

MANAGEMENT AND  
ORGANIZATIONAL STUDIES  
ON BLUE- AND GRAY-COLLAR  
WORKERS

# INTERNATIONAL PERSPECTIVES ON EQUALITY, DIVERSITY AND INCLUSION

Series Editor: Mustafa F. Özbilgin

## Recent Volumes:

- Volume 1: Practical and Theoretical Implications of Successfully Doing Difference in Organizations, edited by Donnalyn Pompper
- Volume 2: Gender, Careers and Inequalities in Medicine and Medical Education: International Perspectives, edited by Maria Tsouroufli
- Volume 3: Management and Diversity: Perspectives from Different National Contexts, edited by Mustafa F. Özbilgin and Jean-François Chanlat
- Volume 4: Management and Diversity: Thematic Approaches, edited by Mustafa F. Özbilgin and Jean-François Chanlat
- Volume 5: The Strength of Difference: Itineraries of Atypical Bosses, edited by Norbert Alter
- Volume 6: Race Discrimination and Management of Ethnic Diversity and Migration at Work: European Countries' Perspectives, edited by Joana Vassilopoulou, Julienne Brabet and Victoria Showunmi
- Volume 7: Lived Experiences of Exclusion in the Workplace: Psychological & Behavioural Effects, edited by Kurt April, Babar Dharani and Amanda Ronita April

INTERNATIONAL PERSPECTIVES ON EQUALITY,  
DIVERSITY AND INCLUSION VOLUME 8

**MANAGEMENT AND  
ORGANIZATIONAL  
STUDIES ON BLUE- AND  
GRAY-COLLAR WORKERS:  
DIVERSITY OF COLLARS**

EDITED BY

**JOANNA PALISZKIEWICZ**

*Warsaw University of Life Sciences, Poland*

AND

**DEMET VAROĞLU**

*TOBB University of Economics and Technology, Turkey*



United Kingdom – North America – Japan  
India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2023

Editorial matter and selection © 2023 Joanna Paliszkiwicz and Demet Varoğlu.  
Individual chapters © 2023 the respective authors.  
Published under exclusive licence by Emerald Publishing Limited.

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-80455-755-6 (Print)  
ISBN: 978-1-80455-754-9 (Online)  
ISBN: 978-1-80455-756-3 (Epub)

ISSN: 2051-2333 (Series)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

To my best friends: Magda, Marzena, Kasia, Dominika, Lucy  
J.P.

To my mother and father: Zerrin and Kadri Bacacı  
D.V.

*This page intentionally left blank*

# CONTENTS

<i>List of Figures and Tables</i>	<i>xi</i>
<i>About the Editors</i>	<i>xiii</i>
<i>About the Contributors</i>	<i>xv</i>
<i>Foreword 1</i>	<i>xxv</i>
<i>Foreword 2</i>	<i>xxvii</i>
<i>Preface</i>	<i>xxix</i>

## PART I THE NEW PERSPECTIVE IN RESEARCH ON BLUE-COLLAR WORKERS

<b>Chapter 1 The Intellectual Structure of Academic Studies on Blue-collar Workers</b> <i>Caner Asbaş, Şule Tuzlukaya, Halil Erođlu and Erdem Kirkbeşođlu</i>	<i>3</i>
<b>Chapter 2 The Relationship Between Negative Ties and Blue-collar Employees' Performance and Ethical Voice: The Mediating Effects of Personal Reputation</b> <i>Amer Ali Al-Atwi, H. Cenk Sözen and Elham Alshaibani</i>	<i>19</i>
<b>Chapter 3 The Role of Gender in Assessments of Employees' Psychosocial Risks to Work</b> <i>Hulusi Karabiber, Sena Kurt and Yonca Deniz Gürol</i>	<i>31</i>
<b>Chapter 4 The Role of Job Crafting in the Effect of Job Passion on Job Satisfaction</b> <i>Gamze Güner Kibarođlu, Bircan Güner and H. Nejat Basım</i>	<i>45</i>

- Chapter 5 How Blue-Collar Workers Can Enhance Their Negative Social Identity?**  
*Nurcan Kemikkıran* 67
- Chapter 6 What Goes Around Comes Around: Sentiments of Couriers During Covid-19 Pandemic**  
*Pınar Özbilen, Alev Özer Torgalöz and Sevgin Batuk Ünlü* 87

**PART II  
THE NEW PERSPECTIVE IN RESEARCH  
ON GRAY-COLLAR WORKERS**

- Chapter 7 Organizational Mnemonics of Gray Collar Workers: Implementing SNA, ABM, and ANT**  
*Bora Aksu and Merve Vuslat Aksu* 105
- Chapter 8 Social Ties or Nature: The Effect of Social Ties on Self-leadership of Gray-collar Workers**  
*Pınar Fayganoğlu, Koruhan Fayganoğlu and Rukiye Can Yalçın* 119
- Chapter 9 What Color is Your Collar? Examining Gray-collar Disabled Arts Workers**  
*Ruth Rentschler, Ayşe Collins, Karen Williams and Fara Azmat* 139

**PART III  
BLUE AND GRAY COLLAR  
WORKERS – ISSUES AND CHALLENGES**

- Chapter 10 A Note on the Nature of Collar**  
*Bahar Araz and Ipek Kalemci Tuzun* 159
- Chapter 11 Implications of Employee Empowerment on Covid-19 Cases in High Medicaid Nursing Homes**  
*Ferhat Devrim Zengul, Justin Lord, Ganisher Davlyatov, Akbar Ghiasi, Gregory Orewa and Robert Weech-Maldonado* 167
- Chapter 12 Organizational Culture, Human Resource Management Practices, and Blue and Gray Collar Workers' Turnover: The Case of Underresourced Nursing Homes in the USA**  
*Robert Weech-Maldonado, Akbar Ghiasi, Justin Lord, Ganisher Davlyatov, Larry Hearld, Ferhat Devrim Zengul and Kent Rondeau* 181

<b>Chapter 13 Silent Heroes of Strategy: Neglected Role of Blue and Gray Collar Workers</b> <i>Mehmet Barca and Semih Ceyhan</i>	197
<b>Chapter 14 Media Representation and the Worker: A Qualitative Analysis on TV Ads</b> <i>Ebru Akçay, Ash Şahinkaya Ermiş and G. Senem Gençtürk Hızal</i>	211
<b>Chapter 15 The Role of Creative Labor as a Value in the Creation of Perfumes</b> <i>Tural Aliyev</i>	229
<b>Chapter 16 Creativity and Labor in Digitally Driven Market: The Case of Freelance Illustrator</b> <i>Semra Ay and Kübra Canlı</i>	241
<b>Chapter 17 The Importance of the Government Role and Its Interaction in the Sharing Economy and Gig Workers</b> <i>Ali İlhan</i>	253
<i>Index</i>	263

