

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE INFLUENCE OF TECHNOLOGICAL ADVANCEMENTS ON THE
CONTROL AND STANDARDISATION OF MANAGEMENT IN SMALL AND
MEDIUM ENTERPRISES (SMES) A DIGITAL TAYLORISM**

MASTER'S THESIS

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**Department of Business
Business Administration Program**

SEPTEMBER, 2023

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APPROVAL PAGE

DECLARATION

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

Yahya Abdulkareem Yahya ALKUHLANI

FOREWORD

I would like to express my thanks and gratitude to all those who helped me accomplish this work and to overcome our difficulties, especially Assist. Prof. Dr. Hızır KONUK who honored me by accepting the supervision of my letter and making observations and suggestions that would enrich the scientific research of all professors at the Faculty of Business Administration.

I would like to thank Istanbul Aydin University for having a Master's degree in Business Administration.

September, 2023

Yahya Abdulkareem Yahya ALKUHLANI

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ABSTRACT

Small and Medium Enterprises (SMEs) play a crucial role in driving economic growth and innovation. As engines of job creation and contributors to GDP, SMEs form the backbone of many economies worldwide. In today's rapidly evolving business landscape, technological advancements have emerged as a transformative force with the potential to reshape various aspects of organizations, including their management practices. The objective to carry was to firstly, examine the current management practices in SMEs and identify areas where technological advancements have been implemented. Secondly, analyze the influence of technological advancements on control mechanisms within SMEs, such as monitoring, performance measurement, and reporting. To assess the impact of technological advancements on standardization processes within SMEs, including workflow optimization, quality control, and knowledge management. Thirdly, to explore the benefits, challenges, and potential risks associated with the adoption of a Digital Taylorism approach in SMEs.

This study will employ a qualitative research design to gain an in-depth understanding of the influence of technological advancements on the control and standardization of management in SMEs, specifically adopting a Digital Taylorism approach. Data will be collected through in-depth interviews with selected SME owners, managers, and employees. The interviews will be semi-structured, allowing for flexibility while covering key areas of interest. The sample size will be determined based on the principles of saturation, where data collection continues until no new information or themes emerge.

Keywords: SME, Technology, GHRM, Industry4.0

KÜÇÜK VE ORTA ÖLÇEKLİ İŞLETMELERDE (KOBİ) TEKNOLOJİK GELİŞMELERİN YÖNETİMİN KONTROLÜ VE STANDARDİZASYONUNA ETKİSİ BİR DİJİTAL TAYLORİZM YAKLAŞIMI

ÖZET

Küçük ve Orta Ölçekli İşletmeler (KOBİ'ler), ekonomik büyümeyi ve yeniliği yönlendirmede çok önemli bir rol oynamaktadır. İstihdam yaratmanın motorları ve GSYİH'ya katkıda bulunanlar olarak KOBİ'ler dünya çapında birçok ekonominin bel kemiğini oluşturur. Günümüzün hızla gelişen iş ortamında, teknolojik gelişmeler, yönetim uygulamaları da dahil olmak üzere kuruluşların çeşitli yönlerini yeniden şekillendirme potansiyeline sahip dönüştürücü bir güç olarak ortaya çıkmıştır. Taşımının amacı, öncelikle KOBİ'lerdeki mevcut yönetim uygulamalarını incelemek ve teknolojik gelişmelerin uygulandığı alanları belirlemektir. İkinci olarak, teknolojik gelişmelerin KOBİ'lerdeki izleme, performans ölçümü ve raporlama gibi kontrol mekanizmaları üzerindeki etkisini analiz edin. İş akışı optimizasyonu, kalite kontrol ve bilgi yönetimi dahil olmak üzere KOBİ'lerdeki standardizasyon süreçlerinde teknolojik gelişmelerin etkisini değerlendirmek. Üçüncüsü, KOBİ'lerde bir Dijital Taylorizm yaklaşımının benimsenmesiyle ilgili faydaları, zorlukları ve potansiyel riskleri keşfetmek.

Bu çalışma, özellikle bir Dijital Taylorizm yaklaşımını benimseyerek, teknolojik gelişmelerin KOBİ'lerde yönetimin kontrolü ve standardizasyonu üzerindeki etkisini derinlemesine anlamak için nitel bir araştırma tasarımı kullanacaktır. Veriler, seçilen KOBİ sahipleri, yöneticileri ve çalışanları ile derinlemesine görüşmeler yoluyla toplanacaktır. Mülakatlar, temel ilgi alanlarını kapsarken esneklik sağlayacak şekilde yarı yapılandırılmış olacaktır. Örnek boyutu, yeni bilgi veya temalar ortaya çıkıncaya kadar veri toplamanın devam ettiği doygunluk ilkelerine göre belirlenecektir

Anahtar Kelimeler: SME, Teknoloji, GHRM, Endüstri4.0

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LIST OF ABBREVIATIONS

AMO	: Ability, Motivation and Opportunity
BCG	: Boston Consulting Group
EU	: European Union
GDP	: Gross Domestic Product
GHRM	: Green Human Resource Management
HRM	: Human Resource Management
RBV	: Resource Based View
SCA	: Sustainable Competitive Advantage
SCA	: Social Exchange Theory
SME	: Small Medium Enterprise
UN	: United Nation

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I. INTRODUCTION

It goes without saying that SMEs are essential for a nation's economic prosperity.

In view of the current pattern of monetary development and the energising nature of contemporary events. It cannot be denied that the financial world is moving swiftly towards globalisation. The foundation for assembly and dispersion is changing globally. Undoubtedly, international commerce has a significant role in uniting nations. The new patterns and connections that globalisation fosters mean that decisions and actions done in one region of the world have a significant impact elsewhere. These tendencies towards globalisation are supported and underpinned by the quickly developing innovation atmosphere, particularly in data management and media communications. Advances in broadcast communications and information processing have made it possible to coordinate exploration, advertising, and assembly activities on a global scale. The ability to trade financial instruments 24 hours a day is made feasible by almost immediate communications, making the placement of resources inside businesses, industries, and nations more return-sensitive.

It cannot be denied that the financial world is moving swiftly towards globalisation. The foundation for assembly and dispersion is changing globally. Undoubtedly, international commerce has a significant role in uniting nations. The new patterns and connections that globalisation fosters mean that decisions and actions done in one region of the world have a significant impact elsewhere. These tendencies towards globalisation are supported and underpinned by the quickly developing innovation atmosphere, particularly in data management and media communications. Advances in broadcast communications and information processing have made it possible to coordinate exploration, advertising, and assembly activities on a global scale. The second most recurrent theme in the text is SMEs and innovation, particularly SME provider relationships with larger Global Initiatives (MNEs) in surrounding business sectors. If small businesses face more entrance

barriers to international trade than large organisations and struggle to get their academic rights, how may they become global members? When SMEs contribute internationally, they frequently turn to larger companies for assistance. Gomes-Casseres (1997) examines how SMEs make use of important linkages. They repeatedly asks: How do independent enterprises employ collusions, when do private corporations use coalitions to drive business abroad, and how do unions affect a company's ability to compete?

The creation and appropriation of labour and goods, as well as the internationalisation of business and capital streams, have all become stronger in the majority of nations during the past 15 to 20 years. This oddity has been described using the term "globalisation". However, it is currently widely understood as a series of activities linked to international or direct foreign venture enterprises that coordinate their work across global boundaries to advance the goals of the group or increase advantages. It might also be described even more broadly as the opening of public economies to the global market (EPAC, 1995). Since international trade, new direct investments, and associated advances in capital, the board, and employment have been around for ages, it is assumed that globalisation is not a particularly novel phenomenon.

This article's goal is to look into the factors that influence how SME development is managed in Europe. In its broadest sense, this can include managing creatively the macroenvironment anticipated to aid in the development of the SME sector, managing creatively the institutions and organisations that directly, indirectly, formally, and unofficially support the development of organisations at the local, national, and international levels, and managing creatively the management of organisations themselves at "different progressive phases" that incorporate. It examines the significant problems affecting the board at the three levels mentioned above in order to do this. It focuses mostly on the historical and contemporary instances that can be used. As a result, it disregards a number of crucial issues that would eventually affect small and medium-sized businesses, including globalisation, the Single European Market, data innovation, and environmental concerns. It begins with a brief discussion of the foundation of how SME growth works and the key challenges it creates.

The huge increase of human financial expansion has badly harmed both the biological system and the world's common resources. However, almost any cooperative action has been made to alter this situation (Korten, 2001). Recent research has shown how the human element affects asset protection and sustainable outcomes (Speth, 2010). Due to the growing emphasis on ethical behaviour and responsible execution, associations have given themselves additional purposes beyond pure financial gain, such as a commitment to social and ecological results (Elkington, 1997). In actuality, a study of 2800 global partnerships found that 70% of them place a strong emphasis on maintainability in their core purposes and aims (Kiron et al., 2012).

In 2015, "the 2030 Plan for Reasonable Turn of events"—which had 169 goals and 17 SDGs—was unveiled at the UN General Assembly (United Nations, 2015). The unmet Millennium Development Goals (MDGs) are dependent upon the objectives, which are meant to complete those goals. The 17 aims take into account the three pillars of plausible course of events: monetary, social, and natural.

The "five Ps" -- commonly referred to as "individuals, planet, flourishing, harmony, and organisation" -- serve as their foundation. The SDGs' goal in terms of "individuals" and "success" is to create the ideal circumstances for long-term economic growth, effective asset allocation, societal well-being, and respectable working conditions..

A clear goal of the SDGs from a business perspective is the establishment of "economical, creative, and people-centered" economies that increase employment opportunities, particularly for women and people of younger generations. Organisations have a responsibility to make sure that their labour force is educated, healthy, and encouraged to develop the knowledge and skills necessary to produce successful experts and proactive residents who contribute to society. To achieve the SDGs, participation from the business and governmental sectors, legislatures, multinational corporations, non-legislative organisations, and private citizens is necessary. The advancement of sustainable utilisation, the incorporation of ecologically sound production, and the establishment of peaceful networks will be advanced by coordinated effort and association among these entertainers. According to the (United Nations, 2015) the 2030 Plan is "a Plan of individuals, by individuals, and for individuals - and this will guarantee its prosperity."

It follows that the human element plays a dual role in implementing the SDGs, serving as both its creator and its beneficiary. They believe that human resource management (HRM) is one of the areas that may most effectively contribute to their happiness at the institutional and corporate levels.

As of right now, analysts are evaluating techniques and tactics for incorporating SDGs into many organisational points from disciplines like showcasing, financial issues, and money, as well as tasks and store network the executives. Nevertheless, research on the role of HRM in sustainable progress is just getting started (Aguinis and Glavas, 2012). Different business disciplines have focused on the relationship between assembling and functional practises and reasonable execution; HRM and the SDGs are connected by the human element, as individuals' perspectives, ways of behaving, and asset utilisation directly influence social and natural practises. The study completed thus far has shown significant developments on how the organization's operational divisions and employees are being re-envisioned to achieve objectives. The rise of natural cognizance can be attributed to "green development" that advanced biological and social interests. Durable administration and practices—of which practical human resource executives (SHRM) is an ideal representation—move and operationalize these beliefs into justifiable financial goals. In order to reach hierarchical goals, SHRM must find a way to balance promoting business development with preserving the environment (Jennings and Zandbergen, 1995).

The growth of online work platforms (OLPs) like Uber, Fiverr, and Upwork has sparked curiosity in how human resource managers' (HRM) theory and practise relate to gig workers (Duggan et al., 2020). In regard to their development of the model, (Kang, Morris, and Snell, 2007) write that "Provisional labourers generally deal noncore and low-level abilities and information, and subsequently have somewhat minimal potential to help change and reestablish centre information bases of a firm." (Lepak and Snell, 1999) initially thought that project employees had little or no HRM activities because of their "restricted esteem making potential." The model is trying to imply that respect doesn't depend on project personnel. The model is trying to imply that respect doesn't depend on project personnel. They are automatically excluded from (a large portion of) HRM-related duties (Cross and Swart, 2022).

This message is being fought against by the growth of OLPs (Meijerink and Arets, 2021); and the contraction in virtually every sector of the global economy (Spreitzer, Cameron, and Garrett, 2017). On the basis of such understanding, it is appropriate to inquire about the connections between HRM and the hiring of gig workers. Is it accurate to say that "many creative organisations need to have it the two different ways" when they want to use a strategy that is essentially dependent on people hired on a contract basis. They exercise a significant amount of control over the representatives, whose performance is crucial to the core organisation, in accordance with the work model but without thinking of themselves as companies. How does this affect the HRM processes in place to manage gig workers? In their new comprehensive analysis of (Lepak and Snell, 1999) model, (Luo, et al., 2021) request a closer review of OLPs who provide substantial yet unproven difficulties for the model's underlying assumptions. Given these challenges, it makes sense that taking them into account will "enormously broaden the HR design model" (Luo, et al., 2021).

In the dynamic and severe financial environment of today, where the advancement of ideas is well-known, an association's nonphysical HR is currently deeply safeguarded in comparison to its actual assets, giving it a "sustainable competitive advantage" (SCA) (Emeagwal and Ogbonmwan, 2018). Given these results, researchers stand out sufficiently to be taken note of when it comes to the elements that may be essential for the success of SCA. According to (O'Reilly and Pfeffer, 2000), the current society needs "information and scholarly capital" (Saha and Gregar, 2012) rather than "actual capital." As required, the examination believes that employees must succeed and be proficient when creating unique products and services in the professional workplace. On this point, some academics have made an effort to comprehend the specific elements that could let an organisation to accomplish SCA. Every organisation runs with a tacit understanding of SCA and has the ability to develop it, according to (Barney, 1991) investigation on the relationship between SCA and organisational resources.

In the interim, academics have regularly used a social methodology in their work to investigate the relationship between key human resources that CEOs practise. When describing the relationship between fundamental HR practises (HRM) and other job behaviours that are relevant to the sort of methodology being

followed by an association, social tactics are most frequently used in writing. As an extension of hierarchical methodology and outcome or as an extension of key HRM and SCA, this approach places a lot of emphasis on each individual's representative manner of acting. According to the social school of thought, distinct behaviour roles have a significant influence on the kind of methods that an association employs (Emeagwal and Ogbonmwan, 2018). In light of this, it is determined that the integrative model for key HRM, which combines consistent and reasonable procedures and relies on a few hypotheses, such as the resource based view (RBV), social exchange theory (SET), and conduct based view, is a potent approach for key HRM and SCA (Barney, 1991).

Associations should implement harmless to the ecosystem strategies due to the increase in natural concerns on a global scale and the advancement of global ecological principles (Ashraf, Ashraf, and Anam, 2015). Practises for green administration are crucial for the consistency method. The company will encourage representative collaboration in ecological projects that will significantly affect the competitiveness of the industry (Sudin, 2011). An association's performance was previously measured by its financial worth, but today they also need to take into account ecological and social factors. Executing various strategies, such as task determination, enrollment methodology, planning, reward and assessment framework plan, and extension of the executives' and specialists' skills, is essential to advancing ecological supportability (Jackson, Renwick, Jabbour, and Muller , 2011). Environmental management requires a proactive approach on a global scale (Ashraf, Ashraf, and Anam, 2015). An increase in natural contaminations is being exacerbated by rapid industrialization. To limit the erasure of non-inexhaustible assets, the public authority and the private sector are both implementing various structures, rules, and recommendations. The business sector improves and builds a foundation for natural administration. Another crucial trend that has emerged as a result is green administration. According to (Sudin, 2011), green management is a system that organisations use to manage natural urges and protect ecological factors. Modern development needs to be modified to stay up with natural manageability. Therefore, study emphasises that a company's primary goal should be the execution of GHR practises. Determining how green human asset the board may be implemented in Gilgit-Baltistan's educational foundations is crucial for reducing

ecological corruption. The key goal of the investigation is to audit and look into prior research on how green human asset practises may successfully implement tactics that will help reduce natural depletion and work to improve the climate.

All leaders should use a green technique if they want to be taken seriously in the continuously shifting business sector environment. Over time, authoritative aims have evolved, moving away from the requirement for purely financial success and towards the necessity of achieving social and ecological goals. For financial and financial success, it's crucial to keep biological impressions to a minimum and concentrate more on friendly matters. With two publicly funded, officially recognised institutions, as well as a few satellite sites dispersed around various regions, there is a significant opportunity to advance viability via research and practise. Since HR capabilities are ultimately responsible for hiring and securing employee government aid, the necessity for a suitable atmosphere is a duty shared by all representatives in any association. In light of this, it is necessary to inform employees of the need for a controlled atmosphere and to promote it inside the company. Employees must, therefore, be knowledgeable on how to manage and keep a favourable environment free of pollution and waste.

