MAIN FACTORS AFFECTING THE FINANCIAL STRUCTURE OF ENTERPRISES

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ABSTRACT

Purpose- The purpose of this study is to reveal which main elements affect financial structures within the fields of activity of businesses and the rules they must comply with.
Methodology- In order to carry out profitable and efficient activities in business life, complying with laws and regulations, ensuring safety, trust and motivation among employees, regulating employees' rights, wages and personal development have been tried to be revealed with economic information. The harmony of capital owners, managers and employees and the importance of experience and knowledge in making the company financially profitable are explained.
Findings- Occupational health and safety have been determined as the order of the working environment, advanced technological infrastructure, support of communication and cooperation, allocation of meeting and rest areas, implementation of policies that make employees valuable, exchange of information in crises, elements based on experience and knowledge that shape and direct international business life. In addition, detection of errors, arrangements between departments, elimination of negativities due to the time effect, positive contribution of employees to business activities, efficient use of financial instruments and development and implementation of audit mechanisms were also found to be important.
Conclusion- The problems created by the incompatibility between business life and managerial elements should be sought and solutions should be sought with new working models to eliminate these problems. It is clear that the financial structure of companies will improve, and they will become profitable with the cooperation between employees and managers**.**

Keywords: Financial structure, enterprises, business value, success factors
JEL Codes: E22, D01, D23, L21, L84

1. INTRODUCTION

For individuals, business life refers to the formations aimed at providing personal and organizational benefits defined by laws and regulations. Business life represents continuity for employees and organizations in terms of norms and rules.

It should not be forgotten that continuity in business life is shaped by international and national conditions. Because values and expectations are different in each society. In addition, the jobs that employees do on a daily basis are not the same even though they are in the same professional group.

The order of business life is as much about the organization of the environment as it is about laws and regulations. Workplaces are areas defined in laws and regulations. In these areas, studies are carried out according to descriptions as required by the job and profession. The rules that the employees carrying out the work must comply with are regulated by international and national labor law legislation. The rights of the employees, working conditions, wages, relations of the employees with each other and their employers, and retirement principles have been subject to laws and regulations. The purpose of these laws and regulations is to protect employee rights and law. In addition, it is also important to provide social benefit and establish a balance between employees and employers.

The issues of benefit for the protection of the employee, the value given to his/her personality, occupational health and safety, removal of anxiety about the future, bargaining and strike rights in wages, development and training of employees shape business life. Business life involves constantly changing transactions and processes. Both transactions and processes concern millions of people depending on economic life. Changes occur in business life depending on people's education, experience and age.

In business life, change and development make new experiences possible with concepts such as benefit, productivity, profit, loss, bankruptcy, strike, lockout, retirement and resignation. Thus, the managerial and organizational values of business life are formed.

From here, different formations emerge, and the goals and preferences of the employees begin to change and develop. While employees gain economic income, new opportunities also arise for their personal development. A working life consists of employees who actively participate in the work, are more productive and contribute more to the organization and the company, rather than employees who take orders and follow them to the letter.

Achieving success in campaigns for goods and services, actions taken for customer satisfaction, and initiatives for new activities depends on the active support of employees by management. Since activities in business life are carried out in physical and virtual areas, these areas have employees with different job sizes and work volumes.

In addition to the difference in education, character and experience of each employee, their expectations are also different. For example, each employee's behavior before starting work and their behavior in business life are different. Reading and perceiving advertisements during the job process, preparing a resume, and attitudes and behaviors during interviews have emerged differently for each employee in business life. Activities in business life always occur within a work culture. Employees adapt to this culture.

They act according to the rules and principles of the organization's workplace. To achieve this, both managers and employees learn and apply working principles through training and personal effort. Besides, career is very important in every business life.

The performance of those in business life is also very important. It is important for both the workplace and the employee for those who are employed or have previously been employed to demonstrate that their work is correct and efficient and that it complies with standards and principles. In short, being successful in business and achieving given goals and objectives are indispensable in business life as business performance.

For this reason, performance evaluation measurements are made for both individuals and businesses. For this purpose, weaknesses and strengths should be revealed, and accordingly, the opportunities and threats that the person and the organization will have should be identified.

2. LITERATURE REVIEW

The order of business life is as much about the organization of the environment as it is about laws and regulations. This means that the common values of managements shape the continuity of business life (Komut, 2013: 101). Today, the internationally recognized concept of business continuity has turned into a business discipline.

For example, ISO 22301 has been introduced as the international standard for business continuity management. This standard has been introduced to help protect the business and employee (BCI, 2020: 2). ISO 22301 provides a continuity process (BSI, 20212:3) in infrastructure preparation and managerial processes for organizations to create brand and value.

Technological developments and advances in the workplace are taking shape far from the workplace. As such, business life requires more collaboration (Blanchard-Fowle-Hawkin, 2022:9). Nowadays, it is easier and more efficient to cooperate in business environments established somewhere far away rather than from the center.

Career is a person's gradual and continuous progress in any business field throughout the years he/she can work, gaining experience and skills (Bayraktaroğlu, 2006:137) for employees in business life and for the future of jobs and advancements (Klatt-Murdick-Schuster, 1985: 380) is of great importance.

Successful activities are sustained by good business relations and compliance with business ethics. Good relationships are the basis for the existence and maintenance of the lives and relationships of all living things (Erdoğan, 2011:38).

Overwork and stress-causing behaviors in business life can lead to negativities in employees. In order to avoid negativities, people must trust each other (Hartley, 1999: 42) and respect their personal rights.