*This page intentionally left blank*

# LIST OF FIGURES AND TABLES

Fig. 1.1.	Annual Scientific Production	7
Fig. 1.2.	Average Citation Per Year	7
Fig. 1.3.	Number of Blue-collar Studies of the Most Relevant Authors	8
Fig. 1.4.	Publication Performance of the Authors	8
Fig. 1.5.	Top 10 Most Common Sources	9
Fig. 1.6.	Abstract Wordcloud (Top 100)	10
Fig. 1.7.	Authors Keywords Co-occurrence Analysis	11
Fig. 1.8.	Authors' Keywords Dendrogram	12
Fig. 1.9.	Factorial Map for Author's Keywords with Multiple Correspondence Analysis	13
Fig. 1.10.	Most Global Cited Authors and Years of Their Studies (Top 25)	13
Fig. 1.11.	Total Citations	14
Fig. 1.12.	Bibliography Publication Year Spectroscopy	14
Fig. 1.13.	Co-citation Analysis	15
Fig. 1.14.	Affiliation Production Over Time	16
Fig. 1.15.	Collaboration Network by Countries	17
Fig. 2.1.	Hypothesized Model	21
Fig. 2.2.	Hypothesized Model and Path Analysis Results	26
Fig. 4.1.	Research Model	52
Fig. 4.2.	The Findings Obtained as a Result of the Analyses	61
Fig. 6.1.	Topics with the Most Representative Words	93
Fig. 6.2.	Topic–Time Trend	95
Fig. 6.3.	Inter-topic Distance Map	96
Fig. 6.4.	Sentiment–Time Trend	97
Fig. 8.1.	Indegree Centrality Diagram	133
Fig. 9.1.	Coding Scheme	146
Fig. 17.1.	Comparison Results	258
Fig. 17.2.	Coding of Four Approaches	259
Fig. 17.3.	Comparison of Three Figures	260
Table 1.1.	Descriptive Information	6
Table 1.2.	Top 10 Most Cited Studies	9
Table 1.3.	Top 10 Author Keywords and Keyword Plus	10
Table 1.4.	Co-occurrence Analysis Network Parameters for Author Keywords with Top Three Betweenness Results for Each Cluster	12

Table 1.5.	Co-citation Analysis Betweenness Centrality and Closeness Centrality Scores	15
Table 2.1.	Means, Standard Deviations, and Correlations	27
Table 3.1.	Descriptive Statistics	37
Table 3.2.	Rotated Component Matrix	39
Table 3.3.	Mann Whitney-U Test Analyse Results	39
Table 4.1.	Validity and Reliability Results of the Scale (Smart PLS)	55
Table 4.2.	Job Passion Scale Validity Results (IBM SPSS AMOS)	57
Table 4.3.	Correlations Between Variables, Decomposition, and Criterion Validity	58
Table 4.4.	Research Model Coefficients	58
Table 4.5.	The Mediation Effect of Job Crafting	60
Table 6.1.	Cross-tabulation for Topic and Current Employee	94
Table 6.2.	Chi-square Tests	94
Table 6.3.	Average Probabilities of Topics	95
Table 6.4.	Correlations Among Probabilities of Topics	95
Table 6.5.	Test of Normality for Compound Values within Each Topic Category	97
Table 6.6.	Kruskal–Wallis $H$ Test for Compound Values	98
Table 6.7.	Average Compound Values for Each Topic Category	98
Table 6.8.	Chi-square Test for Topic–Sentiment Association	98
Table 6.9.	Post-hoc Test for Chi-square Test for Topic–Sentiment Association	98
Table 7.1.	Research Framework for GCW in I4.0	115
Table 8.1.	Social Network Metrics Criteria Used for Actors	131
Table 8.2.	Centrality Scores	132
Table 8.3.	Flow Betweenness, Closeness and Honest Brokerage Scores	132
Table 8.4.	Honest Brokerage Scores	132
Table 8.5.	Correlation Scores Between Variables	133
Table 8.6.	Regression Analysis	134
Table 9.1.	Data Collection Processes	145
Table 9.2.	Empirical Framework: Social Inclusion and Disabled Gray-collar Workers	152
Table 11.1.	Descriptive Statistics of Study Variables ( $N = 391$ )	174
Table 11.2.	Negative Binomial Regression Results	175
Table 12.1.	Descriptive Statistics – Dependent, Independent, and Control Variables	189
Table 12.2.	Results of Poisson Log-linear Regression Model on the Relationship of Nursing Staff Turnover with HRM Practices and Organizational Culture	190

# ABOUT THE EDITORS

**Joanna Paliszkiewicz** works as a Full Professor at the Warsaw University of Life Sciences. She is the Director of the Management Institute. She is also an Adjunct Professor at the University of Vaasa in Finland. She obtained academic title “Full Professor” from International School for Social and Business Studies in Slovenia. She is well recognized in Poland and abroad for her expertise in management issues: knowledge management and trust management. She has published over 220 papers/manuscripts and is the author/co-author/editor of 16 books.

She has been a part of many scholarship endeavors in the United States, Ireland, Slovakia, Taiwan, the United Kingdom, and Hungary. She has actively participated in presenting research results at various international conferences. Currently, she serves as the Deputy Editor-in-Chief of the *Management and Production Engineering Review*. She is an Associate Editor for the *Journal of Computer Information Systems*, *Expert System with Applications*, *Issues in Information Systems*, *Przełqd Organizacji*, and *Intelligent Systems with Applications*. She is the Vice President of the Polish Association for Production Engineering. She also serves as Chair of the International Cooperation in European Business Club. She serves as the President of the International Association for Computer Information Systems in the United States. She has successfully supervised many Ph.D. students leading them to completion of their degrees. She has also served as an external reviewer for several Ph.D. students in Poland, India, and Finland. She is actively involved in participating in the scientific committees of many international conferences. She was named the 2013 Computer Educator of the Year by International Association for Computer Information Systems (IACIS) in United States.

Joanna Paliszkiewicz website: <https://paliszkiewicz.pl>

**Demet Varođlu** received her B.Sc. (1983) and MBA (1986) degrees from Middle East Technical University (METU), Department of Business Administration. She completed her Ph.D. (1993) at Ankara University, Department of Business Administration and earned her Associate Professor degree in the field of Organizational Behavior at 2000.

Starting from the position of Research Assistantship (1984) she was among the academic staff of METU Department of Business Administration for more than 20 years. Between 2004 and 2006, she served as the Chairperson of the Gender and Women Studies Program at METU.