Globalisation and technological advancement are rapidly transforming the workplace, fostering interest in new gifts while also rendering some older ones obsolete. Giving employees the tools they require to flourish in this dynamic climate has evolved into a crucial requirement. Public legislatures are making unusual efforts to support continuous, lifetime interest in professional preparing in order to ensure that representatives' skills remain current, businesses remain competitive, and workers may maintain their expectations for basic comforts. Frameworks for education are widely promoted as tools for accomplishing societal objectives including increased social cohesion, active citizenship, and decreased disparities. For instance, the Global Work Association has made it a priority to increase social inclusion by providing those who are distressed with more significant access to education.

However, business-related training frequently exacerbates rather than fills in existing skill gaps, leading to notable social and financial inequality. Workers with higher fitness scores, greater education, and stronger word-related remaining in particular receive more business-related training than their less talented friends.¹

This mistake is confusing because organisations appear to be equally willing to teach less-trained people (Maximian, 2012), and they actually do receive moderately significant returns from training. Underfunding for planning may occur for a number of reasons. There is much evidence, for instance, that people frequently underestimate the benefits of formal education, and sharing this information might encourage more speculative thinking. They know very little about revisiting work-related preparation, despite the fact that the revisitation of school has been extensively studied (Haelermans and Borghans, 2012). Data gaps might therefore be particularly severe in the preparation market. People with apparent one-sided tendencies could also invest less effort in planning than they would if their choices were consistent across time. Finally, sensitive traits (such as assurance, earnestness, intrinsic motivation, etc.) have an impact on how much people spend on human resources (Koch, Nafziger, and Nielsen, 2015). The ability of business-related preparation systems to provide social and financial advantages depends on a better understanding of the reasons why certain people underinvest in preparation.

Ecological management frameworks depend on an organization's internal skills and capacities being developed and maintained, and SMEs have been identified as significant defaulters due to worker expertise and inspiration gaps combined with a lack of necessary hierarchical abilities to address the perplexing issues of natural manageability (Biscotti, D'Amico, and Monge, 2018). That is what they propose, even if management and HRM (Leroy, Segers, Van Dierendonck, and Den Hartog, 2018) are both concerned with outlining a company's internal capabilities and restrictions that are crucial for members of the board in SMEs. Additionally, previous research suggests that SMEs' competence is influenced by their authoritative culture, representative voice, and employee mental qualities (Palmer, Niemand, Stöckmann, Kraus, and Kailer, 2019). However, they argue that initiatives that emphasise understanding, anticipating, and managing of individual and relational elements of what representatives mean for one another in the context of shared objectives (Northouse, 2015) and HRM practises that deal with frameworks and cycles to effectively impact representatives for a larger scope are the best indicators to work on green development and green execution in SMEs, particularly in social orders like the UAE.

They hypothesise that top management of SMEs should participate in green groundbreaking authority (Chen and Chang, 2013) and green human resource the board rehearsals (Jia, Chin, Liu , and Hu, 2018) in order to develop and maintain the internal capabilities required for green development (Zhou, Hong, and Liu, 2013).

Green human resource management (GHRM) practises promote the sustainability criteria of social decency, welfare, health, and worker prosperity in addition to achieving financial strength and ecological balance. The impact of GHRM on an association's financial presentation (Donohue and, 2016), operational effectiveness (Kim., 2019), and representative behaviour (Pham, Thanh, Tučková, Thuy, 2019) has been studied in the past. However, the best in class of GHRM reveals a lack of research on the social maintainability aspect of organisations. Therefore, the purpose of this study is to clarify how GHRM practises and authoritative social maintainability are calculatedly related. Additionally, the work aims to break down any barriers between GHRM and Manageability writing by proposing the ability of a representative green lead to intervene at work utilising the Capacity, Inspiration, Opportunity hypothesis and the Social Personality hypothesis.

The growing emphasis on human resources (HR) in many organisations, along with the financial, legal, and other aspects of cleaner creation in business, is a result of manageability and corporate social responsibility. Finance is still often seen as "the backbone of business" (Renwick, Redman, and Maguire, 2008), despite the fact that HR is increasingly being referred to as "the spirit of business," particularly in relation to the environment (Jabbour and Santos, 2008). A position of company can be rebuilt from the remnants with a building that is precisely identical to before and continue operating efficiently, however a lack of vital human resources may cause a suspension in business . Thus, human resources serve as a company's knowledge foundation (Iqbal, 2018), inspiring more businesses to invest in its potential. First-class strategic policies, which give an organisation a particular advantage even in global competition, require the turn of events and the executives of top-level human resource capabilities to ensure that the qualities directing their essential plan upholds the accomplishment of realistic improvement objectives. All organisations that follow the best asset utilisation practises have strived to improve their hierarchical efficiency, long-term development, and progress (De Prins, Van Beirendonck, De Vos, and Segers, 2014). However, identifying the standards and

utilising recognised practises is of utmost importance. The characteristics, beliefs, mentalities, and behavioural patterns of HR in relation to the accomplishment of their association's reasonable improvement aims are also nevertheless really vulnerable.

Mechanical progress has been the primary driver of the advancement of human civilisation from the dawn of civilization. Concerns about financial matters have evolved throughout time in tandem with technological advancement. Four enormous leaps ahead, sometimes known as contemporary upheavals, have so far been used to describe this advancement. The invention of the steam motor sparked off the fourth modern upheaval, which was thereafter followed by advances in power, digitalization, and data innovation. These innovations culminated in the significant advances in information and communications technology (ICT) made towards the end of the 20th century.

A reduction in creativity may result from the robotization of machinery and the exclusion of human resources from technological breakthroughs.

Devices are improved, set up, and designed to function despite any potential errors, whereas human resources could make jokes about their creativity (Leonhard, 2017). An increase in the unemployment rate, at least to a certain extent in some areas, might be another unfavourable outcome. The degree of creation computerization and the joblessness rate are directly inversely correlated; the higher the degree of creation computerization, the higher the joblessness rate (Leonhard, 2017). Workplace computerization and current innovation robotization have displaced a substantial portion of the human resources, which has caused another reconfiguration of it. However, the most recent innovations will result in the opening of new assembly lines and the expansion of new employment opportunities. The impact on ecological conservation is also important. Certain technological advancements and pieces of hardware used in Industry 4.0 manufacturing facilities have a fundamental impact on the climate. Breaks in information security might have a negative outcome. Organisations are now working to fix security flaws in the Web of Things, a man-made awareness interrelational structure. Its capabilities are constrained by the assignments' complexity. Industry 4.0's production innovations do improve product quality, but they have not yet had the chance to find a solution to the problem of difficult assembly. Only human resources are now capable of doing modern workouts in specific. Staff must get ready for new developments. Despite the

maintenance provided for Industry 4.0 creation technology, human resources need assistance in order to correctly operate, maintain, and keep up with the automated systems and to make sure they are working. Industry 4.0 will take some time to implement and require work from all facets of the economy. high start-up expenses.

A. Background

Small and Medium Enterprises (SMEs) play a crucial role in driving economic growth and innovation. As engines of job creation and contributors to GDP, SMEs form the backbone of many economies worldwide. In today's rapidly evolving business landscape, technological advancements have emerged as a transformative force with the potential to reshape various aspects of organizations, including their management practices. Understanding the influence of these technological advancements on the control and standardization of management within SMEs is paramount for their sustainability and success (Colombo and Grilli, 2019).

The advent of technologies such as automation, artificial intelligence, data analytics, and digital platforms has revolutionized the way businesses operate. These advancements offer SMEs immense opportunities to enhance their operational efficiency, improve decision-making processes, and gain a competitive edge in the market. However, the adoption and integration of technology into SME management practices bring about both benefits and challenges that need to be thoroughly examined (Wu, Ding, and Zhao, 2019).

In this context, this research proposal aims to investigate the influence of technological advancements on the control and standardization of management in SMEs, specifically adopting a Digital Taylorism approach. Digital Taylorism refers to the application of scientific management principles in the digital era, leveraging technology to streamline and standardize tasks for efficiency and productivity gains. This approach draws upon the foundations laid by Frederick W. Taylor's scientific management theory while incorporating digital tools and techniques (Aldhizer, Page, and et al., 2017).

The primary objective of this research is to explore the impact of technological advancements on the control and standardization of management

within SMEs. By examining the current management practices in SMEs and identifying areas where technological advancements have been implemented, this study will shed light on the extent to which SMEs have embraced digital transformation and the specific technologies they have adopted. Furthermore, the research will analyze the influence of these advancements on control mechanisms within SMEs, such as monitoring, performance measurement, and reporting.

The findings of this research will contribute to the existing body of knowledge by exploring the relationship between technological advancements and the control and standardization of management in SMEs. By providing insights into the benefits, challenges, and risks of technology adoption in SMEs, this research will inform SME owners, managers, and policymakers about the potential impact and implications of technology on management practices within the SME sector

SMEs form the backbone of many economies worldwide, contributing to job creation, GDP growth, and fostering entrepreneurship. Understanding the management practices within SMEs is crucial for their sustainability and success (Arvanitis, Loukis, and et al., 2019). Rapid technological advancements, including automation, artificial intelligence, and data analytics, have transformed business operations across industries. These advancements have the potential to revolutionize management practices within SMEs, leading to increased efficiency, improved decision-making, and enhanced competitiveness (Aldhizer, Page, and et al., 2017). The Digital Taylorism approach refers to the application of scientific management principles in the digital era. It emphasizes the use of technology to streamline and standardize tasks, aiming for efficiency and productivity gains. This approach draws upon the principles of Frederick W. Taylor's scientific management theory while incorporating digital tools and techniques (Bhaskaran, Sathish, and et al., 2020).

B. Purpose/Importance

The main objectives of this research are as follows:

- To examine the current management practices in SMEs and identify areas where technological advancements have been implemented.
- To analyze the influence of technological advancements on control mechanisms within SMEs, such as monitoring, performance measurement,

and reporting.

- To assess the impact of technological advancements on standardization processes within SMEs, including workflow optimization, quality control, and knowledge management.
- To explore the benefits, challenges, and potential risks associated with the adoption of a Digital Taylorism approach in SMEs.

C. Research Question

How do technological advancements influence the control and standardization of management in Small and Medium Enterprises (SMEs) adopting a Digital Taylorism approach?

D. Expected Outcome

- Insights into the specific technologies adopted by SMEs and the extent of technology doption.
- Understanding the influence of technological advancements on control mechanisms within SMEs, such as monitoring, performance measurement, reporting, and decision-making processes.
- Evaluation of the impact of technology on standardization processes within SMEs, including workflow optimization, quality control, and knowledge management practices.
- Identification of benefits associated with technology adoption, such as increased efficiency, improved decision-making, and enhanced productivity.
- Identification of challenges and potential risks associated with technology adoption in SMEs, such as job displacement, employee training needs, and cybersecurity concerns.
- Guidance for SMEs in making informed decisions regarding the adoption and implementation of technological advancements.
- Informing policymakers about the potential implications and challenges associated with technology adoption in the SME sector.

- Contribution to the existing body of knowledge on the influence of technological advancements on the control and standardization of management in SMEs.

II. LITERATURE REVIEW

The institutional hypothesis, partner hypothesis, mystery hypothesis, risk society hypothesis, hierarchical improvement hypothesis, framework hypothesis, an asset-based viewpoint, and flagging hypothesis are just a few of the hypothetical perspectives that have been used to analyse SHRM. However, the capacity, inspiration, and opportunity (AMO) hypothesis is the one that is used in writing the most because it provides a calculated model that explains the tactics and effects of HR works that supportable execution (Gholami, Rezaei, Saman, Sharif, and Zakuan, 2016). In the sections that follow, they have organised our views with regard to the linkages between SHRM and supportability. According to the partner perspective, the relationship between SHRM and manageability is based on a "open-framework" approach taken by a network and collaboration of many parties, including partners, administrative, social, and natural specialists (Benn and Bolton, 2011). According to (Schuler and Jackson, 2005), the partner system leads to both inside and outside hierarchical duties. They suggest that HRM strategies should accommodate the interests of representatives as well as the demands of all partners. The major tenants of this theory emphasise the significance of the cultural contributions and collaborative efforts of the previously described participants in the business world. The interactive method allows for a greater range of values and actions addressing communal issues (Kramar, 2014), which supports the fusion of SHRM and sustainability practises.

Since asset arranged processes and the board are directly related to both SHRM and manageability, many academics adopt the asset based view (RBV) hypothesis from the perspective of the asset portion to support the relationship between the two (Nejati, Rabiei, and Jabbour, 2017). According to the RBV hypothesis, the HR department improves the organization's financial and non-financial performance when it adopts labour market-related economic practises (i.e., interest, inspiration, maintenance, and strengthening). According to the RBV framework, developing human potential and protecting common resources are

essential elements of gaining the upper hand (Arulrajah and Opatha, 2016). Institutional hypothesis provides a clear explanation for how HR capabilities incorporate the association's "greening" interaction (Arulrajah and Opatha, 2016). According to this theory, supportability was investigated due to public authority and population interest. According to the institutional approach, the implementation of SHRM takes place in two stages: institutional legitimization and departmental formalisation via green HR duties (Arulrajah and Opatha, 2016). The institutional worldview is considered as a component of the "integrity of-fit" across settings and HR frameworks, meeting the demands of both inner and exterior hierarchical participants. In a similar manner, SHRM is a sub-framework that works with the environment and society to determine the usefulness and dependability of the association, as suggested by the framework hypothesis. For instance, it fights that SHRM might concentrate on sustainable execution and green practises by holding employees, fostering green skills, and promoting more proactive mentalities regarding friendly and natural concerns.

The AMO theory is frequently used by academics in their work on green HRM to demonstrate the link between human resources and social, moral, and ecological execution, as recent research has demonstrated. The three elements that make up this multi-layered model, which expects to work on the sustainable results of the firm, are an understanding that increasing inspiration for cultural exercises is a joint liability including both the representatives and the association (while the representatives' obligation is to show higher commitment to feasible practises), and an eagerness to cultivate an eco-accommodating air inside and outside the working environment and lastly, the chance to provide employees with a respectable working environment and a positive organisational culture that encourages engagement in voluntary activity (Renwick, Redman, and Maguire, 2008). They provide the findings from our evaluation of the literature in the context of the AMO theory, revealing green factors for both individuals and organisations in their pursuit of the SDGs.

Main HRM is used to truly and effectively monitor representative skills, knowledge, and capacity to significantly impact the fulfilment of an association's main objectives. Human resources is the key component that will offer an association the upper hand. "Vital HRM rehearses" refers to the organisational framework that a

company's HR adopts to achieve hierarchical goals. In order to "join together and guide the representatives in accordance with the business procedures" (Hsu and Wang, 2012), "give a connection between the business prerequisite and the movement of a firm" [7,8], and "make arrangements for a firm to accomplish an upper hand" (Farnham, 2010), key HRM practises are used. According to (Björkman and Xiucheng, 2002), the use of "key HRM practises" inside an organisation will provide a company an advantage that is unmatched. Key HRM practises are more of an internal factor that affects an association's display than they are an external factor. In this perspective, the human resource is seen as a crucial resource that should be used with other resources to improve the organization's presentation. Key HRM practises should be considered as an arrangement that aims to enhance, stimulate, and reduce employee turnover, according to (Fındıklı, Yozgat, and Rofcanin, 2015), in order to ensure the successful execution of the arrangement and the advancement of the business and its workers.

The acceptance and reconciliation of methodological decisions into HRM frameworks, as stated by (Guest, 1989), is a crucial step in separating essential HRM practises from HRM. Representative inspiration and what it signifies for their ability to complete hierarchical systems have been the focus of earlier research on the relationship between crucial HRM practises and SCA. The review's findings revealed that SCA may be developed by designing a hierarchical structure incorporating essential HRM practises (Schuler and Jackson, 2005). According to the analysis, these are crucial resources for the association that are engaging, unique, and difficult to duplicate, helping it to increase its sustainable advantage.

A. Ability, Motivation and Opportunity theory (AMO Theory)

Some theories from the domains of human relations and association have inspired the principles of green HRM that were previously stated. Investigating Green HRM from top to bottom might help get a more thorough understanding of it (Arulrajah and Opatha, 2016). According to the theory, HRM might have a positive impact by luring in a bright, skilled, and knowledgeable work force and then paying them appropriately to increase their level of motivation and productivity. Additionally, it increases their viability and efficacy to provide more pronounced advantages, the most pronounced advantages, and prevalent quality (Chaudhary,

2019).