Failure to create working time schedules and employee absenteeism not only causes increases in costs (handbook for practitioners, 2005:56) but also decreases motivation among employees. Global businesses always design business to retain employees and customers with a focus on technology (Madan-Tripathi-Khalique-Puri, 2023: 7).

Technological developments also play a major role in international relations. National sovereignty and social values change and weaken (Rittera-Pedersend, 2020: 214). New understandings emerge. Capital and trade change (Iwabushi, 2019: 2). Group members who have just met each other and cannot predict each other's behavior can be expected to experience uncertainty stress (Berger, 1986:13).

In order to motivate employees, the colors of the areas should be harmonious and carry today's lines. For this reason, there should be specially designed meeting and recreation areas with modern lines. People stay in these areas for at least 15 minutes (Elsayed-Sayed-Lazarus-Forsythe, 1997:672).

Failure to create working time schedules and employee absenteeism not only causes increases in costs (handbook for practitioners, 2005:56) but also decreases motivation among employees. Global businesses always design business to retain employees and customers with a focus on technology (Madan-Tripathi-Khalique-Puri, 2023: 7).

For this reason, ventilation produced with the latest technology in meeting and resting places must be at sufficient levels in terms of temperature, coldness, humidity and lighting (Guion-Bolton-Elizabeth, 2003: 15). Policies should be developed to ensure that the equality of individuals excluded is taken into account in decision-making processes in all areas, including product/service development, finance, purchasing and mergers (UN Global Compact, 2020: 22), and employees should be valued.

In business life, motivation provides employee satisfaction with emotions such as excitement, joy, desire, desire and hope (Carucci, 2022: 3). They also attach importance to the successful implementation of principles and rules (Hedges, 2022:4). Employee satisfaction, one of the indispensable elements of business life, refers to positive and negative behaviors towards jobs (William-Keith, 1985:410).

Their reaction to the environment they are in also affects their lives outside of work (Berry, 1997:145). The effects gradually grow and include the entire environment of the employee. Deviations in business life (Beehr-Newma, 1978:666) bring about job dissatisfaction and deviations from roles.

The contribution to management participation to be given to employees in improving the quality of goods and services and increasing productivity (Marvin, 1992: 105). Determining what crises are, the degree to which employees and businesses are affected, and crisis management mechanisms (Kovoor-Mistra, 2001:77) are among the elements of business life as characteristics of crises. Sumerians set many rules and regulations in business, trade, education and social life. With an organized structure, it included everyone in the system, from its employees to the people collecting brushwood in the countryside, within a plan (Landsberger, 1943:89).

With the industrial revolution, many technological inventions came to the fore, and innovations that pioneered development not only pioneered our business life (Asimov, 2006:18), but also changed planning and organization functions. The existence of ethical values in the planning and organization function is related to social responsibility (Jardins, 2006:28).

Reporting must be presented as a cycle with feedback, that is, a cause-effect relationship (Merchant, 1982:220). What authorities and responsibilities will be carried and where the operating environments of the works will be constitute the basis of the Organisation. The formation depends on human resources and physical resources. There is a high efficiency between human resources and physical resources (Brown, 1945:82).

The problems caused by the incompatibility between business life and managerial elements and the search for solutions with new working models to eliminate these problems (Bailyn-Drago-Kochan, 2001:30) have changed the traditional division of labor and brought about the search for balance between business life and the factors that affect it.

It refers to the individual's ability to manage the real or potential conflict between different demands and time and energy, or to meet the individual's needs at a satisfactory level (Clutterbuck, 2003:14).

3. METHODOLOGY

The methodological approach of the research is based on the information expressed in the literature and the experiences experienced. The information obtained is the product of academic studies. The source of experience is the evaluation of information obtained from studies in foreign companies.

Actual transactions were carried out according to the flow of work and business plans. The information obtained as a result of these actual transactions was evaluated. While determining how basic information affects business profitability and efficient operation, academic opinions and expressions were also used. Expressions of experience, which are seen as abstract, have been transformed into concrete ones with the support of academic views.

In the designed methodology, possible questions are answered between narratives and explanations. Random and systematic misunderstandings have been prevented with knowledge of the audit and control mechanisms of businesses. In the study methodology, information based on experience and academic opinions was determined and evaluated as biased.

Observations are based on the activities in the places studied and are also sourced from the literature in terms of the subject. Since it is sourced from the literature, variable assumptions have not been manipulated.

The design was to support financial positivity in businesses with issues that appeal to the business world. Explanations are qualified to get results. The reliability of the study is demonstrated by its ease of use based on experience and academic opinions.

4. FINGINGS

4.1. Managerial Elements of Business Life

Although each area of business life has different structures and characteristics, they have elements that have the same characteristics. Although the basic elements have the same characteristics for each field, they change and differentiate with application.

Being successful in the workplace, engaging in productive activities and gaining more profit/benefit depends on how employees meet and apply workplace principles and elements. In addition, the physical space where business life is concerned is also very important.

The factors that shape and direct international and national business life are as follows.

- An order that ensures occupational health and safety

- Design of the business environment

- Advanced technological infrastructure

- Supporting communication and collaboration

- Allocation of meeting and rest areas

- Implementation of policies that make employees valuable

- Giving importance to customer and employee satisfaction

- Providing support to management

- Giving importance to information exchange in crises

These are generally accepted elements in business life.