Since 2006, she has been working at TOBB University of Economics and Technology, Department of Business Administration. She is the first female academician who received the full professor title (March 2018) in her department and is currently a member of the university senate. Besides introductory and/or must courses on business administration, management, organizational behavior, and

human resource management, she has taught and continues to teach undergraduate and graduate level courses on power and politics in organizations, gender issues in organizations and negotiation. She has national and international publications on power and politics, gender, conflict management, information sharing, leadership, and employee selection decisions. Her current research interests are diversity and discrimination at the workplace, counter-productive work behaviors, and emotions in organizations. Together with two colleagues, she received the Turkish Education Association's 1999 National Award on Education Research.

## ABOUT THE CONTRIBUTORS

**Ebru Akçay** graduated from Hacettepe University, Faculty of Letters, Department of American Culture and Literature in 2013. She completed her Master's degree at Ankara University, Graduate School of Social Sciences, Department of Public Relations and Publicity in 2015. In 2020, she received her Doctorate degree from Ankara University, Graduate School of Social Sciences, Department of Public Relations and Publicity. She is currently working as an Assistant Professor at Başkent University, Faculty of Communication, Department of Public Relations and Publicity.

**Bora Aksu** is an Assistant Professor at Marmara University Turkey, Vocational School of Social Sciences. He completed his Ph.D. degree from the Department of Management and Organization at Başkent University. He is still working as an Assistant Professor at Marmara University. Previously he worked as a Research Assistant and Deputy Director of the Foreign Relations Academic Center, at the Public Administration Institute of Turkey and the Middle East. He has undertaken various tasks in many academic projects supported by the European Union and governmental organizations in Turkey. He takes part in short-term trainings on various subjects such as institutional culture, institutional identity, and organizational learning, for the employees of various ministries and members of non-governmental organizations internationally. His main research interests are new institutionalism, knowledge, and memory studies in organizations, network analysis, and artificial intelligence in management.

**Merve Vuslat Aksu** is a Lecturer in Istanbul Yeni Yüzyıl University Turkey. She is a Ph.D. candidate of Business Administration on Muğla Sıtkı Koçman University. She Graduated from Business Administration Department on Yıldız Technical University in Istanbul. She obtained her M.Sc. degree in Finance, Accounting, Taxation and Supplements (FACTS) from Free University Berlin. She has previous job experiences as budgeting and reporting specialist and as hotel manager. Her subjects of interests recently are organizational memory, digital transformation, institutional translation, organizational mnemonics, organizational learning, organizational change, and rhetorical studies in organization.

**Amer Ali Al-Atwi**, Ph.D., is a Professor of Organizational Behavior at Al Muthanna University. He received his Ph.D. in Organizational Behavior from Baghdad University in 2012. His research focuses broadly on leadership, organizational misbehavior, work stress, organizational identification, and issues in social network. His academic work has been published in leading journals such as the *Journal of Organizational Behavior*, *Human Relation*, and *Group &*

*Organization Management*. Moreover, he is a reviewer for *Journal of Vocational Behavior*, *Journal of Managerial Psychology*, and *European Journal of Work and Organizational Psychology* as well as a member of the Academy of Management. In editorial activities, he is a member of the editorial review board of the *Journal of Managerial Psychology*, *Leadership & Organization Development Journal*, and *Organizational Psychology (Frontiers)*.

**Tural Aliyev** is the final year Doctoral student at Szechenyi Istvan University. His work focuses specifically on the perfume related advertisements and utilization of celebrities in them. He was originally born and raised in Baku, Azerbaijan. Before the Doctoral school, he received his Bachelor's degree in Finance from Azerbaijan University of Architecture and Construction and Master's degree in Marketing from Szechenyi Istvan University. He worked in multinational companies in finance, marketing, and procurement areas. He speaks five languages, likes to collect perfumes, going to gym, and reading books.

**Elham Alshaibani, Ph.D.**, is Assistant Professor of Management at the University of Karbala, Iraq. She obtained her Ph.D. from University of Coventry, UK, where she investigated, in a cross-cultural setting, the relationship between cultural intelligence and service quality in hospitality. Her research interests are in management psychology. She supervises Ph.D. students and teaches her speciality subjects at postgraduate and undergraduate levels.

**Bahar Araz** works at Faculty of Commercial Science of Başkent University. She received her Ph.D. in the field of Economics. She was a Visiting Scholar in the Berkeley Social Ontology Group at the University of California at Berkeley where she was awarded a Visiting Scholarship in 2017. She was a Post-Doctoral Fellow in the Cambridge Social Ontology Group at the University of Cambridge in the Faculty of Economics between October 2013 and October 2014. Her aim is to contribute to a deeper understanding of social ontology through heterodox economics. She is a member of both the Cambridge Social Ontology Group and the Berkeley Social Ontology Group. Her main field of research is philosophy of economics. Her research interests include a continuing study of heterodox approaches and advocating for the study of economics as an interdisciplinary social science, though her work also has strong ties to political economy. Some of the issues she has studied include social ontology, history of economic thought, and philosophy of economics, old institutional economics, feminist economics, and evolutionary economics.

**Caner Asbaş** is a Ph.D. candidate in the field of Management at Atılım University in Turkey. His research interests cover disciplines such as social networks, organizational theory, and design.

**Semra Ay** received her Bachelor's degree in the Department of Communication and Design as a major and Department of Graphic Design as a minor from Bilkent University, Ankara, Turkey in 2016. During her education, she also

studied at Universidad Carlos III de Madrid, Spain in an exchange program. She enrolled and earned her Master of Fine Arts in Media and Design graduate program at Bilkent University in 2018. She worked as a designer in creative industries and as Research Assistant at Bilkent University Faculty of Art, Design, and Architecture. She is currently a Ph.D. candidate in Radio, Television, and Cinema Program, and she has been working as an Instructor at Communication Faculty, Başkent University, Ankara, Turkey.

**Fara Azmat** is an Associate Professor in the Department of Management at Deakin University, Melbourne, Australia. Her areas of research interest are social responsibility of small businesses, corporate social responsibility in developing countries, women entrepreneurship, poverty and sustainable development. She is currently serving as a member of the Editorial board of *Social Responsibility Journal* and a fellow and member of the Economic and Social Research Council, Peer Review College UK.

**Mehmet Barca** works as Professor at Management Department of Ankara Social Sciences University. He served as the Rector of Ankara Social Sciences University between 2016 and 2020. He is known by his appreciated studies on strategic management and actively provides consultancies to public and private companies.

**H. Nejat Basım**, Ph.D., is a Professor of Management at Başkent University, Faculty of Economics and Administrative Sciences, Department of Management, Ankara, Turkey. His interest areas are organizational behavior, strategic management and HRM. He has impressive research papers on organizational citizenship, organizational learning, resilience, positive psychology, and conflict resolution.