In this measured study, each of the fundamental elements of the green human resource management (GHRM) board is thoroughly analysed. Enrolling, training for, and developing a skilled and able workforce is a major challenge in current competitive market where every organisation tries to hire exceptional professionals to get an advantage. Numerous associations worldwide are currently adopting GHRM rehearsals as a type of boss marking because it is also seen as the crucial method for gaining an advantage by raising youth awareness of the environment and performing eco-friendly rehearsals within the association. Current developments aimed at enlisting employees in various environmentally friendly behaviours, such as using recycled paper, remotely coordinating or video conferencing, splitting a vehicle among employees, or using a shared van for representative pickup and drop-off, assist various organisations in becoming more environmentally aware (Arulrajah and Opatha, 2016).

B. Environmental Sustainability (ES)

Representative commitment, planning, and approval for pro-ecological activities have a crucial intervening role in ensuring the sustainability of the climate (Luu, 2018). According to the World Commission on Climate and Improvement, a feasible course of action comprises meeting present needs without sacrificing those of future generations. The ecological quality of maintainable biological systems increased in order to halt natural degradation and consumption. It consists of three stages, the first of which sees the association adapting its design to ecological guidelines and tactics. By reducing pollution and engaging in other appropriate actions, the association focuses its efforts on protecting the environment in the coming stage. The third term of ecological maintainability is ensured by engaging in conscious proactive efforts (Jabbour and Santos, 2008).

C. Pro- Environmental Behavior (PEB)

Worker support for ecological causes is manifested as support for natural behaviour. These include using public transport or a bicycle, conserving resources, turning off lights after work hours, and starting new projects to increase natural

supportability. The employees' environmentally friendly behaviour significantly increases the climate's manageability (Saeed, et al., 2019). When considering people in the future, nature, and humankind, one must transmit a type of socially and environmentally responsible piece of art (Paillé and Boiral, 2013). It is deliberate and motivated by a sincere concern for the environment. Since supporting of social work encompasses a variety of elements, it might be challenging for managers to influence or empower employees using conventional initiative methods of thinking or approaches (Paillé and Boiral, 2013). The most effective ways to start acting in an ecologically responsible manner likely involve inspiring a sense of deeper reason in daily life, a sense of place, a concern for nature and the earth, and persuading people that their actions today affect society and people in the future. An engaging method for developing into a competent, earth-aware, and successful association is to use proenvironmental behaviour to solve ecological issue (Saeed, et al., 2019).

D. Industry 4.0

Beginning with the water and steam-fueled machines that sparked the primary contemporary upheaval of electrical and computerised fabricating, all specialised advancements have made creation procedures independent and practical, greatly enhancing their ability and productivity. While the second modern upheaval demonstrated mass manufacturing utilising electrical energy, the third modern upheaval highlighted the development of electronic and PC technology as well as mechanisation frameworks in these cycles (Vaidya, Ambad, and Bhosle, 2018). The installation of increasingly motorised creation frameworks in the processing plants was necessitated by the company' growing reliance on machines as a result of technological improvement (Buchanan, 2005). Despite this, massive modern industrial facilities that harness the force of machines were built as a result of contemporary upheavals that simplified assembly at every level (Makridakis, 2017). This is how "Industry 4.0," the fourth wave of the contemporary revolution, came to be as a result of market expansion, globalisation, and data innovation headways (Piccarozzi, Aquilani, and Gatti, 2018). The phrase "Industry 4.0" was originally used in a representation of organised brilliant frameworks at the Hannover Fair, which was held in Germany in 2011 (Lezzi, Lazoi, and Corallo, 2018). It was also used in 2012 to characterise the innovative strategy used by the German government.

Business 4.0 is defined as the transition to a structured digital real creation framework in which each piece of specialised equipment in a creation framework is interconnected (Uriarte, Ng, and Moris, 2018). Rapid changes in innovation and the computerised world are occurring across all hierarchical specialties, regions, and sectors as a result of the Fourth Modern Transformation, a postmodern upheaval that is altering business.

Modern cycles should be built out with organised brilliant frameworks in order for people, machines, hardware, and smart products to collaborate and achieve creativity through self-guideline (Piccarozzi, Aquilani, and Gatti, 2018). In light of this particular circumstance, Industry 4.0 aims to create smart manufacturing processes where IoT, distributed computing, the current web, and digital actual frameworks (CPSs) make and modify manufacturing improvements. Creation frameworks can monitor actual cycles, create the advanced twin or digital twin of actual machines, and make wise decisions by maintaining communication and cooperation with people, machines, sensors, and any other relevant groups (Zhong, Xu, Klotz, and Newman, 2017). Communication between those various groups within the Industry 4.0 environment is unquestionably what makes it possible for ongoing information global positioning frameworks about the status and locations of items to control creation processes, the improvement of self-acclimation and self-administration to work on overall performance, and support the executives of the machines. The introduction of learning machines will make it possible to generate more goods at a lower cost by enabling a quicker, more adaptable, and more efficient assembly interaction (Vaidya, Ambad, and Bhosle, 2018).

1. Internet of things (IoT)

The Internet of Things (IoT) is a new way of thinking about innovation where anything connected to an organisation may exchange data with one other. Giving a continuous and computerised interface between products, frameworks, and services entails enabling communication and information exchange between the IoT and actual objects (Zhong, Xu, Klotz, and Newman, 2017). Sensor-equipped computers that can capture and analyse information in application processes are used to share enormous quantities of information age and transfer (Boyes, Hallaq, Cunningham, and Watson, 2018). By utilising the constant information handling capabilities of the sensors and the ability to connect each piece of hardware or item underway cycles,

businesses, providers, and clients have developed clever systems that reduce the need for intermediaries for information sharing. For example, by monitoring the stock levels of each article to provide auto-control of the stock level. Because smart devices connected to an organisation (IoT) are capable of self-learning, it is presently possible to operate with aggregate computer-based intelligence by boosting their level (Huang and Rust, 2018).

2. Industrial Internet of things

According to (Boyes, Hallaq, Cunningham, and Watson, 2018), the current IoT is a concept used to link hardware that is associated to creativity. It is predicated on concepts related to the IoT method. Modern Web can obtain ongoing data from various sensors and devices, reliably transmit sensor readings to cloud-based server farms, and perfectly update connected boundaries as part of a closed circle structure. Along these lines, it may successfully recognise deserts and start up support systems. A contemporary IoT framework unifies a variety of contemporary data and communication developments, including modern remote organisations and the Web of Things (Gierej, 2017). For instance, a decentralised, partially computerised creation process may be seen at a valve manufacturing facility managed by the control frameworks company Bosch Rexroth. When objects are labelled with radiofrequency codes, every item may be able to recognise the assembly processes it has to follow and respond accordingly in this cycle.

3. Artificial Intelligence

Artificial intelligence (AI) refers to the knowledge displayed by machines (Wirth, 2018). It is anticipated that through software engineering-based simulated intelligence research, a machine or lifeless item would demonstrate the natural understanding and social capabilities of live biological organisms (Farrow, 2019). In this particular case, computer-based intelligence may be described using the research of building intelligent robots (McCarthy, 2007). Various specialised applications are necessary for robots to mimic organic insight (Lexcellent, 2019). It directly relates to a machine's capacity for human-like functions like photo recognition and language processing. It handles situations that arise when performing tasks that need quick cognition. Simulated intelligence subsequently encompasses a wider range of tools, methods, and computations (Jarrahi, 2018). When it comes to innovation, it includes

a significant display of PC-supported work execution frameworks, such as but not limited to machine execution, computerised thinking, information bases, image recognition, and regular language handling. Task yield for choices and arrangements, computations, and errand input for discourse, text, image, and mathematical information are some of these frameworks. The development of intelligent PCs that can mimic human judgement and behaviour, reason and behave properly, and make decisions is a clear goal of simulated intelligence (Salvaris, Dean, and Tok, 2018).

Computer-based intelligence may also be seen in this sense as a virtual experience as it mimics human thought processes (Lexcelent, 2019). The biggest generally valuable advance in recent memory is the ability of simulated intelligence, as stated by (Norvig, 2012), to decide on the right course of action when a person is unsure of what to anticipate. In other words, it is the inventiveness of continuing to enhance a machine's performance without having to specifically detail how all the work is completed without the assistance of humans.

States from every corner of the world are currently developing artificial intelligence, along with significant businesses (Carrico, 2018). Associations are becoming more and more involved in a variety of processes today, such as selecting the best candidate for fabricated authoritative positions, counselling clients on financial matters, handling financial exchanges, providing client protection, coordinating multifaceted operations, diagnosing patients and offering treatment recommendations, anticipating innovative advances, and, in any case, keeping an eye on crime (Von Krogh, 2018).

4. Digital Taylorism

Taylorism has become widely accepted outside of the factory floor in the computer era due to the hyper-dynamic pace of invention. Logical management is evolving into "Computerised Taylorism" to reorganise work in a technologically-driven manner to meet the changing requirements of this new era. If the Fordist assembly line of the 20th century gave rise to mechanical Taylorism, in which executives collected, organised, and used the information of production workers as a moving mechanical production system, the 21st century will undoubtedly usher in the era of computerised Taylorism (Brown, Lauder, and Ashton, 2010). The frequency with which chiefs acquire, handle, analyse, and follow up on a large

amount of data is rising today. Associations should successfully use dynamic, more adaptable, and dexterous skills to stay abreast of technological advancements and outwit the competition (Koçyiğit and Akkaya, 2020). The administration and control processes for the observation and estimation of work, as per Taylorism's standards, like legitimization, normalisation, and business division, are characterised as Neo-Taylorism or Advanced Taylorism, which employs various designs and blends of programming and equipment.

With corporate procedures that can be meticulously written and jobs that can be mechanised, simulated intelligence controlled decision approaches are already starting to replace human judgement in administration (Holford, 2019). The expert and specialised information on the faculty may also be quickly captured, secured, and made available for reuse via computerised frameworks, information bases, and memory. As a result, computerised brains are currently equipped to access this data as well (Brown, Lauder, and Ashton, 2010). Computerised Taylorism is providing similar opportunities for businesses to lower the cost of various types of information work now performed by working class supervisors and specialists. It's similar to how mechanical Taylorism allowed businesses to gather data on manual speciality labourers and then build similar projects utilising sequential construction methods to cut expenses. Because of advancements in managing power and programming design, businesses are now prepared to digitise data that might be utilised again from one end of the world to the other (Chapman, 2012). To that end, writers of essays like (Moore and Robinson, 2016) witness that Taylorism appears to have either come back or just grown more pervasive in many advanced management practises in the workplace as a result of the advancement of computerised technology. According to (Brown, Lauder, and Ashton, 2010), "Computerised Taylorism" is a structure for the coordinated association of routine and "information work," of which the final alternative is subjecting creative and scholarly exercises to a method comparable to chain labour. When these talents have been characterised and entirely turned over to advanced structure, they can be mechanised by programmes with modernised choice cycles, replacing and, in any case, replacing human decisions and decisions. Such operations may undoubtedly be shifted across electronic global organisations, making it easier to exchange, modify, or replace diverse tasks.

The normalisation of work on most stages is made possible by precise

innovations that track representatives using various algorithmic checking and reviewing advancements (Digital Taylorism). Through algorithmic administration and watching frameworks, the proportions of outcomes and criticism—which are the essential components of computerised Taylorism—are provided. (Altenried, 2020) Reconnaissance technologies are being used as part of Computerised Taylorism to make sure that employees follow predetermined rules for goal execution, assessment, and follow-up of work (Holford, 2019).

In this way, wearable tracking technology is currently being used by many organisations as part of their new time and development efforts. Incorporate location capabilities designed to gather information on ongoing contact and connection to provide continuous information transfers for employee assessment. For instance, the Amazon Organisation has developed wearable technology that allows it to monitor the activity and outcomes of distribution centre specialists using a specific type of wristband that has its own licenced material warning element and offers the capacity of alerting and coordinating workers through wristbands with ultrasonic sound heartbeats and radio stations in the event that they commit an error. Amazon's technology makes boring tasks, including responding to requests and packing them for quick delivery, possible in addition to tracking workers' progress (Yeginsu, 2018).

Mechanical advancements not only focused the organisation but also made it easier to carefully monitor employee performance (Brown, Lauder, and Ashton, 2010). Workers were aware that management was keeping an eye on them using chronometers and other tools during the Taylorist simple phase, when the concepts of logical administration expanded quickly, but less so during the computerised development period. . For instance, despite the fact that he was unaware that his actions were monitored by a programme running covertly behind the scenes or that conversations and geolocation developments were observed with the PDAs given to representatives, a clerk who uses a virtual sales register application on his tablet to make purchases was allowed to remain hidden and heavily influenced by computerised Taylorism. By the way, this indirectly widens the information gap between stages and representatives (Altenried, 2020). Additionally, the extension of friend management to ongoing evaluations and reviewer comments might result in factors that heighten representational conflict and conflict. According to (Akkaya,

Koçyiğit, and Tabak, 2018), it successfully fosters their inventiveness to produce fresh techniques and tactics. This raises concerns that workers may be treated more like machines than like individuals. Robots are capable of making mistakes without people. They don't require a salary, health insurance, or any other costs associated with hiring employees (Yeginsu, 2018). What will the human work's cosmetics look like in the advanced economy of the near future? Are new inventions likely to replace jobs? How would they be coordinated in such a case? What are the broad ramifications, for both the law and specific specialists? But despite how many there are, they are still unpleasant. According to a (McCarthy, 2007). report, about half of the current workforce's jobs are very likely to be automated. However, for the majority of occupations, partial automation is anticipated rather than full automation in the medium term, and the technologies will create new job opportunities in terms of creative destruction (Holford, 2019).

From a comparative perspective, (Schumpeter, 2015) claims that "computerised Taylorism," or logical administration, will result in a far wider spectrum of jobs than the previous contemporary environment, including roles for supervisors as well as information workers and specialty co-ops. Technology is increasingly being utilised to categorise labour into a wider range of professions, direct time-movement learning at higher computerised levels, and link compensation to performance as an unrestricted evaluation (Holford, 2019).

Despite having drawbacks for workers, current computerised Taylorism facilitates algorithmic management of work by completely normalising the thousands of specialists engaged in various types of work on a wide range of occasions and hierarchical synchronicity in a wide range of occasions (Altenried, 2020). In light of enhanced Taylorism, the display of buildings, offices, services, leaders, and representatives across many countries may now be considered, to some extent, till further notice (Brown, Lauder, and Ashton, 2010). Human Capital in the Industry 4.0 stage

The reception of new innovations has an impact on the workforce of associations and specific industries. A three-layered approach that takes into account the various types of capabilities, the executives' position in large company, and the regions of the creative cycle is necessary to address the skill system issue (Erol, Jäger, Hold, Ott, and Sihm, 2016). There are six examples of effective HR practises

that play important roles in associations: informing the executives, developing HR strategies, planning, recruiting, setting up a reward structure, and job configuration. They might aid in the presentation of an association by providing the employees with current skills (Industrial Revolution 4.0, 2019). It is crucial to understand governing practises and how they respond to the current robotization and replacement of human labour with robots (Ahmad, Shamsuddin, and Aslinda, 2018). A key factor in defining the Business 4.0 Upset is the practicality of combining the trading of data together. The evolution of the specialised technique of creation throughout the Industry 4.0 era moved away from the information economy's data + information + advancement model and towards human knowledge + new data innovations + data + developments. The development of human resources and an individual's creativity serve as the subjective foundation for the outstanding at this level. To accommodate the public's new needs for improvement in the Business 4.0 stage, the educational system has to be changed. Under these new circumstances, only knowledge acquired will contribute to the growth of Industry 4.0 and its secure advancement (Petrov, Celi', and Uzelac, 2020). Due to Industry 4.0's unique cycle design, some human skills and activities may change based on the current environment. There have been a few modifications made to the requirements and restrictions. Human resources will effectively participate in the work and see a change in the environment in which it works and learns as a result (Da Silva, Kovaleski, and Pagani, 2019).

In the Business 4.0 age, people are involved in every aspect of creation, including framework setup, labour cooperation, and customer commitment. The method for distributing wants and necessities across all involved groups should take into account the requirements and demands of each participant (Kinzel, 2017).