An order that ensures occupational health and safety

The most important factor for employees in business life is occupational health and safety. Ensuring occupational health and safety in workplaces is regulated by laws and regulations.

These principles must be followed by management and employees. Failure to comply necessitates sanctions and penalties. Necessary measures are taken to prevent incidents that may cause work accidents in business life.

Occurrences that cause the death of employees through work accidents or cause physical or mental disability due to bodily integrity are absolutely not desired by real and legal persons who employ employees. Employees and material and non-material factors organize together in the physical and virtual environments where goods and services are produced, referred to as the workplace.

Factors such as eating, resting, washing, and receiving health services should be included within the organization. A physician with a workplace medicine certificate and security units with a safety certificate should be assigned to work especially in the field of occupational health and safety.

Design of the business environment

Determining the order in which employees will be and where they will sit while performing the work and expressing the content of the work is referred to as job design.

As job design techniques, job design is carried out by applying techniques such as simply performing the job, expanding the job or changing it among employees, job rotation, task reductions, combinations, and workflow graphics. Failure to create working time schedules and employee absenteeism not only causes increases in costs (handbook for practitioners, 2005:56) but also decreases motivation among employees.

It is essential for employees to carry out physical production such as the tools and equipment used, lighting, noise level, hot-cold movements and ventilation. The culture created in the workplace includes factors such as communication patterns and employee appreciation and support.

International companies think that their employees will be more successful in a comfortable environment and prepare offices where they will be productive and work with more courage and dedication.

It is understood from this that global businesses always design business to retain employees and customers by being technology-oriented (Madan-Tripathi-Khalique-Puri, 2023: 7).

Advanced technological infrastructure

Establishing the correct technological infrastructure for business life greatly increases the productivity of employees and companies. It enables organizations or companies to operate more profitably and beneficially. Time usage is done healthily.

With digitalization, the structures of organizations and companies also change. The way employees look at jobs and the speed at which they do them also changes. Employees become more courageous and enthusiastic when it comes to doing business and succeeding. Employees' relationships with each other and their production styles differ. Production becomes efficient with automation from labor-intensive technology to capital-intensive technologies.

New business lines and professions are formed. Human resources finds and implements more flexible working models. Meanwhile, the management style and organizational structure also change. New titles, job descriptions and job analyses, marketing and stock format are reshaped. However, consumer trends and customer expectations also differ.

Intensive use of technology in business life also brings social and cultural change. Social and cultural changes direct economic developments. When we look at the agricultural society, industrial society and post-industrial societies, we see that technological developments and applications have changed everything from social structure to culture and economy.

Technological developments also play a major role in international relations. National sovereignty and social values change and weaken **(Rittera-Pedersend, 2020: 214).** New understandings emerge.

Capital and trade change **(Iwabushi, 2019: 2).** As capital becomes more active and productive, new trade routes and models also come to the fore. Differences are observed in sectoral activities and developments. R&D activities, innovation movements bring about the restructuring and change of hands of capital. In short, technological change and development changes business life and the social economic structure and cultural values of the society in which it takes place.

Supporting communication and collaboration

Organizations become efficient and profitable with effective communication and cooperation among employees. Managements always support collaboration. They attach importance to teamwork. Organizations prepare meeting rooms where their employees can chat and gather to discuss business.

In business life, communication and good relationships of employees create value. The productivity of employees within the organization and their peace of mind are possible with correct cooperation and effective communication. Proper cooperation and effective communication are established by creating a common denominator with the different knowledge and experience of the employees. Common goals and objectives among employees and the goals and objectives of the organization should coincide.

It is essential to make oral and written communication effective for the success and performance of employees and organizations in business life. The work efforts of teams depend on their communication skills. In order to achieve success in teams, bringing team members together, defining the work they will do, defining their responsibilities, making them adopt working principles, and creating friendships based on respect and trust between team members are always achieved through effective communication and good relations. Group members who have just met each other and cannot predict each other's behavior can be expected to experience uncertainty stress (Berger, 1986: 13).

For this reason, in order to reduce or solve the anxiety related to the unknown, employees need to have prior knowledge about each other for good behavior and interaction.

Allocation of meeting and rest areas

The productivity of employees also depends on what is expected from the work area. Employees want their place to be clean and tidy. Such an environment increases the energy of employees. It makes the work more desirable.

It increases motivation and Rest areas should be built in suitable places to fulfill the wishes and desires of the employees. Tea, coffee, soft drinks and water should be placed in these areas. Rest areas should be furnished with comfortable seats. Employee needs such as having conversations in a comfortable environment and including social activities are important elements of business life.

In business life, meeting spaces that are dark, cold and colorless are considered undesirable. Such meeting and resting places reduce motivation. In order to motivate employees, the colors of the areas should be harmonious and carry today's lines. For

this reason, there should be specially designed meeting and recreation areas with modern lines. People stay in these areas for at least 15 minutes **(Elsayed-Sayed-Lazarus-Forsythe, 1997:672).** Employees' time use is related to their work as well as discussing their personal desires and wishes. For this reason, ventilation produced with the latest technology in meeting and resting places must be at sufficient levels in terms of temperature, coldness, humidity and lighting **(Guion-Bolton-Elizabeth, 2003: 15).**

Implementation of policies that make employees valuable

Differences in experience, knowledge, education and personality of employees in business life also make a difference in the success of the business. Although each success rate may be different, it should be the basis for policies that will make employees valuable. This requires respecting and valuing employees.

Employees feel that they are important to the success of the organization and they do their jobs with great effort. Revealing the potential of employees in business life starts with valuing the employee.