**Sevgin Batuk Ünlü** is currently working as an Assistant Professor of Management and Organization at the Business Administration Department in Turkish–German University, Turkey. She received her Bachelor’s degrees in Economics and Management from Istanbul Bilgi University and the University of London. She completed her Master’s degree in Organizational Behavior at Marmara University. In 2017, she received her Ph.D. degree from Bogaziçi University. Her research interests include organizational behavior topics such as leadership, culture, and remote working.

**Kübra Canlı** graduated from Başkent University, Ankara, Turkey Faculty of Fine Arts, Design and Architecture, Graphic Design Department in 2018 with first place. In 2019, she graduated from Başkent University Communication Faculty Radio, Television and Cinema Department double major program with first place. In 2019, she completed the pedagogical formation education certificate program at Gazi University, Ankara, Turkey. She graduated from Hacettepe University, Ankara, Turkey Fine Arts Institute Graphic Master Art Master’s program in 2021. She is currently pursuing the Proficiency in Art program at Hacettepe University Fine Arts Institute, Department of Graphic Arts. Since

2019, she has been working as a Research Assistant at Başkent University, Faculty of Communication, Department of Communication and Design.

**Rukiye Can Yalçın** is an Assistant Professor in the Department of Defense Planning in Turkish Military Academy, National Defence University. Her research interests focus on defence planning and organizational behavior.

**Semih Ceyhan** works as Assistant Professor at Management Department of Ankara Yıldırım Beyazıt University Business School. He completed his Ph.D. in 2019 on the subject of “Dominant Management Logics in Siyasetnamas.” His interest areas include management, spirituality and religion, Islamic management, strategic management, and entrepreneurship.

**Ayse Collins** is an Associate Professor in the Department of Tourism and Hotel Management, Bilkent University, Ankara, Turkey. She has her Ph.D. from the Middle East Technical University, Ankara, Turkey, where her thesis won the “Thesis of the Year” award. Her research interests cover human resources management, labor law, curriculum development, performance evaluation, inclusion, social inclusion, disability, and arts. She is the member of editorial boards of several international and national journals.

**Ganisher Davlyatov**, Ph.D., is the Program Director and Assistant Professor in the Department of Health Administration and Policy, Hudson College of Public Health at the University of Oklahoma Health Sciences Center. He is also a Public Health Core Faculty in the Oklahoma Leadership Education in Neurodevelopmental and Related Disabilities. He obtained his Ph.D. in Health Services Administration with a concentration in Strategic Management at the University of Alabama at Birmingham in 2018 and worked as a Post-Doctoral Researcher at UAB-Lakeshore Research Collaborative in 2018–2020 on multiple grant projects. His research interests involve various aspects of health disparities and quality improvement projects, mainly in the contexts of long-term care facilities and federally qualified health centers.

**Halil Eroğlu** is a Lecturer in Tourism and Hotel Management at Başkent University in Turkey. His teaching and research interests cover disciplines such as, hotel management, tourism, and tourism economics.

**Koruhan Fayganoğlu** has a Ph.D. degree on Management and Organization. His research interests focus on organizational theories and social network.

**Pınar Fayganoğlu** is an Assistant Professor in the Department of Management in Turkish Military Academy, National Defence University. Her research interests focus on organizational theories, social network, and organizational behavior.

**G. Senem Gençtürk Hızal** graduated from Ankara University Faculty of Communication, Department of Public Relations and Publicity in 1998. She

completed M.A and Ph.D. in Public Relations at Ankara University Social Sciences Institute. She is working as a Professor in the Department of Public Relations and Publicity at Başkent University. Her research interests lie in the area of advertising, public relations, and the media industry within the context of history. She is a Consultant of Başkent University Corporate Communication Coordinator, a member of the Advisory Board of Başkent University Creative Cultural Industries Center, and Ankara University Communication Research and Application Center.

**Akbar Ghiasi**, Ph.D., MHA, is an Assistant Professor at the University of the Incarnate Word. He holds a Ph.D. in Administration-Health Services with a concentration in Strategic Management from the University of Alabama at Birmingham. His research focuses primarily on various aspects of organizational financial Performance, quality of care, and long-term care.

**Bircan Güner** has a Bachelor's degree in Biology from Ankara University in 2002 and Business Administration degree from Anadolu University in 2013, Master of Science degree in Biology from Zonguldak Karaelmas University in 2005. In addition, she has Ph.D. degree from Başkent University in the Department of Business Administration in 2021. She works in the field of organizational behavior, strategic management, and human resource management. She has a total of 12 years of professional experience in service sector. She has focused on establishment, development, and inspection of integrated management system.

**Gamze Güner Kibaroğlu** completed her Ph.D degree in Business Administration Department in Başkent University. She has made her name known in many congresses, articles, and book chapters in the academic field. In addition to the academic field, she has achieved numerous successes in her professional work experience. She started her first professional work experience with Renault Mais, one of Turkey's well-established companies, has won numerous awards by taking part in large companies in the automotive sector. Among these awards, a letter of appreciation was sent to her from one of the leading names of the Koç group, Mr Rahmi Koç, including the "Turkey Commercial Sales First Place and Personal Development Awards." At the top of her sales and marketing career, she oriented her career to the human resources. She continued her professional life as a "Human Resources Manager" in a factory in Eskişehir that provides high added value to her country in order to achieve new successes in the "Human Resources" department, which she believes to be newly developed in her country and considers it an important resource.

**Yonca Deniz Gürol** received a Master's degree in Organization and Business Policy from Istanbul University, in 1993 and a Ph.D. degree in Management from Istanbul University, Turkey, in 1998. She currently works as a Professor of Management at the Yıldız Technical University. She has 30 years of experience contributing to research studies related to human resource management, strategic management, and organization science. She has supervised 21 Master's

and 3 doctoral theses and has written 4 chapters in international books. Her articles have been published in *Education + Training*, *Procedia Social and Behavioral Sciences*, *Istanbul Business Research*, and various other international journals.

**Larry Hearld**, Ph.D., is Professor in the Department of Health Services Administration at the University of Alabama at Birmingham. He received his Doctorate from the University of Michigan's School of Public Health with an emphasis in Organizational Studies. His research encompasses two focal areas: (1) the development and sustainability of interorganizational and interpersonal relationships and the effects of these relationships on market-, organization-, and patient-level outcomes and (2) the adoption and implementation of health care innovations. This research has utilized a range of methodological approaches, including mixed methods and longitudinal techniques.

**Ali İlhan** has completed his Bachelor's degree in Economics and Finance at three separate universities in Turkey and Belgium. He obtained his Master's degree in International Business and Economics from Corvinus University in Hungary. His current studies are being conducted at Szechenyi Istvan University in Hungary. His study focuses on the difficulties faced by gig workers and the government's involvement in the sharing economy. He also works for one of the big financial corporations. He can communicate in Turkish, English, and German. He enjoys hiking and cycling.