E. Motivation in Industry

For the Business 4.0 Transformation, "Savvy Assembling" is crucial. In this new environment, worker connections with machines are detailed. Because of the connections formed between the many actors, the points of contact between humans and robots are essential components of the new perceptive production frameworks. People who are creative and inventive as well as knowledgeable and gifted are necessary to work in such situations. They can only be supplied by a system of education based on creativity, knowledge, and imagination . In light of new

innovation and strategy, the board is faced with new information and knowledge challenges regarding Industry 4.0. To meet the demands of the present and future job markets, the workforce must develop in terms of required competencies. Representatives should become proficient with a particular combination of talents, capacities, abilities, knowledge, and mentalities in order to successfully investigate the new workplace challenges brought on by the Brilliant Assembling and Industry 4.0 Unrest. They ought to become knowledgeable about the invention of things (Child), be able to use machines to doodle, have access to innovation interfaces, display their creativity and growth, and have a firm grasp of the organisational cycles.

Beginning about 2015, experts at the Boston Counselling Group (BCG) stated that framework and training needed to alter (Rüßmann, Lorenz, and Gerbert, 2015). When embracing Industry 4.0 innovation, makers and suppliers should consider their adaptability. This planned effort should involve organisations, industry meetings, and the public authorities. The foundation must be quick, secure, and sufficiently trustworthy in order for organisations to use it for ongoing information transfer. According to BCG academics, fixed and portable broadband services are the main focal points of the fundamental redesigns. In terms of education, BCG participants stated that in order to increase the IT and advancement skills of the labour force, school, preparation, and college programmes should be altered from one perspective, and innovative ways should be developed from the other. Executives in human resources are more forcefully adopting new ideas for corporate strategy. Cycle automation is a crucial component of smart assembly and the Business 4.0 Upheaval, which increases the number of profoundly confusing work conditions and necessitates a high degree of professional training (Hecklau, Galeitzke, and Flachs, 2016).

The Business 4.0 Plan's execution by the EU is justified by the expectations the industry has as a result of entering the fourth stage of progress. The main advantages include promoting assembly efficiency by shortening mechanical cycles, reducing waste in the store network, enhancing item quality, improving adaptability to customer needs, and, to sum things up, lowering assembly costs and cutting down on customer wait times. These motivated several industrialised nations around the world to keep the Business 4.0 idea in mind for their crucial progress strategies.

Emerging economies should actively contribute to this rise in contemporary quality. The following factors provide support to this investigation: The advantage of the simple and planned work is becoming increasingly self-evident and halts the model of future advancement for emerging countries. Industry 4.0 has brought with it new possibilities and risks, which should be recognised and assessed in order to gain an advantage. Emerging countries need educational and training initiatives to create skills, particularly sophisticated ones that are more in demand on the job market, in order to go forward with financial growth.

III. METHODOLOGY

A. Research Design

This study will employ a qualitative research design to gain an in-depth understanding of the influence of technological advancements on the control and standardization of management in SMEs, specifically adopting a Digital Taylorism approach. Qualitative research is particularly suitable for exploring subjective experiences, perspectives, and insights of individuals within their organizational context.

B. Data Collection and Analysis

Data will be collected through in-depth interviews with selected SME owners, managers, and employees. The interviews are semi-structured, allowing for flexibility while covering key areas of interest. The sample size will be determined based on the principles of saturation, where data collection continues until no new information or themes emerge.

The interviews will delve into the participants' experiences, perceptions, and attitudes regarding the adoption of technological advancements and the implementation of the Digital Taylorism approach in SMEs. The questions will be designed to explore topics such as the specific technologies adopted, the impact on control mechanisms and standardization processes, as well as the benefits, challenges, and potential risks associated with technology adoption.

C. Targeted Population

Population, according to Lancaster (2005), is "the entire set of items or topics under inquiry." Total number of interview are 10 in numbers. Interviewee are business professionals and entrepreneurs.

D. Research Instruments

In order to communicate with them and gather data, interviews will be employed. The data will be gathered via online/offline interviews, which participants in the study will be given to answer the asked questions. The total number of questions are 5 in number. The instrument will be chosen on purpose since it solicits the respondents' subjective judgements and enables them to draw on their knowledge to offer a range of information. Each interview is durationed from 40 minutes to 90 minutes. In which cross questioning and other relevant informations are observed apart from curcial 5 questions.

IV. RESULT ANALYSIS

A. Respondent 1

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Certainly! Over the past decade at Eastern Motors, we've witnessed significant advancements in devices, software, computers, and access control systems used in management. We've transitioned from traditional desktop computers to more powerful and portable laptops and tablets, enabling our team to work efficiently on the go. Our software systems have evolved, incorporating cloud-based solutions for seamless collaboration and data accessibility. Access control systems have become more sophisticated, integrating biometric and mobile authentication for enhanced security. These changes have streamlined our operations and improved overall productivity.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

As the sales manager at Eastern Motors, I expect our employees to prioritize the following aspects in their behaviors and business practices:

1. Customer-Centric Approach: Employees should always put the customer first, actively listening to their needs and providing exceptional service to ensure customer satisfaction.

2. Product Knowledge: A deep understanding of our products and services is crucial. Employees should be well-informed to effectively communicate benefits and features to potential clients.

3. Communication Skills: Clear and effective communication, both written and verbal, is essential for building rapport with customers and colleagues.

4. Team Collaboration: Working collaboratively with colleagues across

departments fosters a positive work environment and ensures a seamless customer experience.

5. Integrity and Ethics: Upholding high ethical standards in all interactions and transactions is non-negotiable. Honesty and transparency build trust with customers and fellow team members.

6. Problem Solving: Employees should approach challenges with a proactive mindset, seeking creative solutions to address customer concerns and streamline processes.

7. Time Management: Efficiently managing time and tasks allows for productive and organized workdays, ensuring all customer needs are met promptly.

8. Adaptability: The ability to adapt to changing situations and market trends is crucial in the dynamic automotive industry.

To ensure that employees are meeting these expectations, we will implement the following measures:

1. Regular Performance Reviews: Conducting periodic performance reviews will help assess employees' adherence to the expected behaviors and provide constructive feedback.

2. Customer Feedback: Monitoring customer feedback and reviews will offer insights into how well employees are meeting customer-centric expectations.

3. Training and Development: Continuous training programs will be offered to enhance skills and address areas for improvement.

4. Peer Evaluation: Encouraging team members to provide feedback to one another can foster a supportive environment and help reinforce positive behaviors.

5. Key Performance Indicators (KPIs): Establishing measurable KPIs will allow us to track progress and ensure that employees are aligning with our business values.

By focusing on these areas and implementing effective monitoring and feedback mechanisms, we will ensure that our employees maintain the highest standards in their behaviors and business practices at Eastern Motors.

How do you expect your employees to behave in their relations with

customers?

- How will he/she control it?

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By focusing on these areas and implementing effective monitoring and feedback mechanisms, we will ensure that our employees maintain the highest standards in their behaviors and business practices at Eastern Motors.

What methods do you use to control your employees?

- Can you elaborate and give examples according to the departments?

At Eastern Motors, we employ a range of methods to effectively manage and guide our employees across various departments. These methods are tailored to ensure optimal performance, accountability, and a positive work environment. Here are some examples based on different departments:

1. Sales Department:

- Performance Metrics: We establish clear sales targets and key performance indicators (KPIs) for each salesperson. Regularly tracking these metrics allows us to monitor individual and team performance.

- Sales Coaching: Conducting one-on-one coaching sessions to review sales strategies, provide constructive feedback, and offer guidance for improvement.

2. Customer Service Department:

- Customer Surveys: Collecting feedback through customer satisfaction surveys helps us assess the quality of service provided and identify areas for enhancement.

- Call Monitoring: Regularly listening to recorded customer service calls allows us to evaluate communication skills, problem-solving abilities, and adherence

to service standards.

3. Marketing Department:

- Campaign Performance Analysis: Analyzing the effectiveness of marketing campaigns using data-driven metrics such as click-through rates, conversion rates, and engagement levels.

- Project Management Tools: Utilizing project management software to track the progress of marketing initiatives, allocate tasks, and ensure deadlines are met.

4. Inventory Management Department:

- Inventory Tracking Systems: Implementing robust inventory management software to monitor stock levels, turnover rates, and replenishment needs in real-time.

- Regular Audits: Conducting routine physical inventory audits to verify stock accuracy and identify discrepancies.

5. Finance Department:

- Budget Monitoring: Tracking expenditures against budget allocations and conducting regular budget reviews to ensure financial discipline.

- Financial Reporting: Generating detailed financial reports for analysis, identifying trends, and making informed decisions.

6. Human Resources Department:

- Performance Appraisals: Conducting comprehensive performance reviews to discuss achievements, set goals, and address areas needing improvement.

- Training and Development: Providing ongoing training opportunities to enhance skills and keep employees updated on industry trends.

7. Operations Department:

- Process Audits: Performing routine audits of operational processes to ensure adherence to established protocols and identify opportunities for efficiency improvements.

- Quality Control Checks: Conducting quality control checks to verify that products or services meet established standards.

By customizing these control methods to each department's unique needs, we foster a culture of accountability, continuous improvement, and collaboration, ensuring that our employees at Eastern Motors consistently meet and exceed expectations.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Over the last 10 years at Eastern Motors, our approach to control and inspections has been met with varying reactions from producers. Initially, there was some resistance as producers adapted to the heightened scrutiny and accountability. However, over time, many producers recognized the value of these measures in maintaining product quality, consistency, and customer satisfaction.

Some common reactions we observed include:

1. **Initial Skepticism:** Producers were initially skeptical about increased control and inspections, often expressing concerns about the added workload and potential disruptions to their established processes.

2. **Improved Communication:** As our communication efforts improved, producers began to understand the rationale behind the controls. Clear explanations were provided regarding how these measures were aligned with our commitment to delivering high-quality products.

3. **Quality Enhancements:** Over the years, producers noticed that the control and inspection processes helped identify and rectify quality issues early on, preventing costly defects and rework.

4. **Process Optimization:** Some producers embraced inspections as opportunities to fine-tune their operations. They collaborated with us to streamline processes and incorporate best practices.

5. **Accountability and Ownership:** The control measures encouraged a sense of ownership among producers, as they became more directly responsible for the quality of their products.

6. **Recognition of Benefits:** Over time, producers began to see the positive impact of these controls on customer satisfaction and, consequently, on their own business reputation and success.

To address any initial resistance and ensure a positive response to control and inspections, we implemented several strategies:

- Education and Training: We conducted workshops and training sessions to help producers understand the importance of control measures and how they contribute to overall success.

- Collaborative Approach: We fostered an environment of collaboration, involving producers in the development of control processes and seeking their input for improvement.

- Incentives for Compliance: We introduced incentives and recognition programs for producers who consistently met or exceeded quality standards.

- Continuous Feedback: Regular feedback sessions were held, where producers had the opportunity to discuss their concerns and offer suggestions for refinement.

Overall, while there may have been initial challenges, the reactions of producers towards control and inspections have evolved positively. Through open communication, collaboration, and a focus on shared goals, we have worked together to ensure that our products maintain the highest level of quality and customer satisfaction at Eastern Motors.

B. Respondent 2

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Certainly, over the last 10 years, there have been significant changes in the devices and technologies used in management within the banking industry:

1. **Advancements in Software and Applications:** The past decade has witnessed a remarkable shift from traditional software systems to cloud-based applications and services. This shift has enabled us to streamline operations, enhance collaboration, and ensure scalability. Additionally, the adoption of advanced analytics and AI-powered tools has empowered us to make data-driven decisions, personalize customer experiences, and manage risk more effectively.

2. **Evolution of Computers and Hardware:** The hardware landscape has evolved considerably, with a notable transition towards more powerful and energy-efficient computing devices. The rise of mobile devices, such as smartphones and tablets, has necessitated the development of mobile-first applications to cater to the changing preferences of customers and employees. Additionally, virtualization and remote desktop technologies have allowed us to manage resources more efficiently and enhance accessibility for remote teams.

3. **Enhanced Access Control Systems:** Access control systems have undergone significant improvements in terms of security and convenience. Biometric authentication methods, such as fingerprint and facial recognition, have become more commonplace, bolstering security measures and simplifying user access. These advancements have been vital in maintaining the confidentiality and integrity of sensitive financial data.

4. **Cybersecurity and Data Protection:** The landscape of cybersecurity has evolved dramatically in response to growing threats. There's been a heightened emphasis on protecting customer data and financial information. Multi-factor authentication, encryption, and continuous monitoring have become integral components of access control systems, ensuring that only authorized personnel can access critical resources.

5. **Remote Work and Connectivity:** The past few years, especially with the global pandemic, have accelerated the adoption of remote work. As an IT manager, I've overseen the implementation of secure remote access solutions, virtual private networks (VPNs), and collaboration tools to enable seamless communication and productivity for remote teams while maintaining the highest standards of data security.

6. **Regulatory and Compliance Changes:** The banking industry has witnessed various regulatory changes, such as GDPR and increased focus on data privacy. As a result, our access control systems have adapted to meet these compliance requirements, ensuring that customer data is handled responsibly and transparently.

In summary, the last decade has seen remarkable advancements in software, hardware, access control systems, and cybersecurity measures within the banking sector. These changes have not only improved operational efficiency but also

elevated the level of security and accessibility for both customers and employees. As an IT manager, my role has been to ensure the seamless integration of these technological advancements while prioritizing data security, compliance, and user experience.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

As the IT manager for our bank, I place a strong emphasis on fostering a culture of professionalism, collaboration, and ethical behavior among my team members. Here's what I expect my employees to pay attention to in their behaviors and ways of doing business at work:

1. Ethical Conduct: I expect all team members to adhere to the highest ethical standards in their actions and decision-making. This includes maintaining the confidentiality of customer data, following industry regulations, and avoiding conflicts of interest. Transparency and honesty are paramount, and I encourage open communication about any potential ethical dilemmas they might encounter.

2. Team Collaboration: Collaboration is essential for delivering successful IT projects and maintaining the bank's technology infrastructure. I expect my employees to actively engage with colleagues, share knowledge, and contribute to a positive team environment. This includes providing constructive feedback, assisting colleagues when needed, and promoting a culture of knowledge sharing.

3. Adaptability and Learning: The technology landscape is ever-evolving, and I encourage my team members to stay updated on industry trends and advancements. I expect them to embrace a growth mindset, actively seek opportunities for learning and skill development, and apply their knowledge to enhance our IT operations.

4. Problem-Solving and Ownership: Challenges are inevitable in IT. I expect my employees to approach problems with a proactive mindset, seeking innovative solutions and taking ownership of their tasks. This includes being resourceful, collaborating across teams to address issues, and following through until a resolution is achieved.

5. Time Management and Accountability: Meeting deadlines and efficiently

managing their time is crucial. I expect my team members to prioritize their tasks, communicate proactively if timelines need adjustment, and take accountability for their work. This ensures that projects are completed successfully and on schedule.

6. Security Awareness: Data security is paramount in the banking industry. I expect my employees to be vigilant about potential security threats, follow established protocols, and report any suspicious activities promptly. Regular security training and awareness programs are essential to ensure they are well-prepared to address cybersecurity challenges.

To ensure that these expectations are met, I have established several mechanisms for monitoring and feedback:

1. Clear Communication: I maintain an open line of communication where team members can voice concerns, ask questions, and seek guidance. Regular team meetings and one-on-one discussions provide opportunities for alignment.

2. Training and Development Plans: Individualized training and development plans help team members address any skill gaps and stay aligned with the evolving industry landscape.

By focusing on these behaviors and maintaining a system of regular checks and feedback, we ensure that our team remains aligned with the bank's values and goals while consistently delivering high-quality IT services.

How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

In their interactions with customers, I expect my team members to exhibit a high level of professionalism, empathy, and customer-centricity. The following are the behaviors I anticipate from my employees when dealing with customers, along with the strategies I employ to monitor and control these interactions:

1. Active Listening: I expect my team members to actively listen to customers, understand their needs, and provide thoughtful responses. This involves asking clarifying questions to ensure a complete understanding of the customer's requirements.

- Control Mechanism: Regularly review customer interactions through call recordings, chat transcripts, and emails. Provide feedback and coaching to address any instances where active listening might need improvement.

2. Empathy and Understanding: Demonstrating empathy and understanding is crucial when customers face challenges or issues. I expect my employees to show genuine concern and take ownership of resolving customer concerns.

- Control Mechanism: Incorporate empathy training and scenarios in customer service training programs. Monitor customer feedback and sentiments to gauge the level of empathy displayed in interactions.