Employees are more successful in processes where they feel valued. Feeling valued is also related to participating in decision-making processes in organizations/companies. This type of participation creates a feeling of being respected and a part of the employee.

All people, not just employees, have real rights.

These are also called universal human rights, which, in summary, are:

1. Obligation to Respect: Not to interfere with the implementation of the right.

2. Obligation to Protect: To prevent interference with the rights of individuals.

3. Obligation to Fulfill: To establish the necessary policies and mechanisms for the establishment of human rights, to ensure access to rights, to improve for individuals with restricted access, to facilitate access and to establish the sociopolitical environment that will enable the use of rights.

Therefore, compliance with these issues is of great importance for employees in business life. Companies should implement their existing policies, programs and practices to ensure equal use of employee rights. Policies should be developed to ensure that the equality of individuals excluded is taken into account in decision-making processes in all areas, including product/service development, finance, purchasing and mergers **(UN Global Compact, 2020: 22),** and employees should be valued.

Giving importance to customer and employee satisfaction

Openness is a must in business life to be customer-oriented and give importance to employee satisfaction. It is necessary to share open information and reveal the truth about the product and service. Sharing accurate information with customers gives confidence to customers.

It must be sustainable if employees are satisfied with the work they do, the management's attitude towards them, and their work environment. Sustainability is possible by meeting employee expectations and having high motivation.

High motivation is an important issue here and increases employee satisfaction. Because employees are highly motivated and put their attitudes and behaviors into a process that will be used in line with the goals of the place they work. In business life, motivation provides employee satisfaction with emotions such as excitement, joy, desire, desire and hope (Carucci, 2022: 3).

Companies and organizations try to encourage these feelings to increase. To ensure this, they set principles and rules. They attach importance to the successful implementation of principles and rules (Hedges, 2022:4)

Employee satisfaction, one of the indispensable elements of business life, refers to positive and negative behaviors towards jobs (William-Keith, 1985:410). While employees spend most of their time in the physical or virtual environment, they show their satisfaction with the positive and negative behaviors they display under the influence of their characters, knowledge, education, experience and desires.

In short, their reaction to their environment also affects their lives outside of work (Berry, 1997:145). The effects gradually grow and include the entire environment of the employee. Deviations in business life (Beehr-Newma, 1978:666) bring about job dissatisfaction and deviations from roles. In business life, when there are conflicts that cause job satisfaction, uncertainty in roles, and stress among employees, organizations/companies take urgent measures.

Providing support to management

An important element in business life is how to manage the people involved in management activities. The philosophy of dispatch and management operations should be based on previous experiences and current knowledge. Every organization/company, from the employee to the manager, takes into account the goals and achievements. For this reason, behaviors are examined.

If employee behavior is only in line with their own wishes and desires and is incompatible with external goals, this both makes the employee unhappy and affects the success of the company.

Employees and organization/company managers act on the following four principles.

1.   Making the work effective,

2.   Being compatible with the environment,

3.   Providing profit and benefit from work,

4.   Using resources efficiently

Acting on this basis, with the ever-growing technology, changing financial structure, and the increase in trained people, supporting management in business life has come to the fore. However, changing the business approach and increasing its volume and differentiation of the production structure are necessary to support the management.

It is clear that the contribution of employees to management in improving the quality of goods and services and increasing efficiency (Marvin, 1992: 105) will improve the business. Support to management will increase its dependence on the business.

Giving importance to information exchange in crises

Crises, which are a function that causes managers to panic and make mistakes in terms of their results in working life, changes or new situations brought about by developments sometimes lead to unexpected behavior. These unexpected behaviors bring with them many opportunities and threats.

In order to evaluate these and protect them from threats, employees and management must be prepared with a clear mutual flow of information. Employees and managers should be made resilient through preparations. Because crises emerge suddenly as well as slowly. Unexpected attitudes and events appear as opportunities and dangers.

Taking advantage of opportunities and protecting against dangers is the lifestyle of companies and individuals. For crisis management, issues such as effective use of time, preparation of emergency plans, establishment of communication models, determination of experts to be activated in case of crisis, and which tasks employees will focus on should be determined.

Determining what crises are, the extent to which employees and businesses are affected, and crisis management mechanisms (Kovoor-Mistra, 2001:77) are among the elements of business life as characteristics of crises.

4.2. The Effect of Planning and Organization on Business Life

After people entered into a social order and started living together, they created traditions and shaped their relationships with each other within a legal system. Sumerians, who are considered to be the first ancient civilizations to use writing, set many rules and regulations in business, trade, education and social life. With an organized structure, it included everyone in the system, from its employees to the people collecting brushwood in the countryside, within a plan (Landsberger, 1943:89).

FARABI, who was a judge and wrote hundreds of works, stated that there are three sources of knowledge and that they consist of "sense", "mind" and "evil eye" (Çubukçu, 1966:78). Based on the idea that "the mind is what makes a human being", good deeds should be done willingly and happily, and life should be done willingly. As it continues, the philosophical propositions that should be done in all situations and situations, and the words "do your job with love", which are sometimes said to the employees of companies, are also important in today's business life.

Farabi listed the characteristics that a leader should have as follows.

- o   <u>Physical Characteristics:</u> The leader's body must be strong and his organs must be complete.
- o   <u>Mental Characteristics</u>: Must have great understanding, strong memory and sharp intelligence.
- o   <u>Communication Features</u>: Must be able to express everything clearly with power and eloquence.
- o   <u>Science-related characteristics</u>: Must love science and research.