**Ipek Kalemci Tuzun** is a Professor at Faculty of Commercial Sciences of Baskent University. She is currently teaching organizational behavior and human resource management. She is the Dean of Faculty of Commercial Science. She received her Ph.D. in the field of management and her areas of research interest include developments in human resource management, social exchange practices in organizations, HRM applications and employee attitudes and behavior, social identity theory, and organizational identification.

**Hulusi Karabiber** graduated in Psychology with a Bachelor's degree and received a Master's degree in Management and Labor Psychology in 2021. He is Ph.D. student in Business Administration – Organizational Behavior. He currently works as a Research Assistant at the University of Beykoz in the Psychology Department in Turkey. His research studies related gamification in the workplace, motivation, and psychosocial risks for employees.

**Nurcan Kemikkıran** received her Ph.D. in Management and Organization at Başkent University in 2019. Her thesis subject was "The Position of Professional Identity in Subgroups of Collectivist Societies." She has lectured in Logistics Management and Human Resources Management courses in the Department of Business Administration program. She continues her academic studies in the fields of social identity, organizational theories, organizational behavior, and human resources management. She is a metallurgical engineer and received her M.Sc. in the Ceramics Engineering Department. In her career path, she worked

as a Sales and Marketing Responsible, Foreign Trade Specialist, and Logistics Vice Director. Currently, she works as a Procurement Director.

**Erdem Kirkbeşoğlu** is a Professor in the field of Management and Organization at Başkent University in Turkey. His teaching and research interests cover disciplines such as, management and organization, organization theory, and design and strategic management. He has published in academic journals in all of these areas.

**Sena Kurt** graduated from Istanbul University's Business Administration Department with a Bachelor's degree in 2019. Currently, she is continuing her Master's degree at Yıldız Technical University.

**Justin Lord**, Ph.D., CMA, FHFMA, is the Director of the Master of Healthcare Administration Program and an Assistant Professor in the James K. Elrod Health Administration Department, within the College of Business at Louisiana State University at Shreveport. He holds a Ph.D. in Administration-Health Services from the University of Alabama at Birmingham and an MBA from Jacksonville State University. He is also a Certified Managerial Accountant and a Fellow in the Healthcare Financial Management Association. Prior to pursuing a Doctorate, he worked for several years as the Finance Director for a multi-state healthcare not-for-profit and also at Honda Manufacturing as a Financial Analyst. His research focuses primarily on the financial management of long-term care organizations, healthcare disparities, and quality outcomes.

**Pınar Özbilen** is currently a Ph.D student at Bogaziçi University, Department of Management. She earned her Bachelor's degree in Industrial Engineering from Yıldız Technical University and her M.A. degree in Management from Bogaziçi University. Her research interests are mainly leadership, employee behavior, and organizational performance.

**Alev Özer Torgalöz** has her B.A. degree in International Relations from Bilkent University, and her M.A degree from Koç University. She received her Ph.D. degree in Management from Boğaziçi University. Her research interests mainly include organization studies as culture and resilience, employee behavior, and alternative work arrangements as remote working. She is currently an Assistant Professor in the Department of Management at Izmir University of Economics.

**Ruth Rentschler**, OAM, is Professor of Arts & Cultural Leadership and Head, School of Management, University of South Australia. She has published widely on matters related to the diversity and the arts in journal articles, industry reports, books, and conference papers. She has a strong service record both in universities and in the community, serving on non-profit boards, editorial boards, and as conference and doctoral symposium organizer.

**Kent Rondeau**, Ph.D., is an Associate Professor in the Department of Strategy, Entrepreneurship and Management at the University of Alberta. His research

focuses on exploring how organizational, institutional, and workplace performance can be enhanced through the effective management and development of people at work. This has included examining the seminal contribution that human resources play in creating high performance health care organizations and health systems. He has conducted research in healthcare organizations and with healthcare employees investigating the implementation of high-involvement work systems and employee engagement programs, the impact of organizational change and restructuring on physicians and nurses, and organizational climate and culture. He has consulted with a number of key stakeholders and health policy makers, including Health Canada.

**H. Cenk Sözen**, Ph.D., is a Professor of Management at Başkent University, Faculty of Economics and Administrative Sciences, Department of Management, Ankara, Turkey. His interests and research areas include organization theory, organizational change, social networks, social capital, complex systems, strategic human resource management, and knowledge management. He lectures on organizational behavior, organization theory, human resource management, and strategic management. He has worked as a reviewer and published articles in the journals such as *Journal of Management Inquiry*, *Personnel Review*, *European Management Review*, *Property Management*, and *International Journal of Human Resource Management*. He is a member of European Academy of Management and Academy of Management.

**Aslı Şahinkaya Ermiş** graduated from Başkent University, Faculty of Communication, Department of Communication Design in 2016. She completed her Master's degree at Başkent University, Institute of Social Sciences, Department of Radio, Television and Cinema in 2019. She is a Ph.D. candidate at Ankara Hacı Bayram Veli University, Institute of Graduate Studies, Department of Radio, Television and Cinema. She is currently working as a Research Assistant at Başkent University, Faculty of Communication, Department of Radio, Television and Cinema.

**Şule Tuzlukaya** is an Associate Professor in the field of Management and Organization at Atılım University in Turkey. Her teaching and research interests cover disciplines such as, management and organization, entrepreneurship, innovation, and organization theory. She has published in academic journals in all of these areas.

**Robert Weech-Maldonado**, Ph.D., MBA, is Professor and L.R. Jordan Endowed Chair in the Department of Health Services Administration, University of Alabama at Birmingham (UAN). He is also Senior Scientist of the UAB's Center for Outcomes and Effectiveness Research and Education, the Integrative Center for Aging Research, and the Minority Health & Health Disparities Research Center. He is an organizational theorist with expertise in long-term care, patient experiences with care, health disparities, and cultural competency. He has served as PI and Co-investigator in projects funded by the Agency for Healthcare

Research and Quality, the National Institute on Aging, the National Science Foundation, the Centers for Medicare and Medicaid Services, the Robert Wood Johnson Foundation, and the Commonwealth Fund. Currently, he is also Deputy Editor for *Medical Care*.

**Karen Williams** is a Lecturer in the School of Management at the UniSA Business School. Her teaching and research lie in sociology, gender, disability, representation and inclusion, and sport and leisure.