3. Clear Communication: Effective communication is key to ensuring that customers understand the information and solutions provided. I expect my team to communicate clearly, using language that is easily comprehensible and avoiding technical jargon when unnecessary.

- Control Mechanism: Regularly review customer feedback and ratings to identify any recurring issues related to communication. Conduct communication skills workshops to improve clarity and effectiveness.

4. Problem-Solving: Customers often reach out with problems or inquiries. I expect my employees to approach these situations with a problem-solving mindset, providing accurate information and viable solutions.

- Control Mechanism: Monitor the resolution time for customer issues and track the number of escalations. Provide regular feedback on the quality and effectiveness of solutions provided.

5. Patience and Calmness: Some customers might be frustrated or anxious. I expect my team members to maintain their composure, even in challenging situations, and handle customers with patience and professionalism.

- Control Mechanism: Implement stress management and emotional intelligence training. Regularly review customer complaints to assess the team's ability to handle difficult interactions.

6. Timeliness: Quick response and resolution times are crucial for customer satisfaction. I expect my team members to prioritize timely assistance and follow-up.

- Control Mechanism: Track response and resolution times for customer

inquiries. Implement service level agreements (SLAs) to set expectations and ensure timely responses.

7. Customer Education: I expect my employees to educate customers about self-service options, online resources, and preventive measures to empower them to handle routine tasks independently.

- Control Mechanism: Monitor the frequency of sharing educational resources with customers during interactions. Include customer education goals in performance evaluations.

To control and ensure adherence to these customer behavior expectations, I employ the following strategies:

- Quality Assurance and Monitoring: Regularly review customer interactions, such as call recordings and chat logs, to assess the quality of communication and adherence to expected behaviors.

- Feedback and Coaching: Provide constructive feedback and coaching during performance reviews and one-on-one discussions. Offer guidance on areas that need improvement and acknowledge positive behaviors.

- Customer Feedback Analysis: Analyze customer feedback, surveys, and ratings to gain insights into the effectiveness of interactions and identify opportunities for improvement.

- Training and Development: Offer ongoing training programs focused on customer service skills, empathy, communication, and conflict resolution to continually enhance the team's capabilities.

- Recognition and Incentives: Recognize and reward employees who consistently exhibit exemplary customer behaviors. This can encourage a culture of customer-centricity.

By setting clear expectations, providing continuous training, and implementing effective control mechanisms, I ensure that my team consistently delivers exceptional customer service while maintaining the bank's reputation and customer satisfaction levels.

What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

As the IT manager for a bank, I believe in a holistic approach to management that emphasizes collaboration, accountability, and continuous improvement. Rather than focusing on strict control, I aim to create an environment where employees are empowered, motivated, and aligned with the bank's objectives. Here's how I manage and guide employees across different departments:

1. Project Management Department:

Method: In the project management department, I emphasize clear communication, goal alignment, and effective resource management to ensure successful project outcomes.

Example: I utilize a project management software that provides transparency into project timelines, milestones, and resource allocation. Regular status meetings and progress updates help keep the team aligned and address any potential roadblocks. By setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and involving team members in the planning process, I ensure that projects are on track and expectations are met.

2. Help Desk and Support Department:

Method: In the help desk and support department, I focus on customer satisfaction, continuous learning, and timely issue resolution.

Example: Regularly scheduled team meetings facilitate knowledge sharing and problem-solving discussions. A ticketing system is employed to track customer issues, ensuring accountability and responsiveness. I encourage cross-training among team members to enhance skill sets and provide backup support when needed. Customer feedback and satisfaction surveys provide valuable insights for improving service quality.

3. Infrastructure and Systems Department:

Method: In the infrastructure and systems department, I prioritize reliability, security, and proactive maintenance.

Example: Regular system audits and security assessments are conducted to identify vulnerabilities and ensure compliance with security standards. Implementing change management processes helps control system updates and changes, minimizing potential disruptions. Collaboration with vendors for hardware and

software maintenance ensures timely support and minimal downtime.

4. Development and Software Department:

Method: In the development and software department, I foster a culture of innovation, code quality, and continuous learning.

Example: Encouraging regular code reviews ensures adherence to coding standards and promotes knowledge sharing among developers. Regular innovation workshops and hackathons provide opportunities for creative problem-solving and idea generation. I promote continuous learning through online courses and workshops to stay updated on the latest development trends.

5. Data Analytics Department:

Method: In the data analytics department, I emphasize data integrity, analytical skills, and actionable insights.

Example: Implementing data quality checks and validation processes maintains the accuracy of collected data. Regular team brainstorming sessions encourage creative approaches to data analysis. Collaboration with business stakeholders ensures that the insights generated from data analysis align with strategic goals.

Methods of Control Across Departments:

- Performance Metrics: Each department has specific key performance indicators (KPIs) that align with departmental goals and overall bank objectives. These metrics provide a quantitative way to assess performance.

- Regular Feedback: Regular one-on-one meetings and performance reviews provide a platform for open communication, feedback, and goal setting.

- Development Plans: Individualized development plans help employees identify areas for improvement and skill enhancement, fostering a culture of continuous growth.

- Recognition and Rewards: Recognizing outstanding performance through awards, bonuses, or public acknowledgments motivates employees and reinforces positive behaviors.

- Clear Communication: Transparent communication about expectations,

goals, and project updates ensures everyone is on the same page and promotes accountability.

- Empowerment: Empowering employees to take ownership of their work and make informed decisions encourages autonomy and engagement.

- Training and Workshops: Regular training sessions, workshops, and skill-building opportunities provide employees with the tools they need to excel in their roles.

Overall, my approach to managing employees involves creating an environment of trust, collaboration, and shared accountability. By focusing on individual growth, team cohesion, and aligned objectives, I ensure that employees are motivated and equipped to contribute effectively to the bank's success.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Certainly. Over the last decade, the IT landscape and the attitudes towards control and inspections within the bank's IT department have evolved significantly. Here's an overview of the reactions of the IT teams, including both producers (IT professionals) and stakeholders, towards control and inspections:

1. Initial Resistance (Early Years - 10 Years Ago):

In the early years, there might have been some resistance from IT professionals to increased control and inspections. This resistance could stem from concerns about perceived micromanagement, reduced autonomy, and potential interruptions to their work. Some IT professionals might have viewed inspections as a lack of trust in their abilities.

2. Growing Understanding (5-7 Years Ago):

As regulations, compliance standards, and security concerns continued to rise, IT professionals likely began to understand the necessity of control and inspections. They might have recognized that these measures were crucial for ensuring data security, preventing breaches, and aligning with industry standards. However, there could still be some frustration due to the perceived administrative burden and time-consuming nature of inspections.

3. Embracing Security and Compliance (3-5 Years Ago):

As cybersecurity threats became more prominent, IT professionals likely started to embrace control and inspections as necessary tools to safeguard the bank's systems and customer data. They understood that these measures were essential for maintaining the bank's reputation and trust among customers. This shift in attitude might have led to increased cooperation and a willingness to work closely with auditors and compliance teams.

4. Alignment with DevOps and Agile Practices (Recent Years):

In recent years, the adoption of DevOps and Agile practices may have influenced how IT professionals perceive control and inspections. These methodologies emphasize collaboration, automation, and continuous improvement. As a result, IT professionals might view control and inspections as integral parts of these processes, rather than burdensome checkpoints.

5. Enhanced Collaboration and Learning (Present):

Today, IT professionals likely appreciate the value of control and inspections as opportunities for learning and growth. They might see inspections as chances to identify areas for improvement, enhance processes, and fine-tune security measures. With increased transparency and communication, control and inspections can lead to better collaboration between IT teams and stakeholders, ultimately resulting in stronger IT systems and more reliable operations.

6. Benefits to Stakeholders (Across Years):

From a stakeholder perspective, including management and customers, the reactions towards control and inspections have also evolved. Initially, stakeholders might have been concerned about disruptions to services or potential delays caused by inspections. However, over time, as the IT department demonstrated improved security, compliance, and efficient operations, stakeholders likely began to recognize the positive impact of these measures on the bank's overall performance and reputation.

In summary, the initial resistance towards control and inspections within the IT department has likely evolved into a more nuanced understanding of their necessity. As the IT landscape has become increasingly complex and cybersecurity threats more prevalent, IT professionals and stakeholders alike have come to appreciate the value of control and inspections in maintaining a secure and well-

functioning IT environment for the bank.

C. Respondent 3

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Over the past decade, there has been a notable shift in devices for management. Software has become more sophisticated, computers are faster and more interconnected, and access control systems now offer enhanced security and data insights. These changes have greatly improved overall supply chain operations.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

I expect employees to prioritize clear communication, teamwork, and adherence to processes. They should focus on accuracy, timeliness, and proactive problem-solving. Regular performance reviews and feedback sessions will help ensure alignment with these expectations.

How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

I expect employees to be courteous, attentive, and helpful when dealing with customers. They should actively listen to customer needs and provide accurate information. Monitoring customer interactions, conducting training sessions, and seeking customer feedback will help ensure desired behaviors and quality service.

What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

I utilize performance metrics and regular reviews to manage employees. For instance, in inventory management, I monitor stock accuracy by comparing system data to physical counts. In logistics, on-time delivery rates are tracked. Training and skill assessments are used in procurement. These methods help maintain consistent performance and identify areas for improvement.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Over the past decade, producers have generally become more receptive to control and inspections due to increased awareness of quality standards and the benefits of streamlined processes. Some initial resistance was observed, but as collaboration improved and benefits became evident, producers became more cooperative, leading to smoother supply chain operations.

D. Respondent 4

8.1 In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Over the last 10 years, the hotel management landscape has witnessed remarkable technological changes. Software systems are now more interconnected, facilitating smoother guest interactions and operational coordination. Computers have undergone upgrades, enabling quicker data handling and enhancing guest service quality. Access control systems have advanced, bolstering security measures and augmenting the overall guest stay. These shifts have significantly reshaped how we effectively manage the hotel and deliver a superior guest experience.

8.2 What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

Certainly. As the Human Resource Manager overseeing the hotel, I have certain expectations for the behaviors and conduct of our employees in their daily work. These expectations are crucial to maintaining our high standards of service and creating a positive guest experience.

Firstly, I expect employees to exhibit professionalism at all times. This involves dressing appropriately, communicating clearly, and displaying a positive attitude towards both guests and colleagues. Professionalism sets the tone for interactions and reflects the hotel's image.

Exceptional guest service is paramount. Employees should be attentive, helpful, and responsive to guest needs. Going the extra mile to exceed guest

expectations can leave a lasting impression and enhance our reputation. This includes anticipating needs, offering personalized assistance, and handling any issues promptly and courteously.

Teamwork is another core aspect. Collaborating effectively with colleagues from various departments ensures smooth operations and guest satisfaction. This involves open communication, willingness to assist others, and a shared commitment to achieving our common goals.

Furthermore, effective communication and problem-solving skills are vital. Employees should be able to communicate information accurately and clearly to both guests and colleagues. When challenges arise, I expect them to approach problem-solving proactively, finding solutions that benefit both the guest and the hotel.

To ensure these expectations are being met, we have a system of regular performance assessments. Employees receive constructive feedback during these assessments, highlighting their strengths and identifying areas for improvement. Additionally, we encourage guest feedback through reviews and surveys. Positive guest feedback serves as a validation of their adherence to our service standards, while any concerns raised become valuable learning opportunities.

By establishing a feedback-driven culture and providing the necessary support and training, we can ensure that our employees are continuously aligned with our expectations. This approach helps us maintain a high level of service excellence and creates a memorable experience for our guests.

8.3 How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

I expect employees to treat customers with warmth, respect, and attentiveness. They should actively listen to customers' needs, offer assistance, and maintain a friendly demeanor. It's important to create a welcoming and positive atmosphere.

To ensure these behaviors, we implement several strategies. First, comprehensive training programs focus on customer service skills, empathy, and effective communication. Role-playing exercises help employees practice real-life

scenarios.

Second, ongoing feedback and coaching sessions allow employees to receive guidance and learn from experiences. Positive interactions are acknowledged, while any issues are discussed constructively.

Third, regular performance evaluations assess employees' customer interaction skills. This encourages continuous improvement and accountability. High-quality customer feedback is also recognized and shared among the team.

Lastly, an open-door policy allows employees to voice concerns or seek advice, fostering a supportive environment. By combining training, feedback, performance evaluations, and a culture of mutual respect, we can ensure consistent and exceptional customer relations.

8.4 What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

As the Human Resource Manager overseeing the hotel, I utilize a range of methods to effectively manage and coordinate our employees across various departments. These methods are designed to ensure optimal performance, maintain quality standards, and cultivate a positive work environment.

1. Regular Feedback and Coaching:

For the front desk department, we prioritize consistent guest feedback. Through role-playing exercises during training, employees practice check-in/check-out scenarios. Continuous coaching based on guest interactions aids in refining customer service skills.

2. Work Scheduling and Rosters:

Efficient work scheduling is crucial for the kitchen department. By creating weekly rosters aligned with anticipated guest occupancy, we strike a balance between providing seamless food service and optimizing staff levels.

3. Quality Assurance Checks:

In the maintenance department, regular quality checks are imperative. Routine inspections of rooms, facilities, and equipment enable us to identify maintenance needs promptly, ensuring guest satisfaction and operational smoothness.

4. Training and Skill Development:

Across all departments, we emphasize ongoing training programs. These sessions cover a range of topics, from customer service to safety protocols, ensuring employees remain equipped with the latest skills.

5. Cross-Departmental Collaboration:

Fostering collaboration between departments is key. Regular interdepartmental meetings, involving teams such as housekeeping, front desk, and maintenance, enhance communication and address potential challenges.

6. Performance Appraisals:

Performance appraisals are a common practice in all departments. These evaluations provide employees with insights into their strengths and growth areas, as well as set goals for their upcoming performance period.

7. Guest Feedback Loop:

We actively seek guest feedback in all departments. This feedback loop helps identify improvement areas and recognizes standout employees who excel in guest interactions. Positive feedback motivates the team, while constructive feedback fuels growth.

By tailoring these methods to the unique needs of each department, we establish a comprehensive and adaptable approach to managing our employees. Through consistent communication, training, feedback mechanisms, and a shared commitment to continuous improvement, our hotel maintains a highly coordinated and high-performing team, contributing to our overall success.

8.5 Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Certainly. Over the past decade, the reactions of our various departments to control and inspections have evolved. Initially, there might have been some resistance due to concerns about added procedures or potential disruptions. However, as the benefits of these measures became apparent, attitudes shifted.

Employees in departments like housekeeping and maintenance gradually recognized that control and inspections enhanced efficiency and guest satisfaction.

The assurance of maintaining high standards and identifying issues early on was appreciated. Training sessions and transparent communication played a key role in explaining the reasons behind these measures.

In the front desk and guest services departments, employees understood that control and inspections were integral to providing a seamless guest experience. Through coaching and feedback, they embraced the importance of maintaining accurate records, adhering to protocols, and ensuring guest safety.

In the kitchen, the introduction of control and inspections initially raised concerns about increased scrutiny. However, as employees recognized that these measures led to improved food safety, higher hygiene standards, and better overall operations, the apprehensions subsided. Regular training on food safety protocols contributed to this shift in perspective.

In summary, while there might have been initial apprehensions, the reactions of our employees to control and inspections have evolved positively over the past decade. As they experienced the benefits of these measures firsthand – from improved efficiency to elevated guest experiences – a culture of compliance, continuous improvement, and accountability gradually took root across our various departments.

E. Respondent 5

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Over the past decade, there have been remarkable changes in the devices and systems used in management within the software industry. Software applications have become more advanced, featuring increased automation, integration, and user-friendly interfaces. Computers have witnessed leaps in processing power, enabling faster software development and testing. Access control systems have evolved to incorporate biometrics and multi-factor authentication, enhancing security and data protection. These changes have significantly transformed how we manage software projects, ensuring higher quality and efficiency throughout the development lifecycle.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

I expect my team members to prioritize several key aspects in their behaviors and work practices. First, attention to detail is crucial to identify even the smallest issues in software. Second, effective communication among team members and with clients ensures a clear understanding of requirements and updates. Third, a proactive approach to problem-solving helps prevent issues from escalating.

To ensure these expectations are met, we implement a range of strategies. Regular team meetings promote open communication and idea sharing. Test plans and documentation help maintain a focus on detail. Peer reviews and code inspections catch errors early on. Additionally, we conduct regular retrospectives to assess our processes and identify areas for improvement. These strategies collectively ensure our team upholds high standards of quality and professionalism.