Moral Characteristics: Must be moderate in eating, drinking and sexual desires, should have strong friendships, should avoid lying, should not be fond of material things, should love justice, should not do cruelty, should not get angry or angry, should not embarrass, should be determined and have a courageous will.

With these features, it forms the philosophy of planning and organization in today's business life.The industry, which is formed by the combined use of natural resources, labor and capital, and technology, develops with the knowledge and intelligence of its employees. What is important here is the speed and intensity of development. Speed and intensity depend on the amount, type and quality of natural resources.

In addition, issues such as the qualification of labor, technological innovations in machinery and equipment, geographical situation and climatic conditions are important in terms of planning and organization within the phenomenon of industrialization.

With the industrial revolution, many technological inventions came to the fore, and while innovations that pioneered development led to our business life **(Asimov, 2006:18),** they also changed planning and organization functions. The new capital created by the savings of employees has caused technical people to turn to new technologies and has led managers to search for new planning and organization models.

For example, in order to make transportation and trade more widespread and faster, and to increase production in sectors such as energy and agriculture, new management approaches have emerged as well as planning and organization models suitable for changing and developing conditions.

4.2.1. Planning

Variables that will affect management, planning and organization models are constantly changing today. For example, changes in the existing elements in social environments, rapid developments in the technical field, rapid actions and decisions in the physical and virtual fields, attitudes in moral-ethical structures determine the structure of management, planning and organization models.

The widespread application of new techniques in the technological environment and the distribution of employees in the physical and virtual environment are as important as the culture, traditions and customs in the social environment, communication between individuals, political ideas and thoughts.

It should not be forgotten that the existence of ethical values in the planning and organization function is related to social responsibility (Jardins, 2006:28).

Some variables are needed when performing planning and organizing operations in business life.

These variables;

- Finding and changing errors,
- Editing function properties,
- Analyzing the effect of time,
- Making the effects between management and employees positive,
- Analyzing negative effects that may come from outside,
- Using environment variables

It is successful if used with precision.

Planning is the process of determining in advance what will be done, how, why and by whom in order to achieve a goal. Planning is a guide in achieving goals and objectives, It is a process that will continue from a habitual activity to a long-term activity. Stating the goals and objectives clearly and making them known from managers to employees intensifies the effect of planning. It is the process of finding and using the necessary resources.

Although our personal attitudes and behaviors and extra-system inputs make it difficult to achieve the goals, it is possible to eliminate the difficulties by making the goals renewable and practical. In businesses, it is essential that the goals of independent departments coincide with the goal of the business. For example, it is necessary for planning to ensure that departments such as production, marketing, purchasing and accounting overlap with the general goal of the business.

Planning is a balancing act for business life. Planning helps employees learn the company structure. Everyone knows what the situation of the company will be in the future, the expectations of the managers, what titles and positions the employees will take, and undue pressure and behavior of the managers towards the employees is prevented. Instead of random pressures, previously set expectations come to the fore. The risk factor comes to the fore. Problem solutions are not kept waiting.

Basic features of the planning process: The work belongs to the future, It includes a period, It includes practical actions, It includes dependent decisions, It determines who will do the work and where, It has flexibility, The existence of independent continuity, It contains certain information and documents, It is clear and understandable, It is accepted by everyone. It has general features such as containing standards. The biggest problem in the planning movement is that the future is based on today and our decision mechanisms are shaped by the attitudes and behaviors of others. Goals and objectives are considered in detail during the planning stages for both employees and managers.

Generally, the following issues are identified and fulfilled during the planning process.

- Organizational/business standards, principles and rules,

- Strengths, weaknesses, opportunities and threats,

- Current machinery and equipment status, physical resources and use of technology,

- Under what conditions and timing the existing resources remain outside the system,

- Creating mathematical and statistical models,

- Distributing employees according to their current performance and job descriptions,

- Evaluating the analysis and creating resource allocation,

- Identification and precautions of the positive and negative aspects that will arise as a result.

The planning process is carried out with transactions. As a result, many similar goals are achieved. Ideas such as participation in decisions, being effective in management, improving work quality and increasing productivity are also realized. Determinations and solutions within the planning movement must be presented through reporting. Reporting must be presented as a cycle with feedback, that is, a cause-effect relationship (Merchant, 1982:220).