**Ferhat Devrim Zengul**, Ph.D., MBA, MAcc, is a full-time Associate Professor in the Department of Health Services Administration, School of Health Professions at the University of Alabama at Birmingham (UAB). Prior to joining the Health Care Management Program, he worked as a financial/managerial accountant at UAB Hospital Finance and UABHS Facilities Planning and Capital Projects Office. His overarching research goal is improving organizations' financial health and peoples' health and quality of life through data analytics and multidisciplinary approaches. To achieve this goal, his research focuses on three interest areas: (1) accounting, finance, and data/text analytics, (2) healthcare management, and informatics, and (3) infrastructure projects. He is particularly interested in applying machine learning approaches in developing predictive models for the financial and clinical performance research domain. He has used data/text mining techniques in a variety of disciplines such as accounting, finance, informatics, and clinical research domains.

*This page intentionally left blank*

# FOREWORD 1

We are going through times when blue- and gray-collar workers are experiencing wide-scale precarity and denigration of their terms and conditions of work internationally. There is an urgency to study the root causes of the decline of conditions for these two colors of the collar. Blue- and gray-collar workers are sidelined in business and management literature while focusing predominantly on white-collar workers. Further, collar diversity is not considered part of the literature on equality, diversity and inclusion at work, even though collar diversity presents a salient division among workers in terms of symbolic, material and affective experiences and outcomes of work. This edited volume centers its focus on the blue- and gray-collar workers with a view to closing this significant knowledge gap. The volume offers interdisciplinary and multifaceted insights that flesh out the symbolic and societal value of blue- and gray-collar workers and ways to improve their wellbeing and welfare. I am honored to write the foreword for this edited volume which addresses a critical need in the literature to attend to the changing conditions of work for blue- and gray-collar workers.

Professor Mustafa F. Özbilgin  
*Chair in Organisational Behaviour*  
*Brunel Business School*  
*Brunel University London, UK*

*This page intentionally left blank*

## FOREWORD 2

More recent COVID-19 demands showed that blue-collar jobs are necessary for a vital economy and an integral part of the workforce in an organization. While people have stayed at home and turned to online shopping, the demand for manual work has played an essential role during the pandemic. Furthermore, in this period most businesses have experienced loss but the service industries such as delivery, transportation, or warehouses have made profits. These new developments have caused researchers and practitioners to focus their attention on blue- and gray-collar workers.

This well-written monograph provides coverage of many important issues related to blue- and gray-collar workers. By bringing together the theory and practice of management of blue- and gray-collar workers, in this book, readers can find various topics for management and take action in making the most effective way to motivate blue- and gray-collar workers. The book also offers a look at the current state of this topic, including a comprehensive global overview of the research and practical applications by presenting research from six countries (i.e., Australia, Canada, Hungary, Iraq, Turkey, and the United States). All these topics can be of interest to a wide audience, ranging from practitioners (managers of medium-sized enterprises) to researcher and students.

Professor Fatih Çetin  
*Department of Management and Organization*  
*Nigde Omer Halisdemir University, Turkey*

*This page intentionally left blank*

# PREFACE

This book discusses management and organizational studies on blue- and gray-collar workers. The subject of diversity of collars is relevant to both practitioners and researchers. It is widely recognized and confirmed that this kind of study is needed because the gap in the literature has been identified. Readers will gain from this book theoretical and practical knowledge on the diversity of collars, especially about blue- and gray-collar workers. Most authors have taken innovative approaches to consider issues highlighting a selected aspect of the core theme of this book. The international multidisciplinary team of authors ensures the content's diversity, versatility, and quality. The chapters' authors come from six countries: Australia, Canada, Hungary, Iraq, Turkey, and the United States.

*The aim of this book is to bring together the theory and practice of management of blue- and gray-collar workers.*

This book has three parts. The first part of the book describes the new perspective in research on blue-collar workers. The second part presents a new view on research on gray-collar workers, and the third part presents the issues and challenges of blue- and gray-collar workers.

Part I is entitled "The New Perspective in Research on Blue-collar Workers." It consists of six chapters. The aim of Chapter 1 is to present the intellectual structure of academic studies on blue-collar workers. Chapter 2 focuses on the relationship between negative ties and blue-collar employees' performance and ethical voice. Chapter 3 describes the role of gender in assessing employees' psychological risks to work. Chapter 4 presents the role of job crafting in the effect of job passion on job satisfaction. Chapter 5 aims to answer the question: how can blue-collar workers enhance their negative social identity? Chapter 6 is entitled "What Goes Around Comes Around: Sentiments of Couriers During COVID-19 Pandemic." This chapter sheds light on the courier industry.

Part II is entitled "The New Perspective in Research on Gray-collar Workers." It consists of three chapters. Chapter 7 presents the organizational mnemonics of gray-collar workers: implementing SNA, ABM, and ANT. Chapter 8 describes the effect of social ties versus nature on the self-leadership of gray-collar workers. Finally, Chapter 9 aims to examine gray-collar disabled arts workers.

Part III is entitled "Blue- and Gray-collar Workers – Issues and Challenges." It consists of eight chapters. Chapter 10 describes the nature of the collar. Chapter 11 shows the implications of employee empowerment on COVID-19 cases in high Medicaid nursing homes. Chapter 12 aims to describe organizational culture, human resource management practices, and blue- and gray-collar workers' turnover using the case of underresourced nursing homes in the USA. Chapter 13 presents the neglected role of blue- and gray-collar workers. Chapter 14 aims to reveal the representation of the worker in TV advertisements. Chapter 15 shows

the role of creative labor as a value in the creation of perfumes. Chapter 16 is related to creativity and labor in a digitally driven market. The authors present the case of a freelance illustrator. Finally, Chapter 17 shows the importance of the government's role and its interaction in the sharing economy.

The primary audiences for this book are practitioners and managers. They can use the book as a toolbox to improve understanding and opportunities for appropriate management of blue- and gray-collar workers. The book will additionally be of value for students studying business. The editors believe that the theoretical and empirical results presented in these chapters will be useful for researchers and Ph.D. students as well. The book can inspire and motivate researchers for new studies. The authors try to diagnose the situation and propose future directions to explore deeper knowledge of blue- and gray-collar workers.