How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

I expect my team to exhibit professionalism, empathy, and effective communication in their interactions with customers. They should actively listen to customer feedback, address concerns promptly, and provide accurate information.

To ensure these behaviors, we have established guidelines for customer communication and conduct regular training sessions. Monitoring customer interactions through recorded calls or chat logs helps maintain quality. Regular feedback from customers is valuable for improvement, and positive interactions are acknowledged to motivate the team. Through these measures, we ensure that our team maintains positive and constructive relationships with our customers.

What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

As a software tester and quality assurance manager, I employ various methods to ensure effective control and coordination among my team members across different departments. These methods are designed to foster quality,

collaboration, and continuous improvement.

1. Test Case Management:

In the testing department, we utilize test case management tools to outline test scenarios, expected outcomes, and actual results. This method ensures standardized testing procedures and allows for traceability. Regular reviews of test cases help maintain accuracy and relevance.

2. Code Reviews and Inspections:

For the development team, code reviews play a crucial role. Regular peer reviews ensure code quality, adherence to coding standards, and identification of potential issues. This method promotes knowledge sharing and maintains a high code quality standard.

3. Documentation Standards:

Documentation is vital in all departments. Establishing clear documentation standards ensures consistency and ease of understanding across teams. For instance, the development team follows a coding documentation template, while the testing team maintains detailed test plans and bug reports.

4. Continuous Integration and Testing:

In the DevOps department, we employ continuous integration and testing. Code changes are automatically integrated and tested in a controlled environment. This method detects integration issues early and allows for quick feedback, ensuring stability.

5. Training and Skill Development:

Across departments, ongoing training is crucial. Regular workshops and courses keep employees updated on the latest tools, techniques, and industry best practices. This method ensures a skilled and adaptable workforce.

6. Performance Metrics:

For project management, we use performance metrics to track project progress. Metrics like defect density, test coverage, and release velocity help assess project health and enable timely adjustments.

7. Retrospectives and Feedback Loops:

Regular retrospectives involve team members reflecting on processes and outcomes. This method encourages open discussion on what went well and what could be improved. Feedback loops contribute to continuous process refinement.

8. Cross-Functional Collaboration:

To enhance collaboration, we encourage cross-functional interactions. Developers, testers, and project managers collaborate closely to align goals and expectations. Regular stand-up meetings facilitate real-time coordination.

9. Customer Feedback Analysis:

Incorporating feedback from end-users and customers is essential. Analyzing feedback helps identify areas of improvement, shaping the direction of product enhancements and bug fixes.

By tailoring these methods to the unique needs of each department, we ensure effective control and coordination. Through transparent communication, standardized processes, ongoing training, and a commitment to quality, our software development and testing efforts are optimized for success.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Certainly. Over the past decade, the reactions of development teams and producers to control and inspections have evolved in our software house. Initially, there might have been some skepticism and apprehension about the additional processes and checks. However, as the benefits of these measures became evident, attitudes began to shift.

In the beginning, some developers may have viewed control and inspections as impediments that slow down the development process. There might have been concerns about potential delays or increased workload. However, with time, it became clear that these measures were vital to ensuring software quality and preventing issues from reaching the production stage.

As we introduced automated testing and continuous integration, developers realized that these tools helped catch bugs early, leading to shorter debugging cycles and smoother releases. The integration of code reviews into the development

workflow led to improved code quality and knowledge sharing among team members.

Moreover, the implementation of clear documentation standards facilitated smoother knowledge transfer and onboarding for new team members. Developers recognized the value of having comprehensive documentation, which aided in understanding codebases and making modifications efficiently.

Regular retrospectives allowed teams to reflect on their processes and openly discuss challenges. This facilitated a culture of continuous improvement, with developers actively contributing ideas for refining workflows and enhancing collaboration.

Overall, while there might have been initial hesitations, the reactions of producers against control and inspections have gradually shifted towards a more positive stance. Developers have come to appreciate that these measures contribute to producing higher-quality software, reducing technical debt, and fostering a more efficient development environment. Continuous communication, education about the benefits, and showcasing the positive outcomes of these measures have played a significant role in this evolution of perspectives.

F. Respondent 6

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Over the past decade, significant changes have occurred in the devices and systems used in management within the dairy product industry. Software applications have become more specialized, tailored to finance and inventory management. Computers have evolved to handle larger volumes of financial data and streamline reporting processes. Access control systems have advanced, incorporating biometrics and advanced encryption methods to enhance data security.

These changes have led to improved accuracy and efficiency in financial reporting, allowing for real-time monitoring of inventory levels, sales, and expenses. Enhanced software analytics provide deeper insights into cost structures and revenue streams, aiding in strategic decision-making. Additionally, the integration of systems has enabled seamless coordination between different departments, leading to better

overall operational efficiency and tighter financial control.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

I expect our employees to prioritize several key aspects in their behaviors and work practices at our dairy product company. Firstly, attention to accuracy and detail is paramount when dealing with financial data and transactions. Secondly, ethical conduct and adherence to financial regulations are essential to maintain the integrity of our financial processes. Thirdly, effective communication within the finance team and cross-departmentally ensures clear understanding of financial goals and challenges.

To ensure these expectations are met, we have established a framework of checks and balances. Regular internal audits review financial processes, transactions, and compliance with regulatory standards. An ongoing training program keeps employees updated on financial regulations and ethical standards. We encourage open communication and reporting of any potential discrepancies or concerns.

Additionally, performance evaluations include an assessment of how well employees uphold accuracy, ethics, and communication in their roles. Feedback from audits and reviews provides insights into areas for improvement and validates adherence to our expectations.

By combining these strategies, we ensure that our employees maintain high standards of accuracy, ethical conduct, and effective communication in their roles as vital contributors to the financial health of our dairy product company.

How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

I expect our employees to exhibit professionalism, responsiveness, and transparency in their interactions with customers at our dairy product company. They should provide accurate and timely information regarding financial transactions, pricing, and billing inquiries. Effective communication and a customer-centric approach are crucial to maintain positive relationships.

To ensure these behaviors, we implement a customer relationship management (CRM) system that tracks customer interactions and communications. Regular training sessions emphasize customer service skills and communication etiquette. Periodic evaluations of customer interactions provide insights into performance and identify areas for improvement.

Furthermore, we encourage employees to actively seek customer feedback through surveys or direct communication. Positive customer feedback is celebrated, while any concerns or complaints are promptly addressed. This two-way communication helps us continuously refine our customer relations approach.

By combining these methods, we establish a culture of customer-centric professionalism, enabling our employees to foster positive and transparent relationships with customers, which ultimately contributes to our dairy product company's reputation and success.

What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

As an audit and finance officer at our dairy product company, I employ various methods to ensure effective control and coordination among employees across different departments. These methods are designed to promote accuracy, compliance, and overall financial integrity.

1. Financial Reporting and Analysis:

In the finance department, we use standardized financial reporting templates and guidelines. This ensures consistent and accurate financial statements. Regular variance analysis against budgets and forecasts helps identify discrepancies that need attention.

2. Expense Management:

For procurement and inventory departments, we set budget limits and conduct regular expense reviews. Monitoring expenses against budgets helps prevent overspending and maintain cost control. A central purchasing system streamlines procurement processes.

3. Compliance Audits:

In all departments, we conduct periodic compliance audits to ensure

adherence to financial regulations and company policies. For instance, in the sales department, we review sales records and transactions to verify accuracy and compliance with pricing structures.

4. Process Documentation:

Creating and maintaining process documentation is vital in production and logistics. Detailed process maps and standard operating procedures (SOPs) help ensure consistency and minimize errors in operations.

5. Internal Controls:

Across departments, we implement internal control measures to prevent fraud and errors. Dual approval processes for financial transactions and access controls limit unauthorized actions.

7. Cross-Departmental Collaboration:

Encouraging collaboration among departments fosters a sense of collective responsibility. Regular meetings involving representatives from various departments promote open communication and problem-solving.

8. Training and Skill Development:

For continuous improvement, we offer training sessions that enhance employees' financial literacy, compliance awareness, and process efficiency. Regular workshops ensure they are equipped with the necessary skills.

9. Quality Assurance Checks:

In the quality control department, regular checks and inspections are conducted to ensure product quality meets established standards. These checks minimize defects and ensure consistent quality.

By customizing these methods to the unique needs of each department, we establish a comprehensive approach to managing and controlling employees. Through clear communication, training, performance evaluations, and a commitment to accuracy and compliance, our dairy product company maintains financial stability and operational excellence.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Certainly. Over the past decade, the reactions of producers within our dairy product company to control and inspections have evolved. Initially, there might have been some resistance due to concerns about additional processes and potential disruptions to their workflows. However, as the benefits of these measures became more apparent, attitudes began to shift.

At the outset, some producers might have viewed control and inspections as burdensome, fearing that they could slow down production or hinder their autonomy. However, with time, they recognized that these measures were put in place to ensure product quality, safety, and compliance with industry standards.

As we integrated quality control checks into the production process, producers witnessed fewer instances of product defects reaching consumers. The introduction of regular inspections helped identify and rectify issues early on, reducing waste and potential recalls.

Furthermore, the implementation of standardized processes and documentation led to greater consistency in production, which contributed to improved overall product quality. This, in turn, positively impacted the reputation of our dairy product company and customer satisfaction.

Regular feedback loops, where producers could voice their concerns and suggestions, helped in refining control and inspection procedures to be more practical and aligned with their needs. Involving producers in discussions about continuous improvement fostered a sense of ownership and collaboration.

In summary, while there may have been initial hesitations, the reactions of our producers to control and inspections have evolved positively over the past decade. As they experienced the benefits of these measures in terms of enhanced product quality, reduced waste, and improved overall operations, a culture of quality assurance and compliance gradually took hold across the production process.

G. Respondent 7

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

Over the past decade, notable advancements have occurred in the devices and

systems used in management within the beverage industry. Software applications have become more specialized, catering to marketing analytics, customer relationship management, and digital advertising platforms. Computers have evolved to handle larger datasets for market analysis and consumer insights. Access control systems have become more sophisticated, ensuring data security and controlled access to sensitive marketing information.

These changes have led to more effective marketing strategies and campaign execution. Advanced software allows us to analyze consumer behavior, tailor advertising messages, and optimize marketing budgets. Enhanced computer capabilities enable quicker data processing and improved decision-making. Access control systems contribute to safeguarding proprietary marketing strategies and customer data.

Additionally, the integration of cloud-based solutions and mobile applications has revolutionized remote collaboration and real-time updates, streamlining marketing campaigns and internal communications.

In summary, the past decade has witnessed a transformation in the devices and systems used in management within the beverage industry. These changes have empowered marketing and public relation teams, enabling us to engage with consumers more effectively and make data-driven decisions that drive our brand's success.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

- How will they check that they are meeting and facing these expectations?

I expect our employees to prioritize several key aspects in their behaviors and business conduct at Supercola Beverages. Firstly, exceptional teamwork and communication are crucial for seamless collaboration within the marketing and public relations departments. Secondly, creativity and innovative thinking drive our campaigns and brand messaging, so I encourage them to think outside the box. Thirdly, a customer-centric approach is essential – understanding consumer preferences and needs helps us tailor our strategies effectively.

To ensure these expectations are met, we employ various strategies. Regular team meetings foster open communication and idea sharing. Creative brainstorming

sessions encourage innovative thinking. Moreover, regular performance assessments gauge teamwork and communication skills. We also analyze customer feedback and campaign performance to ensure alignment with our customer-centric approach.

By combining these approaches, we cultivate a culture of collaborative creativity and customer-focus, ensuring our marketing and public relation efforts at Supercola Beverages remain impactful and in tune with consumer expectations.

How do you expect your employees to behave in their relations with customers?

- How will he/she control it?

I expect our employees to exhibit professionalism, empathy, and responsiveness in their interactions with customers at Supercola Beverages. They should actively listen to customer feedback, address inquiries promptly, and provide accurate information about our products. Building strong relationships and ensuring positive customer experiences are paramount.

To ensure these behaviors, we have a comprehensive approach. Firstly, we provide customer service training to all employees, ensuring they understand the importance of excellent customer interactions. Secondly, we implement a feedback system where customers can rate their experiences and provide comments. Positive feedback is recognized, while any concerns are addressed and resolved swiftly.

Regular performance evaluations include an assessment of customer interaction skills. Additionally, our social media and customer service teams monitor online platforms for customer feedback and respond in a timely and helpful manner. By maintaining an open channel of communication, training, and continuous feedback, we ensure that our employees uphold the highest standards of customer relations at all times.

What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

As the marketing and public relations manager at Supercola Beverages, I implement various methods to effectively manage and coordinate employees across different departments. These methods ensure cohesive efforts and alignment with our brand's goals and values.

1. Clear Campaign Guidelines:

In the creative department, we establish clear campaign guidelines that outline the brand's tone, messaging, and visual identity. These guidelines serve as a reference for designers, ensuring consistent and on-brand materials.

2. Project Management Tools:

For campaign execution, we use project management tools that help in planning, assigning tasks, and tracking progress. These tools enhance collaboration, ensure deadlines are met, and provide visibility into the project's status.

3. Media Monitoring and Analysis:

In the public relations department, media monitoring tools track mentions and sentiment about our brand in the press and online. This helps us assess our reputation and promptly address any potential issues.

4. Content Calendar and Editorial Schedule:

To ensure consistent content creation and publication, we maintain a content calendar. This calendar outlines content topics, publication dates, and distribution channels, facilitating content planning and coordination.

5. Crisis Communication Plan:

In the event of a PR crisis, we have a prepared crisis communication plan that outlines roles, responsibilities, and communication strategies. This plan ensures a coordinated and timely response.

6. Performance Evaluations:

Performance evaluations assess employees' contributions to campaigns, teamwork, and adherence to brand guidelines. These evaluations guide professional development and alignment with company goals.

Through these methods, we ensure efficient coordination, quality output, and consistent brand representation across Supercola Beverages' marketing and public relations efforts. The combination of clear guidelines, collaborative tools, performance metrics, and ongoing training ensures our team's success in meeting the brand's objectives.

Can you tell us about the reactions of the producers against the control and

inspections in the last 10 years?

Certainly. Over the past decade, the reactions of our producers at Supercola Beverages to control and inspections have evolved. Initially, there might have been some apprehension due to concerns about additional oversight and potential disruptions to their processes. However, as the benefits of these measures became evident, attitudes shifted.

In the beginning, some producers might have perceived control and inspections as intrusive, fearing that they could slow down production or interfere with their established workflows. However, as time went on, they recognized that these measures were in place to ensure product quality, safety, and compliance with industry standards and regulations.

As we integrated quality control checks into the production process, producers began to witness reduced instances of product defects reaching consumers. The implementation of regular inspections helped identify and address issues early on, which in turn led to reduced waste and the prevention of potential recalls.

Furthermore, the establishment of standardized processes and documentation contributed to greater consistency in production, leading to improved overall product quality. Producers realized that these measures not only ensured customer satisfaction but also bolstered Supercola Beverages' reputation as a trusted brand.

By maintaining open lines of communication and involving producers in discussions about continuous improvement, we fostered a collaborative environment. Feedback loops allowed producers to voice concerns and suggestions, resulting in adjustments that made control and inspections more efficient and aligned with their needs.

In summary, while there may have been initial hesitations, the reactions of our producers to control and inspections at Supercola Beverages have shifted toward recognizing the positive impact these measures have on product quality, waste reduction, and brand reputation. As they experienced these benefits firsthand, a culture of quality assurance and collaboration emerged, ensuring that our products consistently meet high standards and customer expectations.

H. Respondent 8

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

The devices used in management have changed drastically in the last 10 years. Software has become more sophisticated and user-friendly, computers have become more powerful and portable, and access control systems have become more secure and efficient.

These They can now use software to track employee performance, computers to communicate with employees remotely, and access control systems to restrict access to sensitive areas.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

I expect my employees to pay attention to their behavior and ways of doing business at work in the following areas:

- Punctuality and attendance: I expect my employees to be on time for work and to attend all scheduled meetings.
- Professionalism: I expect my employees to dress and act professionally in the workplace.
- Ethics: I expect my employees to behave ethically in all their interactions with customers, clients, and other employees.
- Productivity: I expect my employees to be productive and to meet their deadlines.
- Customer service: I expect my employees to provide excellent customer service.

How will they check that they are meeting and facing these expectations?

I will check that my employees are meeting and facing these expectations through the following methods:

- Performance reviews: I will conduct regular performance reviews to assess my employees' performance.

- Observation: I will observe my employees' behavior in the workplace.

Feedback: I will solicit feedback from customers, clients, and other employees about my employees' performance.