Diagram 1: Planning Processes Result
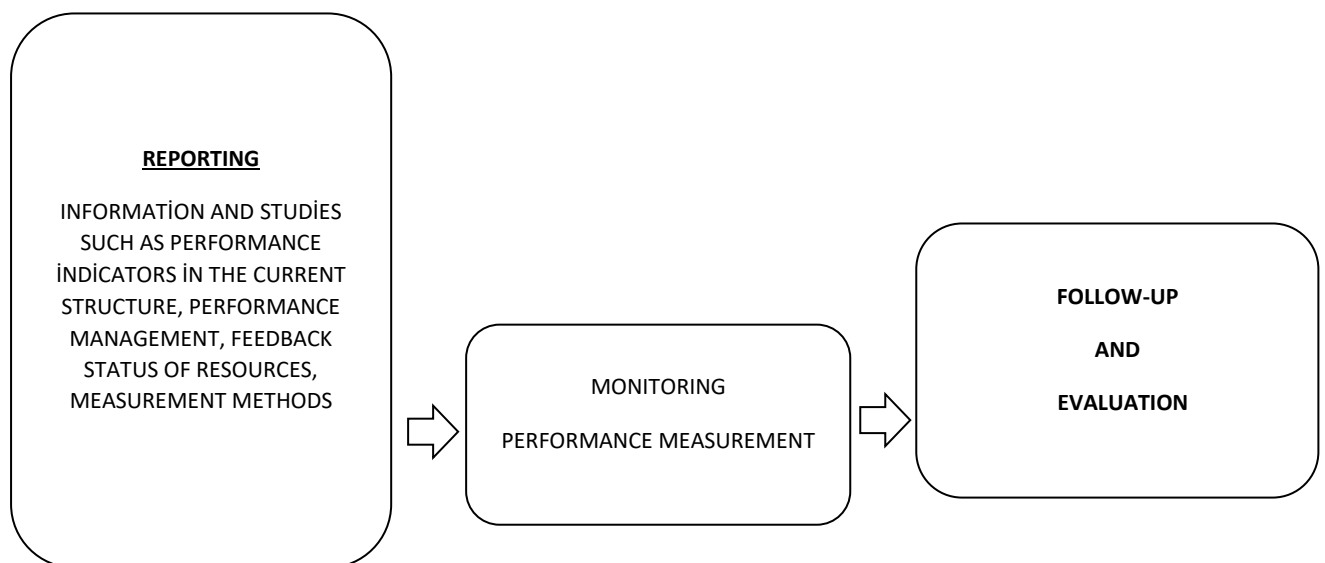
Planning is finalized by paying attention to definitions and standards.

Planning, in terms of quality;

1. **Policies:** These are general action plans that guide employees in carrying out activities. Sales policies, Financing policies, Personnel policies.

2. **Procedures:** It is based on short and clear explanations of how to do any job. Application forms, tests, interviews with candidates for employment or promotions, writing references, practices in health checks.

3. **Program**: It is a series of transactions in which the stages, responsible persons, budgets and organizational relationships between each other are determined to achieve the objectives of the plan. It includes information on determining the objectives and necessary transactions, the order of the transactions, determining the timing movement, and how to make controls and regulations.

4. **Projects**: It is a clearly separated division of the program. Projects are created to realize a general program. GANNT charts, CPM and PERT networks are the basic tools used in this regard.

5. **Budgets**: It is the numerical expression of the plans. For example, when a budget is prepared for a department within the business, this means determining how much money the activities that that department plans to do in a certain period of time will cost. Budgets cover periods of one month, three months, six months or often one year. For example, sales, advertising, cash movement budgets.

6. **Strategic plans:** It is an effort to determine the long-term goals of the business and the ways to achieve them in line with environmental changes. What kind of investments will be undertaken? What types of goods or services will be produced? Which markets will be entered? What will the market share be? What kind of technology will be used in production? What will the financial structure of the business be like? Your questions have answers.

The planning process is divided into three according to time usage. Short Term Plans cover a period of one year. They are generally carried out at lower hierarchical levels of the business. Medium Term Plans cover a period of one to five years. They are generally carried out in the middle and sometimes lower hierarchical levels of the business. Long Term Plans are plans with a term longer than five years. It is generally carried out at the upper hierarchical levels of the business.

As we move up to higher hierarchical levels, the planning periods, which we call the planning horizon, increase. In this sense, operational plans are made at lower hierarchical levels and strategic plans are made at higher hierarchical levels.

The following summary disadvantages of occasional planning in business are discussed.

- It causes loss of time.

- It increases the expenses due to the use of other elements.

- If target determinations are not based on real information and data, false results will not be noticed.

- Since the timing will be determined by the discretion of the managers, short, medium and long term plans are mixed together. For business, the time = money understanding is very important.

- Long-term actions are avoided with the understanding that coping with competitors requires making quick decisions and implementing them.

- It is accepted that it prevents the solution of routine tasks because they are long-term movements and are considered necessary to comply.

- It is thought that the authoritarian structure of planning prevents flexible business life because it does not take into account the changes in the environment.

- It is assumed that the practices required by the regulations do not demonstrate the employee's ability and desire for work.

- It is said that even the slightest mistake in planning will cause an irreparable mistake for the company and may even lead to the end of the company.

- Some managers, who are afraid of taking responsibility, take into account the risk factors and make obstacles with the thought that their own comfort will be disturbed.

Since the results of mathematical, statistical or econometric models will depend on the variables used, it is accepted that the incorrect use of variables will also change the results. The rulers do not want to give up their old habits easily with the calculations of "new customs for the old village", "it's not a plan, it's rice for us", "a little bit more will give me a pain-free headache".

The inappropriate attitudes and behaviors of employees and managers towards each other are also considered harmful in the planning process.

4.2.2. Organization

It is the act of describing and grouping activities in order to achieve goals and objectives in business life, by describing and defining who will do the necessary work, with what responsibilities and where.

Then; The jobs needed, defining and grouping the jobs, who will do the jobs, what authorities and responsibilities they will carry, where the activity environments of the jobs will be, constitute the basis of organization. The formation depends on human resources and physical resources. It is essential that there is a high efficiency between human resources and physical resources (Brown, 1945:82).

It is an important issue who will describe and classify the required work. What characteristics should be sought in people who will perform the jobs or tasks, what the level of characteristics should be, and whether elements of education, experience or expertise will be included should be taken into consideration. Organization should be in accordance with the goals and objectives set out during planning. For this reason, it is different in each line of business. Because the working area and behavior of each business and organization is different. Employees also have to organize according to the situation of the sectors. While some businesses adopt the concept of organizing with the sole aim of achieving efficiency within discipline, some businesses prefer to organize according to humane behavior and rational relations.