PART I

THE NEW PERSPECTIVE IN  
RESEARCH ON BLUE-COLLAR  
WORKERS

*This page intentionally left blank*

# CHAPTER 1

## THE INTELLECTUAL STRUCTURE OF ACADEMIC STUDIES ON BLUE-COLLAR WORKERS

Caner Asbaş, Şule Tuzlukaya, Halil Eroğlu  
and Erdem Kırkbeşoğlu

### ABSTRACT

*The main purpose of the study is to examine the intellectual structure of academic studies on blue-collar workers. In this context, (1) productivity and evolution of the field, (2) conceptual dimensions, (3) citation density and (4) structure of academic networks related to blue-collar workers were analyzed. The findings of the study produced results covering all fields of science, not just management and organization. As a result of the study, blue-collar studies by years, the most cited blue-collar studies, the researchers who published the most frequently about blue-collar workers, the researchers who conducted the longest research on blue-collar workers, the most frequently used keywords and academic networks in blue-collar studies are determined. The most important finding is that the blue-collar issue is the common intersection point of different fields of science such as health, medicine, finance, management and organization, marketing, psychology and sociology.*

**Keywords:** Blue collar; citation analysis; network analysis; intellectual structure; academic studies; class

## INTRODUCTION

The concept of “class” is a phenomenon that draws attention with its capacity to explain social reality and social change in a world where social inequalities, poverty and unemployment are increasing. Trying to explain “social reality” in social sciences without referring to concepts such as class formations, class struggle and class consciousness is like an effort to construct a baseless building. In the social sciences literature, class is one of the concepts that have many different definitions and cannot be agreed upon. According to [Katznelson and Zolberg \(1986\)](#), it is possible to define the concept of class on four interrelated levels in capitalist societies. The first and most striking of these levels, which is the source of the focal point of this study, is related to the structural functioning of the capitalist economy, and the importance of the objective positions of social classes in the relations of production is emphasized at this level. Although the other levels are listed as “organization created by real people,” “sharing tendencies” and “collective action,” respectively, they are not related to our main focus.

Workers have always represented the “labor” part of the production factors in all jobs throughout history because they are the first of the fundamental components in the part of the production relations where the product emerges. These employees, who are crucial to the creation of goods that are essential to life, have advanced in status as a result of technological advancements and have begun to fall into different categories over time. In his Economic Class Model, Karl Marx defined the working class, namely the proletariat, as a person who owns only labor from the means of production and sells his labor force in order to survive ([Smolinski, 1973](#)). After the industrial revolution, concerns about the type of work the workers would do and how they would do it followed the increase in production speed and productivity issues. It was possible to achieve significant increases in the productivity of manual workers at the beginning of the twentieth century as a result of the work efficiency studies of the management theorists Frederick Taylor, Henry Fayol and Max Weber. It was inevitable that two separate groups would emerge that are currently engaged in the production of the work and have a direct impact on the quantity and quality of the product as a result of the division of workers into classes according to power, knowledge and skills. The first group is composed of blue-collar workers who do their work manually and are motivated by piece wages, bonuses and the threat of losing their jobs. White-collar workers who work in the second group are motivated by quality of output, personal development and success rather than fear of being fired and pay ([Drucker, 1999](#); [Weaver, 1975](#)). White-collar workers indirectly contribute to the production process through their professional, management and organizational skills, whereas blue-collar workers directly contribute by using their arm strength ([Levitan & Taggart, 1971](#)). When [Drucker \(1959\)](#) first coined the term “knowledge worker,” workers in this class in the United States were in the minority compared to blue-collar workers. The rapid growth in numbers of blue-collar workers at the beginning of the twentieth century allowed blue-collar workers to overtake traditional farmers and local workers, albeit slowly, and organize as a visible working class ([Drucker, 1994](#)). Blue-collar workers quickly spread and organized, which

brought with it some issues (Inglehart, 1988), and it was equally striking that it lost its power and popularity. While blue-collar workers are the most important phenomenon in the understanding of management where efficiency is a priority, with the change of this understanding, this interest has rapidly shifted to white-collar workers (Eriş, Özmen, & Bayam, 2020). The rise in education standards and the acceleration of the development of technologies have led to an increase in the tendency to work as white-collar workers in business sectors (Burns, 1954). Since the Second World War, the identity of white-collar workers began to be questioned, and the attributes of these workers were investigated (Bain & Price, 1972; Jenkins & Sherman, 1979). In various studies (Barry, 1961; Johnson & Stern, 1969; Punekar, 1966) conducted in both the United States and many countries in Europe since the war period, the transition of blue- and white-collar workers between classes has been examined. With the gradual end of the heyday of capitalism in the early 1970s and the globalization that started to show its effect all over the world in the 1980s, the question of “how productive white-collar workers” is also started to be questioned (Berglund & Scales, 1987; Singhvi, 1993). The widespread adoption of emerging technologies and automation systems, according to Cusimano (1995), is the cause of the declining number of blue-collar workers. In another study of blue-collar workers with such an important background in production (Malkinson, Kushnir, & Weisberg, 1997), it was determined that approximately 30% of the entire workforce in the United States consisted of blue-collar workers. Gallie (1996), on the other hand, argued that the definitions of both blue-collar and white-collar workers should be regulated due to the mechanization that began to replace human power as a result of technological developments.

The main purpose of the study is to examine the intellectual structure of academic studies on blue-collar workers. In this context, (1) productivity and evolution of the field, (2) conceptual dimensions, (3) citation density and (4) structure of academic networks related to blue-collar workers were analyzed. The findings of the study produced results covering all fields of science, not just management and organization. As a result of the study, blue-collar studies by years, the most cited blue-collar studies, the researchers who published the most frequently about blue-collar workers, the researchers who conducted the longest research on blue-collar workers, the most frequently used keywords and academic networks in blue-collar studies are determined.

## METHODOLOGY

The methodological focus of the study is bibliometric analysis. This analysis will enable us to identify the evolutionary development, conceptual development, citation density and academic networks of blue-collar research. Web of Science, one of the main databases that offers metadata related to scientific researches, has been determined as the main data source of this study. Web of Science was searched with the keyword “blue collar” and 2,662 studies were listed. Listed studies include book chapters and conference proceedings in addition to articles. The data sample and related information are given in [Table 1.1](#).

**Table 1.1.** Descriptive Information.

Description	Results
Timespan	1978–2022
Documents	2,662
References	88,426
<i>Document contents</i>	
Keywords plus	4,452
Author's keywords	5,105
<i>Authors</i>	
Authors	7,491
Authors of single-authored documents	496
<i>Authors collaboration</i>	
Single-authored documents	527
Co-authors per documents	3.70
International co-authorships %	19.12
<i>Document types</i>	
Article	2,500
Article; book chapter	40
Article; early access	29
Article; proceedings paper	93

Source: Authors' own research.

When the data set is examined, it is seen that a total of 2,662 studies were written by 7,491 authors. Of the 2,662 studies, 2,500 were articles, 40 were book chapters, 29 were early access articles and 93 were conference proceedings.

## FINDINGS

### *Productivity and Evolution of the Field*

When evaluated through the data set of the study, visualizing the distribution of the productivity of the area on a yearly basis is effective in determining the studies that are likely to have the greatest impact among the current ones. Fig. 1.1 summarizes the distribution of the research based on the subject of “blue collar” on a yearly basis.