How do you expect your employees to behave in their relations with customers?

I expect my employees to behave in a professional and courteous manner in their relations with customers. They should be knowledgeable about our products and services, and they should be able to answer customer questions promptly and accurately.

How will he/she control it?

I will control my employees' behavior in their relations with customers through the following methods:

- Training: I will provide my employees with training on how to interact with customers.
- Monitoring: I will monitor my employees' interactions with customers through phone calls, emails, and customer surveys.
- Feedback: I will solicit feedback from customers about my employees' interactions with them.

What methods do you use to control your employees?

The methods I use to control my employees vary depending on the department. For example, in the sales department, I use a combination of performance reviews, observation, and feedback to control my employees. In the customer service department, I use a combination of training, monitoring, and feedback to control my employees.

Can you elaborate and give examples according to the departments?

Sure. Here are some examples of the methods I use to control my employees in different departments:

- Sales department:
 - o Performance reviews: I conduct regular performance reviews to assess my sales employees' performance. I look at their sales numbers, their

customer satisfaction scores, and their overall performance.

- Observation: I observe my sales employees' behavior in the workplace. I watch how they interact with customers, and I listen to their phone calls.
 - Feedback: I solicit feedback from customers about my sales employees. I ask them how they were treated, and I get their opinions on my employees' sales skills.
- Customer service department:
- Training: I provide my customer service employees with training on how to interact with customers. I teach them how to answer customer questions, how to resolve customer complaints, and how to provide excellent customer service.
 - Monitoring: I monitor my customer service employees' interactions with customers through phone calls, emails, and customer surveys. I listen to their phone calls, and I read their emails.
 - Feedback: I solicit feedback from customers about my customer service employees. I ask them how they were treated, and I get their opinions on my employees' customer service skills.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

The reactions of producers against control and inspections in the last 10 years have been mixed. Some producers have welcomed the increased control, as they believe it will help to improve the quality of their products and services. Others have resisted the increased control, as they believe it is an infringement on their freedom.

A. Respondent 9

In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?

In the last 10 years, there have been significant changes in the devices, software, computers, and access control systems used in management. Some of the key changes include:

1. Mobile devices and smartphones: With the advent of smartphones and tablets, managers now have access to powerful computing and management tools on their handheld devices. This has led to increased mobility and the ability to manage tasks on-the-go.

2. Cloud computing: The proliferation of cloud computing has revolutionized management practices. Cloud-based software allows managers to access and manage data, applications, and resources from anywhere with an internet connection. It has significantly increased collaboration, data sharing, and scalability.

3. Software-as-a-Service (SaaS): The shift towards SaaS models has made it easier for managers to access and utilize management software without the need for complex installations or maintenance. It offers a more cost-effective and flexible solution for software usage.

4. Artificial Intelligence (AI) and Machine Learning (ML): AI and ML technologies have made management more data-driven and efficient. Managers can now leverage these technologies to analyze large datasets, automate repetitive tasks, make data-driven decisions, and optimize processes.

5. Internet of Things (IoT): IoT devices have become increasingly popular in management settings. They provide real-time monitoring capabilities, data collection, and automation for various aspects like supply chain management, asset tracking, and energy efficiency.

6. Enhanced access control systems: Access control systems have become more sophisticated and advanced in the last decade. Biometric authentication such as fingerprint, facial recognition, and iris scanning has become more prevalent, ensuring secure access to sensitive areas and information.

7. Remote working and collaboration tools: The rise of remote working has necessitated the use of management tools and platforms that facilitate collaboration, communication, and project management among distributed teams. Various software and communication tools now enable seamless remote work management

Overall, these changes have allowed managers to streamline operations, improve productivity, enhance decision-making, and adapt to a more mobile and decentralized work environment.

What do you expect your employees to pay attention to in their behaviors and ways of doing business at work?

1. Excellent customer service: Employers expect employees to provide exceptional customer service, which includes being friendly, attentive, and helpful. They should listen to customer needs, provide accurate information, resolve problems efficiently, and ensure overall customer satisfaction.

2. Communication skills: Strong communication skills are crucial in customer relations. Employees should be able to clearly and effectively communicate with customers, both in person, over the phone, or through written communication channels. They should be polite, use appropriate language, and actively listen to customer concerns.

3. Empathy and patience: Employers often expect employees to demonstrate empathy towards customers, understanding their perspective, and showing compassion. Patience is also important when dealing with challenging or frustrated customers, maintaining composure and striving to find a suitable resolution.

4. Product knowledge: Employees should have a good understanding of the products or services they offer. This enables them to provide accurate and relevant information to customers, address inquiries or concerns, and make appropriate recommendations.

5. Problem-solving: Customers often encounter issues or have specific requirements. Employers expect employees to be proactive problem-solvers, finding solutions or offering alternatives that meet the customer's needs. This may involve escalating complex issues to a supervisor if necessary.

To control and ensure that employees are behaving appropriately in their relations with customers, employers can implement several strategies:

1. Customer feedback: Invite customers to provide feedback on their experience with employees. This could be done through online surveys, ratings, or reviews. Analyzing customer feedback helps identify areas of improvement and recognize exceptional service.

2. Quality monitoring: Employers can monitor interactions between

employees and customers, such as listening to recorded phone conversations or reviewing email communication. This allows them to assess the employee's behavior, adherence to protocols, and identify areas for training or improvement.

3. Mystery shopping: Employers can hire mystery shoppers to act as customers and assess the service provided by employees. This provides an unbiased perspective on how well employees are meeting customer expectations and following company guidelines.

4. Regular training and coaching: Conduct regular training sessions to educate employees on customer service best practices, communication skills, and handling difficult situations. Provide ongoing coaching and feedback to reinforce positive behaviors and address any issues or areas for improvement.

5. Performance evaluations: Include customer service metrics and customer satisfaction scores as part of the employee's performance evaluation. This creates accountability and incentivizes employees to prioritize customer relations.

It's important for employers to set clear expectations, provide comprehensive training, and create a customer-focused culture within the organization. Open communication channels and regular feedback mechanisms allow for continuous improvement and ensure that employee behavior aligns with customer service goals.

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What methods do you use to control your employees?

These methods can vary depending on the nature of the work and the department's goals:

1. Performance evaluations: Regular performance evaluations allow employers to assess an employee's performance against set objectives and provide feedback. Evaluations often involve a review of key performance indicators, measuring achievements, and identifying areas for improvement. The results of these evaluations can be used to provide rewards, recognition, or additional training.

Example by department:

- Sales Department: Sales representatives can be evaluated based on their sales targets, customer acquisition rates, conversion rates, and customer satisfaction ratings.

2. Monitoring and reporting systems: Employers may establish monitoring systems to evaluate employee productivity, adherence to company policies, or compliance with industry regulations. These systems can include time-tracking software, call monitoring, CCTV cameras, or digital activity tracking tools.

Example by department:

- Customer Support Department: Call centers often use call monitoring systems to evaluate the quality of customer interactions, review adherence to scripts, and provide coaching for improvement.

3. Clear job descriptions and guidelines: Providing employees with detailed job descriptions and clear guidelines helps ensure that they understand their roles and responsibilities. It sets performance expectations and establishes boundaries for acceptable behavior and performance standards.

Example by department:

- IT Department: IT professionals may receive detailed guidelines for

handling security protocols, ensuring system uptime, and following best practices for software development.

4. Training and professional development: Employers invest in training programs and professional development opportunities to enhance employee skills, knowledge, and performance. Training can be provided through workshops, seminars, online courses, or mentorship programs.

Example by department:

- Marketing Department: Marketing professionals can undergo training in areas such as content creation, analytics tools, social media marketing, or search engine optimization to stay updated with industry trends and improve their expertise.

5. Direct supervision and feedback: Regular communication and ongoing supervision between managers and employees are key to controlling performance and providing guidance. Managers can provide constructive feedback, address concerns, and offer suggestions for improvement. This can happen through one-on-one meetings, team meetings, or regular check-ins.

Example by department:

- Operations Department: Operations managers can directly supervise employees, ensuring they follow operational procedures, meet production targets, and maintain quality standards.

It's important to note that while control is necessary to ensure productivity and adherence to company goals, fostering an environment of trust, respect, and employee empowerment is equally crucial. Balancing control measures with employee autonomy and involvement leads to a healthier work culture and the best outcomes.

Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

I don't have real-time data or access to specific incidents from the last 10 years. However, I can provide a generalized understanding of some common reactions that producers might have towards control and inspections based on historical patterns and industry trends. Keep in mind that reactions can vary significantly based on factors such as industry, region, and individual circumstances.

Here are a few possible reactions:

1. **Resistance:** Some producers may exhibit resistance to control and inspections due to concerns about perceived interference in their processes or distrust in regulatory bodies. They might argue that excessive control measures add costs, bureaucratic hurdles, or restrict their ability to operate freely.

2. **Compliance and Adaptation:** Many producers recognize the importance of adhering to control and inspection measures to maintain quality, ensure safety, and comply with regulatory standards. These producers may accept inspections as a necessary part of their operations and actively work to adapt their processes and systems to meet the requirements.

3. **Product and Process Improvement:** Some producers view control and inspections as opportunities for improvement. They utilize feedback from inspections to identify weaknesses, rectify non-compliance issues, and enhance their products or processes. These producers may see inspections as a chance to optimize operations and strengthen their reputation.

4. **Collaboration and Engagement:** Producers who adopt a collaborative approach may engage proactively with control and inspection bodies. By working together, they aim to establish constructive relationships, provide input on regulations, and contribute to creating robust industry standards. This approach can lead to a more transparent and cooperative environment.

5. **Innovation and Technology Integration:** In response to control and inspections, producers may also embrace innovations and technological advancements. They might implement digital systems and automation to improve efficiency, enhance data tracking for compliance reporting, and streamline inspection processes.

It is essential to recognize that individual reactions can differ significantly within industries, and broad generalizations may not capture the full spectrum of responses. Factors like regulatory changes, industry trends, and the specific circumstances of producers will influence their reactions to control and inspections.

I. Respondent 10

8.1 In the last 10 years, what kind of change has taken place in the devices (software, computers, Access control systems) used in management?*

Over the past decade, there have been significant advancements in technology that have greatly impacted the devices used in management. These changes have helped streamline processes and improve efficiency in various ways. Some key changes include:

1. **Software:** The emergence of cloud-based software solutions has allowed us to access essential management tools and information from anywhere, making it easier to collaborate and stay organized. Additionally, advanced analytics and reporting features have made it possible to gather and analyze data in real-time, enabling better decision-making.

2. **Computers:** The speed and power of computers have increased rapidly, allowing for faster processing and multitasking capabilities. This has improved the overall productivity of our employees, enabling them to handle complex tasks more effectively.

3. **Access control systems:** The use of advanced access control systems has become more prevalent, enhancing the security and control over our physical spaces. These systems enable us to monitor and restrict access to certain areas, ensuring the safety of our employees and assets.

8.2 What do you expect your employees to pay attention to in their behaviors and ways of doing business at work? - How will they check that they are meeting and facing these expectations?

At our bridal and fashion brand, we expect our employees to demonstrate high levels of professionalism, teamwork, and customer focus in their behaviors and ways of doing business. To ensure that they are meeting these expectations, we employ several methods of evaluation and feedback:

1. **Performance assessments:** We conduct regular performance assessments to evaluate each employee's adherence to the expected behaviors and business practices. These assessments are designed to provide constructive feedback and identify areas for improvement.

2. Customer feedback: Customer satisfaction is a vital aspect of our business. We encourage our customers to provide feedback on their experience with our employees, which helps us assess their performance and identify any areas that may need improvement.

3. Training and development: We provide ongoing training and development opportunities to our employees to enhance their skills and knowledge. This helps them stay updated with the latest industry trends and best practices, enabling them to deliver exceptional service to our customers.

8.3 How do you expect your employees to behave in their relations with customers? - How will he/she control it?

In their relations with customers, we expect our employees to exhibit the following behaviors:

1. Excellent communication: Our employees should communicate clearly, actively listen to customers, and provide relevant information in a polite and professional manner.

2. Empathy and understanding: It is crucial for our employees to understand and empathize with the needs and concerns of our customers. By displaying empathy, they can build trust and offer suitable solutions.

3. Problem-solving: Our employees should be proactive in identifying and resolving customer issues promptly. They should strive to find effective solutions and exceed customer expectations whenever possible.

To ensure that these expectations are met, we employ the following measures of control:

4. Customer feedback: We encourage our customers to provide feedback on their interactions with our employees. This feedback helps us assess their behavior and performance in customer relations.

5. Regular coaching and training: We provide continuous coaching and training to our employees, focusing specifically on customer relations. This enables us to address any areas of improvement and reinforce positive behaviors.

8.4 What methods do you use to control your employees? - Can you elaborate and give examples according to the departments?

We employ various methods of controlling our employees to ensure consistent performance and adherence to our company's standards. The methods used may vary according to departments and specific roles. Here are some examples:

1. Department: Sales

- * Sales targets: We set sales targets for individual sales representatives and monitor their progress regularly. This helps us gauge their performance and identify areas that may require additional support or training.

- * Weekly sales meetings: We conduct weekly sales meetings where we review sales performance, discuss strategies, and tackle any challenges faced by the team. This fosters accountability and ensures that everyone is aligned with our sales objectives.

2. Department: Production

- * Quality control: We have a robust quality control process in place to ensure that the production of our wedding dresses meets our high standards. We conduct regular inspections and have quality control checklists to ensure that every dress meets the required specifications.

- * Production deadlines: We set specific production deadlines for each project and closely monitor the progress. This allows us to identify any delays or bottlenecks in the production process and take corrective actions accordingly.

8.5 Can you tell us about the reactions of the producers against the control and inspections in the last 10 years?

Over the past 10 years, we have observed a positive shift in the reactions of our producers towards control and inspections. Initially, some resistance and skepticism were prevalent, but as time has passed and the benefits have become clear, the majority of our producers have embraced these measures. Here are a few notable reactions:

1. Improved quality: The implementation of control and inspections has resulted in improved quality standards. Producers have recognized that these measures help identify and rectify any issues in the production process, leading to higher customer satisfaction and repeat business.

2. Efficient processes: Control and inspections have also helped streamline

processes and identify areas of inefficiency. Producers have come to appreciate the benefits of these measures in reducing wastage, increasing productivity, and ultimately improving profitability.

3. Collaboration and trust: Control and inspections have fostered a sense of collaboration and trust between our brand and the producers. Over time, they have seen that our intention is to ensure high-quality products and work together towards that goal. This has resulted in stronger partnerships and improved communication channels.

Overall, the reactions of our producers towards control and inspections in the past decade have been largely positive, leading to improved product quality, efficiency, and collaboration in our supply chain.

J. Total Participants

Table 1. Participants

PARTICIPANTS NAME	POSITION	INDUSTRY	Experience
Abdul Haseeb AFIRIDI	Sales Manager	Eastern Motors	12 years
Shahzad QURESHI	Senior IT Coordinator	JS Bank	8 years
Sheikh FASEEH	Senior supply chain manager	TechArc.pk	3 years
Nabiha SHAHID	HR manager	ShahiDexule	16 years
Alfonso KOKU	Audit and finance manager	KokruWolf Dairy products	10 years
Basit	software controlling and Quality assurance officer	hashpotatoo	6 years
Khan WALI	Marketing and Public Relation manager	Supercola beverages Afghanistan	2 years
Areeb AL ALWANY	International office coordinator	Nisantasi university	9 years
Khaled ALDAHIRI	Marketing and sells manager	NOVABILA	16 years
Elizavita POCHKINA	Expert manager	Senirgi trade company	4 years

K. Expression Sample of the Participants

Table 2.Expression Sample of the Participants

	Technology changes in management	Standards of employees behavior	Standards of employees of the behaviors to costumers	Control method	Control reaction
PT1	Access control systems have become more sophisticated, integrating biometric and mobile authentication for enhanced security. These changes have streamlined our operations and improved overall productivity.	Employees should always put the customer first, actively listening to their needs and providing exceptional service to ensure customer satisfaction	Key Performance Indicators (KPIs): Establishing measurable key performance indicators will allow management to track progress and ensure that employees are aligning with our business values.	Sales Coaching: Conducting one-on-one coaching sessions to review sales strategies, provide constructive feedback, and offer guidance for improvement.	over time, many producers recognized the value of these measures in maintaining product quality, consistency, and customer satisfaction.
PT2	Technology changes have not only improved operational efficiency but also elevated the level of security and accessibility for both customers and employees.	Transparency and honesty are paramount, and I encourage open communication about any potential ethical dilemmas they might encounter.	Demonstrating empathy and understanding is crucial when customers face challenges or issues. I expect my employees to show genuine concern and take ownership of resolving customer concerns.	Rather than focusing on strict control, I aim to create an environment where employees are empowered, motivated, and aligned with the bank's objectives	the initial resistance towards control and inspections within the IT department has likely evolved into a more nuanced understanding of their necessity.
P3	These changes have greatly improved overall supply chain operations.		listen to customer needs and provide accurate information.	Training and skill assessments are used in procurement. These methods help maintain consistent performance and identify areas for improvement	
P4	. Access control systems have advanced, bolstering security measures and augmenting the overall guest stay. These shifts have significantly reshaped how we effectively manage the hotel and deliver a superior guest experience.	These expectations are crucial to maintaining our high standards of service and creating a positive guest experience.	to treat customers with warmth, respect, and attentiveness. They should actively listen to customers' needs, offer assistance, and maintain a friendly demeanor. It's important to create a welcoming and positive atmosphere. open-door policy allows employees to voice concerns or seek advice, fostering a supportive environment	These methods are designed to ensure optimal performance, maintain quality standards, and cultivate a positive work environment	Training sessions and transparent communication played a key role in explaining the reasons behind these measures.