We can talk about different organizations with the number of employees, workplace size, and income level. Difference, the structural power created by the direction of organization towards the goals will occur at a different fixed point for each business. These fixed points are in different planes. Business life organizations/businesses grow and develop differently. In large-scale organizations, communication and coordination are complex, whereas in small organizations, these activities are simple. The success of the organization depends on the correct analysis of its functions. In order to reduce the physical problems of a business, which is considered as a real structure, to a point balance problem, unity in objectives must be established.

Basic functions of the organization;

1. Determined goal: What needs to be considered here is that all activities that may affect the goal will be included. If there is no organization/enterprise, there is no organizational effect on people's attitudes and behaviors.

2. Division of labor and specialization: Balance is essential in the organizational movement to ensure the increase in goods and services and to increase business efficiency. The combination of specialization and cooperation forces and other forces will nullify the negative effects of organizing. The other balance is that the transformation of the organizational structure, which is the axis of organization, is also reset. This means that the most economical work can be done with little effort.

3. Distribution of work: After the activities are defined, the principle of similarity is used to determine who will do them. Some activities are divided and some are consolidated. Distribution is made among employees, taking into account specialization and division of labor.

4. Control and supervision: The realization of the goals in the planning movement is the determination of whether the employees work according to the given programs, in short, whether the practices are according to the planning.

5. Ensuring Internal Coordination: Managers attach importance to ensuring unity of command within the chain of command. In addition, ensuring coordination prevents the waste of resources and has a positive impact on costs.

6. Ensuring External Coordination: It is necessary to attach importance to the activities carried out by businesses as they pay taxes to the State at the macro level, contribute to employment and increase income by investing with capital accumulation.

7. Geographical location: The cultural structure of the place where the activities will be carried out, its contribution to employment, the affordability of the need for qualified personnel, the existence of unionization movements and non-governmental organizations, and climatic conditions are always taken into consideration for organizing.

It would be a correct approach to include issues such as technology, changing cultural structure, diverging social thoughts, differences in democratic perception, responsibility in politics, and the sanctioning power of the public in the organizing process.

Although organizational models vary from business to business, the process of arranging the steps is based on finding the shortest path. But here we are talking about not the dimensionality of the point, but its directional extension, quality, open or closed relationship, continuous or discontinuous attitude. The setup of the model is done with planes formed by connecting points that can go unlimitedly in all directions and lines that go unlimitedly in four directions.

A static model starts working in the dynamic process. Depending on these, businesses improve their performance, improve the competitive structure, achieve market dominance and introduce new actions. Organizational charts are a static situation indicator and should not be considered as dividing into groups, departments or units. The powers of the rulers and their

command functions are the geometric region of physical events. The scheme in which the results of the activities are monitored and the pressure and directions are felt in the implementation of orders, instructions, or more broadly, requests, will define the function in which the relationships also give us their effects.

Although these are defined as horizontal and vertical organizations, it would be more accurate to define them as a functional relationship model.

For this reason;

1. It is a sharply defined model of superior-subordinate relations as traditional schemes based on acting with the chain of command. There is a strong hierarchy. Activities are carried out according to this hierarchy. Absolute authority has been established, authorities have been determined, and responsibilities have been clarified. In addition to the lack of a gap between relationships, there is also a lack of closure to environmental influences. Since rigid hierarchy is not desired by employees, it becomes a source of conflicts.

2. A strict and orderly hierarchy is not established in the organizational structure created by the relationship of expertise. Orders and instructions are not taken from top to bottom, but between managers or employees in equal positions on a horizontal plane, according to the work situation. Instead of a high hierarchy in the organization or business, there is an equal division of labor.

3. The superior-subordinate relationship in the organization is an organization in which authorities are used functionally according to an order or a determined basis. Command authority and horizontal relationships between consultants and senior management have been established. There is no coordination between managers and the understanding of responsibility is different. There is no compulsion. Advisory units reporting to the president, general manager or CEO, such as consultants or lawyers, only express their opinions. The continuation and duration of such units depends on the wishes and desires of the management unit. Those consulted have no responsibilities and there is no hierarchical line.

Preparation of charts in businesses largely depends on the management approach and sectoral situation. If issues such as meeting customer demands, customer satisfaction, employee motivation and efficiency, and financial and physical resource supply are not clarified, changes are made to the schemes.

Sometimes the schemas are completely changed to make them more functional. Or another model is put into use. Because, as we said before, it is not possible for the static model to remain in balance for a long time. For the profitability and efficiency of the company, it must be re-prepared according to changing conditions. For this, the division of labor, which forms the basis of the business (Schein, 1976:60), must be rearranged. Within organizational activities, it is necessary to establish a relationship between the external environment and the employees (March, 1993:193).

4.3. The Effect of the Audıt Mechanısm on Management in Busıness Life

In business life, auditing operations define an auditing job by looking at the plans made, decisions taken, and the behavior of employees in line with the determined standards and rules. Control establishes the relationship between goals and realizations. It reveals whether the actual work is in line with the goals.

Organizations/Businesses carry out the audit work through "audit units" they establish within themselves and through independent audit companies hired from outside. They also have independent auditing organizations check the activities of the businesses, their sectoral position, and their compliance with laws and regulations. In the public sector, the public's own public institutions are generally held responsible for inspections.

Audit processing generally includes the following tasks.