When Fig. 1.1 is examined, it is seen that the interest shown to the “blue collar” subject remained at a relatively low level between 1978 and 1990 (0–12 publications), the number of studies increased regularly between 1990 and 2020 and reached 152 publications. Until the date of data collection, the number of publications made in 2022 is 91.

In addition to the annual number of scientific article production, examining the published articles in terms of annual average citation rates also helps to understand which publications can be considered effective in the data set of the study. Accordingly, the annual average citation graph of 2,662 studies published between 1978 and 2022 is given in Fig. 1.2. When Fig. 1.2 is examined, some sharp increases are noticeable in 1992, 1995, 2000, 2016 and 2021. For

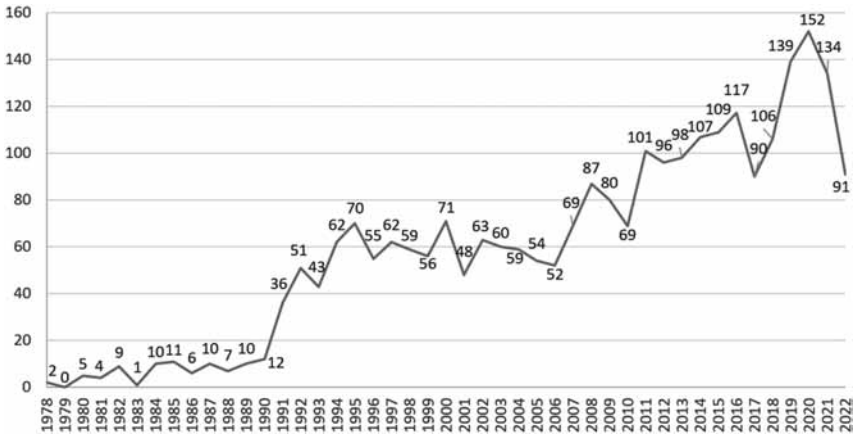


Fig. 1.1. Annual Scientific Production. Source: Authors' own research.

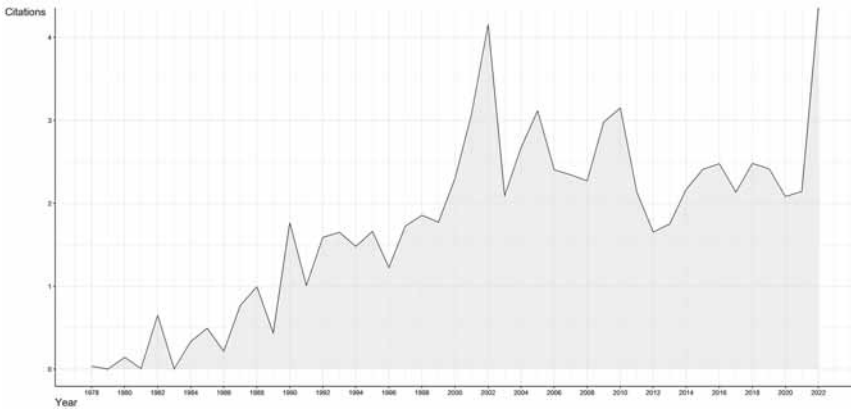


Fig. 1.2. Average Citation Per Year. Source: Authors' own research.

these increases, the study of Paul and Moser with the title of ‘Unemployment impairs mental health: Meta-analyses’ dated 2009 with 1,287 citations, the study of Tierney and Farmer with the title of ‘Creative self-efficacy: Its potential antecedents and relationship to creative performance’ dated 2002 with 1,192 citations, the study of Riketta with the title of ‘Attitudinal organizational commitment and job performance: A meta-analysis’ dated 2002 with 538 citations and the study of Rieppi et al. with the title of ‘Socioeconomic status as a moderator of ADHD treatment outcomes’ dated 2002 with 596 citations can be shown as the reasons.

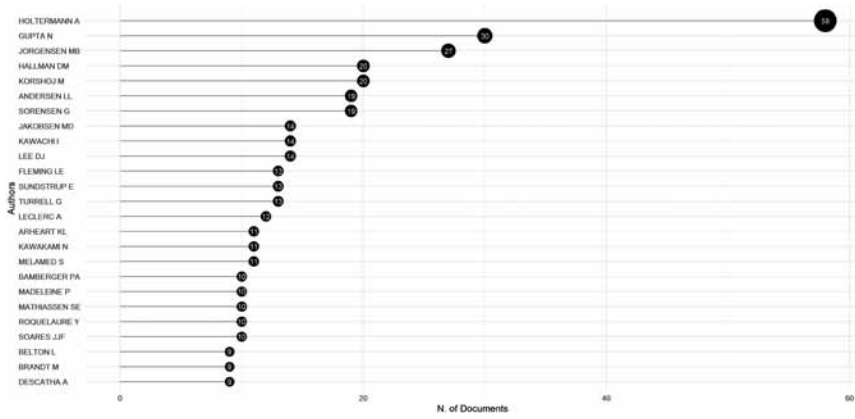


Fig. 1.3. Number of Blue-collar Studies of the Most Relevant Authors. Source: Authors' own research.

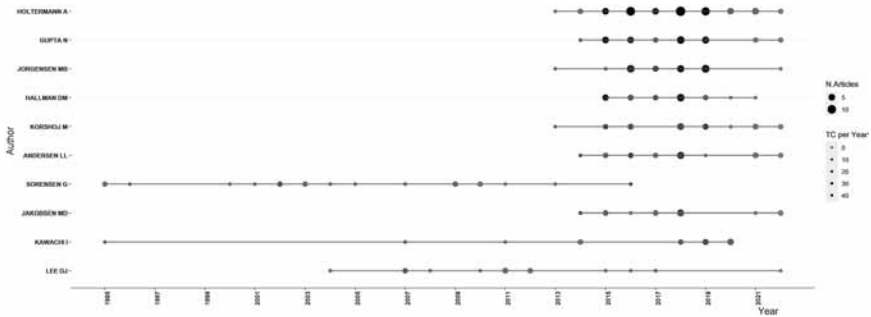


Fig. 1.4. Publication Performance of the Authors. Source: Authors' own research.

The relevance of the authors who have researched on blue collar is given in Fig. 1.3. The longitudinal analysis of the authors' academic productivity is given in Fig. 1.4. When Table 1.2 and figures are examined together, it is possible to have information about the publication performances of the authors as well as the number of publications.

The lines in Fig. 1.4 indicate the chronology of the publication performances of the authors. Accordingly, Kawachi is the authors with the longest publication performance between 1995 and 2020 and Dunlap between 1993 and 2018. The large round shapes on the lines show how many publications the authors made in the relevant year. Holtermann published 10 publications each in 2016, 2018 and 2019, and the average number of citations given to these publications is 30, 40 and 30, respectively. Small dark circles, however, indicate a citation of a study