANFA

MUTUAL CAUSALITY PROPOSAL FOR ANFA:
Discovering the Feedback Loops
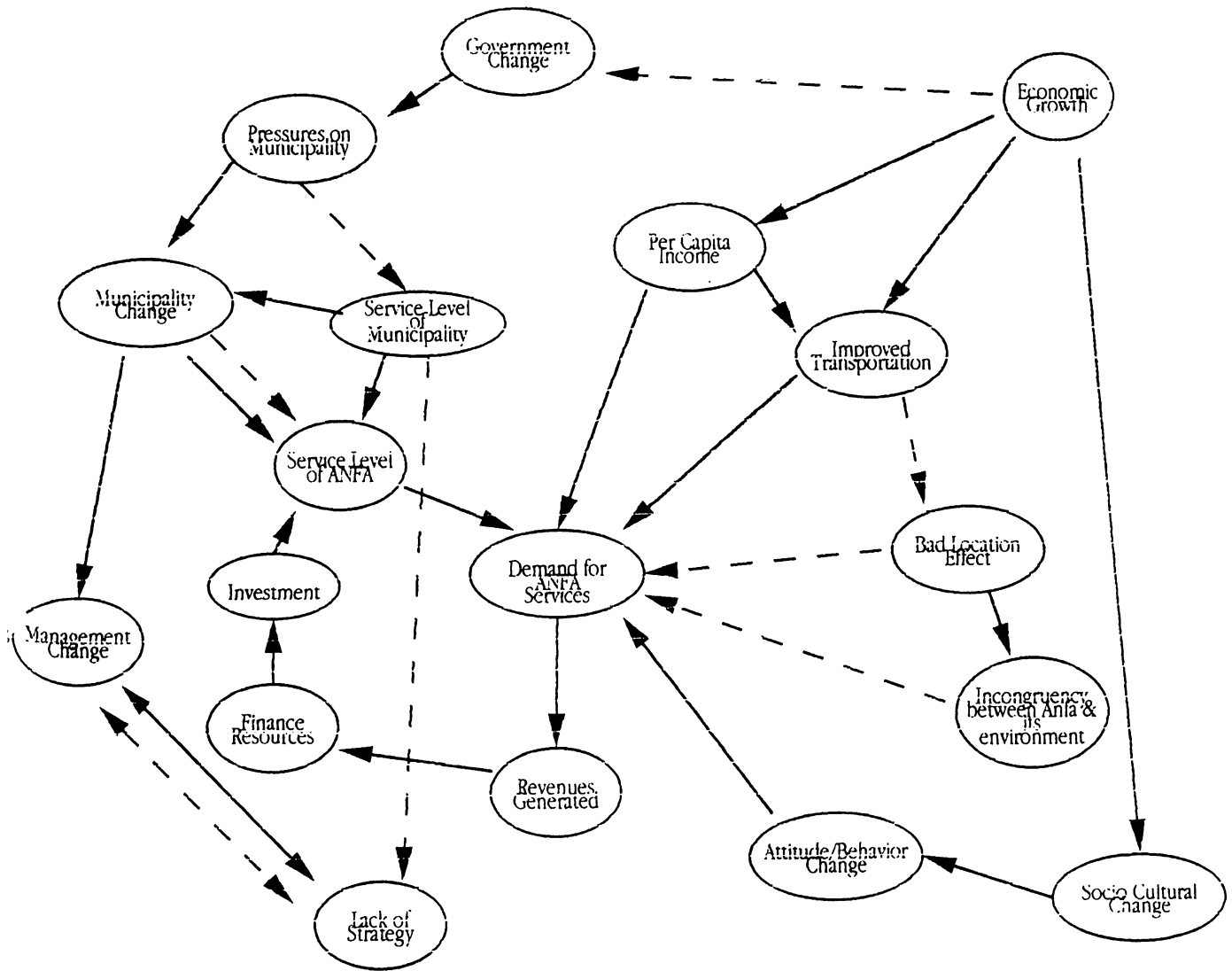
Positive Feedback

Negative Feedback

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