1. Financial Audit; The business's balance sheet, income-expense statements, cash flows, fund accounts, etc. Transactions are created according to accounting principles and criteria.

2. 2. Audit of Organizational/Business Activities; Business profitability, efficiency and effectiveness are calculated. Detailed calculations and comparisons are made. How things work in the business, the attitudes and behaviors of employees are examined.

3. 3. System Audit; By combining financial audit and operational audit, it is checked in more detail whether the laws and regulations are complied with. Efficient use of physical resources, financial analysis, and employee performance are tested. This control is called "Audi" for businesses.

The rules in the control mechanism are as follows.

1. Impeccable Behavior: It is the basic rule that shows the impartiality, morality and honesty of auditors and constitutes the basis of auditing.

2. Impartial independence: It is the state in which personal interests are not acted upon, there are no areas of intervention and financial and administrative expectations.

3. Not Being Influenced: Acting with a sense of responsibility and staying away from political influence and pressure. Staying away from influences under all circumstances and circumstances.

4. Respect and Trust: The feeling of love and trust that develops based on the appreciation created by the convincing actions of the control mechanism is an indicator of fair treatment.

5. Professional Competence: It is the expression of knowledge and experience and suitability for auditing. In addition to audit knowledge, professional knowledge is also considered sufficient.

These rules are as important for those who are audited as for those who perform the audit. If the auditees do not see these characteristics in those performing the audit, they will be suspicious of the audit. He/she will think that the audit would not be appropriate with people whom he/she believes are not honest, do not act impartially, are open to and under influence, are not trustworthy, and have insufficient information.

The results of inspections without these qualifications will always be a matter of debate. Control mechanisms are based on accurate information. Classification of information is possible by revealing its accuracy and clarity.

Audit makes the activities efficient and effective by investigating whether the decisions taken and the applied systems comply with the laws and regulations and the company's articles of association, whether physical and other resources are wasted, whether the company values are misused or not, and ensures that the measures and decisions that the management should take as a result of the audit are taken.

The fact that the plans and decisions taken are in accordance with the laws, regulations and rules is ensured by the smooth functioning of the audit units. These processes develop as follows within the process understanding. First of all, the manager decides whether to have an audit or not. Then it decides who or who will carry out this inspection. Then, the issue of which section the audit will cover comes to the fore.

Finally, it is revealed which jobs and who will be supervised in those departments. How to evaluate the collected information, accuracy tests and analysis of the information, and error checks of the financing tables are performed. Besides the tables, other information and opinions are finalized. Finally, the results are prepared and reporting begins. Reporting: Analyzing data and developing recommendations while conducting investigations are tasks related to reporting. As a result of the reporting, management makes new decisions and practices are implemented according to the new decisions.

In business life, the control mechanism is achieved through relevant performance evaluation, system approach, setting goals and strategies and improving service quality. When considering goals, businesses must take into account developments in the current economic system. It is also important for strategic acceptance that the goals are clear and definable, and that they coincide with economic developments.

It should not be forgotten that control mechanisms are affected not only by organizational/business factors, but also by factors related to social, political and state control activities.

Below are the criteria that must be known when performing the audit function.

1. Criterion or principle of comparison,

2. Costs of Goods and Services,

3. User Identity and Structure,

4. Plan Program Content,

5. Efficiency and Effectiveness Calculation Formulas,

6. External Effects,

7. Means of Production,

8. Amount of Goods and Services Produced,

9. Relationship between Production Tools and Production Quantity,

In business life, these principles are applied and protected sensitively for control mechanisms.

In addition to performance measurements and evaluations according to standards, the rate of meeting customer demands, the time of realization of goods or services, the rate of defective goods in production, the labor rate, the labor productivity rate, the job completion time rate, the ratio of the intended work to the realized work, project realization rate, optimum cost, The quality determined by the standards, maximum output, and the compatibility of the results with external factors should be known.

5. CONCLUSION AND IMPLICATIONS

The problems caused by the incompatibility between business life and managerial elements and the search for solutions with new working models to eliminate these problems (Bailyn-Drago-Kochan, 2001:30) have changed the traditional division of labor and brought about the search for balance between business life and the factors that affect it.

It refers to the individual's ability to manage the real or potential conflict between different demands and time and energy, or to meet the individual's needs at a satisfactory level (Clutterbuck, 2003:14).

Establishing a balance between the work done by employees and managerial elements makes work more efficient and makes employees happier and more peaceful. Balance is established depending on personal characteristics and expectations.

Individuals' success in their work in line with their desires and thoughts depends on knowing and applying managerial elements. Establishing the balance between business life and managerial elements depends on balance and control elements as well as limitations on employee expectations. Because even though individuals' expectations are unlimited, social preferences and norms that limit their satisfaction rate have an impact on the balance.

In business life, managerial elements are carried out successfully and employee satisfaction is also achieved. Preferences and expectations are that if they work harder or are more productive, their income will increase and their lives will be in order. But there is a big confusion in terms of employees.

That is, the negativities in real life do not match employee expectations and preferences. Sometimes, even if there is harmony, the realization does not occur due to environmental and social pressures and administrative incompatibilities arise.

It is important to respect the rights and laws of others, act fairly and not leave social norms and values aside. Some responsibilities assumed by employees are related to the roles they will play. Roles should be compatible with each other and should not cause a managerial problem or managerial conflict.

At this point, the main thing to consider is how to eliminate disagreements. If this issue is not considered, not only will conflict arise but a state of intense stress and distrust will arise between the parties.

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