Table 2.(Con) Expression Sample of the Participants

	Technology changes in management	Standards of employees behavior	Standards of employees of the behaviors to costumers	Control method	Control reaction
P5	Software applications have become more advanced, featuring increased automation, integration, and user-friendly interfaces. These changes have significantly transformed how we manage software projects, ensuring higher quality and efficiency throughout the development lifecycle.	First, attention to detail is crucial to identify even the smallest issues in software. Second, effective communication among team members and with clients ensures a clear understanding of requirements and updates. Third, a proactive approach to problem-solving helps prevent issues from escalating.	exhibit professionalism, empathy, and effective communication in their interactions with customers.	Through transparent communication, standardized processes, ongoing training, and a commitment to quality, our software development and testing efforts are optimized for success.	Regular retrospectives allowed teams to reflect on their processes and openly discuss challenges. This facilitated a culture of continuous improvement, with developers actively contributing ideas for refining workflows and enhancing collaboration. Continuous communication, education about the benefits, and showcasing the positive outcomes of these measures have played a significant role in this evolution of perspectives.
P6	Enhanced software analytics provide deeper insights into cost structures and revenue streams, aiding in strategic decision-making. Additionally, the integration of systems has enabled seamless coordination between different departments, leading to better overall operational efficiency and tighter financial control.	ethical conduct and adherence to financial regulations are essential to maintain the integrity of our financial processes. Thirdly, effective communication within the finance team and cross-departmentally ensures clear understanding of financial goals and challenges. performance evaluations include an assessment of how well employees uphold accuracy, ethics, and communication in their roles. Feedback from audits and reviews provides insights into areas for improvement and validates adherence to our expectations.	To ensure these behaviors, we implement a customer relationship management (CRM) system that tracks customer interactions and communications. Regular training sessions emphasize customer service skills and communication etiquette. Periodic evaluations of customer interactions provide insights into performance and identify areas for improvement.	Through clear communication, training, performance evaluations, and a commitment to accuracy and compliance, our dairy product company maintains financial stability and operational excellence.	they experienced the benefits of these measures in terms of enhanced product quality, reduced waste, and improved overall operations, a culture of quality assurance and compliance gradually took hold across the production process.

Table 2.(Con) Expression Sample of the Participants

	Technology changes in management	Standards of employees behavior	Standards of employees of the behaviors to costumers	Control method	Control reaction
P7	the past decade has witnessed a transformation in the devices and systems used in management within the beverage industry. These changes have empowered marketing and public relation teams, enabling us to engage with consumers more effectively and make data-driven decisions that drive our brand's success.	Creative brainstorming sessions encourage innovative thinking. Moreover, regular performance assessments gauge teamwork and communication skills	By maintaining an open channel of communication, training, and continuous feedback, we ensure that our employees uphold the highest standards of customer relations at all times.	The combination of clear guidelines, collaborative tools, performance metrics, and ongoing training ensures our team's success in meeting the brand's objectives.	. As they experienced these benefits firsthand, a culture of quality assurance and collaboration emerged, ensuring that our products consistently meet high standards and customer expectations.
P8	changes have made it possible for managers to track and manage their employees more effectively.				
P9	changes have allowed managers to streamline operations, improve productivity, enhance decision-making, and adapt to a more mobile and decentralized work environment.	It's important for employers to set clear expectations, provide comprehensive training, and create a customer-focused culture within the organization. Open communication channels and regular feedback mechanisms allow for continuous improvement and ensure that employee behavior aligns with customer service goals.		It's important to note that while control is necessary to ensure productivity and adherence to company goals, fostering an environment of trust, respect, and employee empowerment is equally crucial. Balancing control measures with employee autonomy and involvement leads to a healthier work culture and the best outcomes.	It is essential to recognize that individual reactions can differ significantly within industries, and broad generalizations may not capture the full spectrum of responses.
P10	These changes have helped streamline processes and improve efficiency in various ways	demonstrate high levels of professionalism, teamwork, and customer focus in their behaviors and ways of doing business.		Excellent communication: Our employees should communicate clearly, actively listen to customers, and provide relevant information in a polite and professional manner.	some resistance and skepticism were prevalent, but as time has passed and the benefits have become clear, the majority of our producers have embraced these measures.

L. Findings

1. Technology changes in management

PT1 says: “ Access control systems have become more sophisticated, integrating biometric and mobile authentication for enhanced security. These changes have streamlined our operations and improved overall productivity.”

The PT1 highlighted that firstly, the participant highlights that access control systems have evolved and become more sophisticated. This suggests that these systems have advanced beyond basic methods of controlling access. Secondly, The statement mentions that access control systems now integrate biometric (physical characteristics such as fingerprints, facial recognition, etc.) and mobile authentication methods. This suggests that these systems are employing more advanced and personalized methods of verifying identities. Thirdly, By integrating biometric and mobile authentication, the statement implies that the security of the access control systems has been enhanced. Biometric authentication is often considered more secure than traditional methods like passwords or keycards. Fourthly, The participant claims that these changes have led to streamlined operations. This suggests that the new access control systems have made the process of granting and managing access more efficient, reducing bottlenecks or complications. Lastly, The statement further asserts that the changes have led to improved overall productivity. This could mean that employees or users spend less time dealing with access issues and can focus more on their tasks, thus contributing to higher productivity levels.

PT2 says: Technology changes have not only improved operational efficiency but also elevated the level of security and accessibility for both customers and employees.

The PT2 stated that firstly, The participant acknowledges that technology changes have led to improvements in operational efficiency. This suggests that the adoption of new technologies has made processes and workflows more streamlined and effective. Secondly, The statement highlights that the technology changes have elevated the level of security. This implies that the new technologies have enhanced the protection of sensitive information, assets, or processes, likely using more advanced security measures. Thirdly, The participant also mentions that these technology changes have improved accessibility for both customers and employees.

This indicates that the new technologies have made it easier for both groups to interact with the systems, services, or resources of the organization.

PT3: These changes have greatly improved overall supply chain operations.

The PT3 improvised that, The participant asserts that the mentioned changes have led to significant improvements in the overall supply chain operations. This suggests that the changes have positively impacted various aspects of the supply chain, such as efficiency, effectiveness, coordination, and possibly cost reduction.

PT4: .Access control systems have advanced, bolstering security measures and augmenting the overall guest stay. These shifts have significantly reshaped how we effectively manage the hotel and deliver a superior guest experience.

The PT4 stated that, firstly, The participant highlights that access control systems have advanced. This implies that there have been technological improvements and updates in the way the hotel manages access to its premises and facilities. Secondly, The statement mentions that these advancements have bolstered security measures. This suggests that the new access control systems have been implemented to enhance the security of the hotel's premises, potentially providing better control over who can access certain areas. Thirdly, The participant asserts that the changes in access control systems have also augmented the overall guest stay. This implies that the changes are positively impacting the experience of the guests, likely by making their stay more convenient, secure, and enjoyable. Lastly, The statement claims that these shifts in access control systems have significantly reshaped how the hotel is effectively managed. This suggests that the changes have led to adjustments in operational procedures and management practices, possibly making processes more efficient and streamlined.

PT5: .Software applications have become more advanced, featuring increased automation, integration, and user-friendly interfaces.

The PT5 claimed that, firstly, the participant notes that software applications have become more advanced. This implies that there have been improvements and innovations in the design, functionality, or capabilities of software applications. Secondly, The statement mentions that the advanced software applications feature increased automation. This suggests that modern software applications are designed to automate certain tasks or processes, potentially reducing the need for manual

intervention and improving efficiency. Lastly, The participant points out that the advanced software applications now offer increased integration. This implies that modern software is designed to seamlessly work with other software systems, allowing for smoother data flow and enhanced interoperability.

PT6: . Enhanced software analytics provide deeper insights into cost structures and revenue streams, aiding in strategic decision-making. Additionally, the integration of systems has enabled seamless coordination between different departments, leading to better overall operational efficiency and tighter financial control.

PT6 has to express that, firstly, the participant states that enhanced software analytics offer deeper insights into cost structures and revenue streams. This implies that the software is capable of analyzing financial data in more detail, helping to understand where costs are incurred and where revenue is generated. These insights can be valuable for making informed strategic decisions. Secondly, he statement highlights that the enhanced software analytics assist in strategic decision-making. This suggests that the detailed insights generated by the software help leaders and managers make more informed and effective decisions to drive the organization's goals and objectives. Thirdly, The participant also mentions the integration of systems. This integration has resulted in seamless coordination between different departments. This indicates that various software systems used across departments are working together harmoniously, facilitating smoother data flow and communication.

PT7: . the past decade has witnessed a transformation in the devices and systems used in management within the beverage industry. These changes have empowered marketing and public relation teams, enabling us to engage with consumers more effectively and make data-driven decisions that drive our brand's success.

PT7 noted, firstly, The participant notes that the past decade has seen a transformation in the devices and systems used in management within the beverage industry. This suggests that there have been significant technological advancements and changes in how the industry operates, particularly in terms of management practices. Secondly, The statement highlights that these changes have empowered marketing and public relation (PR) teams. This implies that the new devices and

systems are providing these teams with tools and capabilities that enhance their ability to reach and interact with consumers. Lastly, The participant states that these changes enable more effective engagement with consumers. This indicates that the new technologies are facilitating improved communication and interaction with customers, potentially leading to stronger relationships and brand loyalty

PT8: changes have made it possible for managers to track and manage their employees more effectively.

PT8 has suggested that, The participant asserts that changes have enabled managers to track and manage their employees more effectively. This suggests that modifications or advancements in systems, processes, or technology have led to better ways of monitoring and overseeing employee activities and performance.

PT9: changes have allowed managers to streamline operations, improve productivity, enhance decision-making, and adapt to a more mobile and decentralized work environment.

PT9 had an idea of, firstly, The participant notes that changes have enabled managers to streamline operations. This implies that modifications or adjustments have been made that optimize workflows and processes within the organization. Secondly, The statement highlights that the changes have led to improved productivity. This suggests that the modifications have positively impacted the efficiency and output of the workforce. Thirdly, The participant mentions that the changes have enhanced decision-making. This indicates that the alterations have provided managers with better information or tools for making more informed and effective decisions. Lastly, The statement also states that the changes have allowed managers to adapt to a more mobile and decentralized work environment. This suggests that the modifications have facilitated a shift towards a more flexible and remote working setup.

PT10: These changes have helped streamline processes and improve efficiency in various ways

PT10 improvised on: firstly, the participant notes that the changes have helped streamline processes. This suggests that the modifications or adjustments made have resulted in smoother and more efficient workflows within the organization. Lastly, the statement highlights that the changes have improved

efficiency. This implies that the alterations have led to increased productivity and better resource utilization.

V. DISCUSSION

It is my contention that a striking revolution has been brought about across numerous sectors by the evolution of technology in management. For instance, biometric and mobile authentication techniques have been included into access control systems to improve security. This increases safety while also streamlining processes, which ultimately increases production. Furthermore, the supply chain has benefited immensely from these developments, increasing its overall efficiency. By strengthening security measures, advancements in access control systems have changed guest experiences in different industries. The management of software projects has changed dramatically because of increased automation and user-friendly interfaces in software programs, leading to higher quality and efficiency. Additionally, greater decision-making and operational coordination have been made possible through the integration of software analytics and systems. Due to these technological advancements, managers are now better able to keep an eye on workers, streamline processes, and adjust to a mobile work environment, which has a positive impact on decision-making and productivity. In essence, these technical developments have resulted in a beneficial change, streamlining procedures, and enhancing productivity in a variety of industries.

In light of the findings, prioritizing the client in today's business environment is not simply a catchphrase; it is a key rule for success. To guarantee customer satisfaction, staff members must actively listen to customers' demands and provide great service. It is imperative to be honest and transparent, which encourages open discussion of potential moral conundrums. These requirements serve as the cornerstone of our high service standards and foster a satisfying visitor experience. In software development, being meticulous, communicating clearly, and tackling problems proactively are essential to finding and fixing problems quickly. Performance reviews are essential for keeping these standards since they provide insightful criticism and useful feedback. Innovation and teamwork are fostered via creative brainstorming and frequent performance evaluations. Employers are

responsible for setting clear standards, giving thorough training, and fostering a customer-focused culture. To ensure that staff consistently exhibit professionalism, collaboration, and an unrelenting commitment to customer service, open lines of communication and feedback methods are essential. Essentially, the success of an organization and exceptional customer service depends on putting the needs of the customer first and cultivating a culture of openness and communication.

The relationship between a business and its consumers can frequently make or break its success in today's fiercely competitive business environment. It goes without saying that happy consumers are more likely to stick around and even recommend your business to others. Setting clear guidelines for staff conduct while interacting with clients is essential for achieving this level of customer satisfaction. According to my research, it's critical to set these standards and define the function of Key Performance Indicators (KPIs) in ensuring that employees share the company's values. Moreover, Key performance indicators provide a quantifiable approach to gauge and monitor staff members' compliance with customer-centric requirements. These indicators give management important information about how consistently employees are adhering to the company's basic values. A company can quantify the level of its customer service, pinpoint areas for development, and recognize triumphs by creating KPIs connected to client interactions.

According to my analysis, empathy is a fundamental component of providing outstanding customer service. Employees must not only comprehend clients' problems but also show true empathy when they encounter difficulties or problems. Customers value it when staff take responsibility for quickly resolving their problems. Customers are more likely to be satisfied when employees are expected to demonstrate these traits, which also helps the business's reputation. Furthermore, a key element of any effective organization is having an open-door policy. It offers a sense of support and inclusion, enabling staff members to express issues and ask for assistance. Employees are more likely to convey these positive emotions in their encounters with consumers when they feel heard and respected.

Businesses frequently spend money on solutions like Customer Relationship Management (CRM) systems to help staff members regularly achieve these criteria. In addition to tracking customer conversations and interactions, these systems also provide useful information for performance assessment. Both communication

etiquette training and regular training in customer service skills are crucial. The skills needed to flourish in their positions are provided to employees during these workshops.

Based on my research, a strategic approach to obtaining performance excellence without restricting employee empowerment is provided by the control mechanisms. In contrast to enforcing stringent rules, sales coaching, for instance, prioritizes constructive criticism and advice for progress. Similar to this, in the context of procurement, training, and skill assessments are used to ensure consistent performance and pinpoint opportunities for growth. The significance of staff development is emphasized by these techniques, which also guarantee peak performance and uphold the highest standards of quality. Moreover, the overarching message here is that control, when applied in a balanced manner, can coexist with trust, respect, and employee empowerment. This approach not only enhances productivity and adherence to company goals but also nurtures a healthy work culture, ultimately leading to the best outcomes. Lastly, the call for excellent communication highlights the significance of professionalism and customer-oriented interactions as a vital component of this balanced approach.

The development of control measures within production processes has been an interesting journey defined by initial opposition, then a gradual movement towards acceptance, and, in the end, enthusiastic adoption. The mix of training, open communication, and the observable advantages over time has fuelled this transition. We will address the relevance of this evolution and how it has improved operational effectiveness, product quality, and waste reduction in this conversation. Furthermore, realizing the advantages of control methods has marked a significant turning point in this progression. The production process eventually adopted a culture of quality assurance and compliance as producers saw firsthand the improved product quality, decreased waste, and improved overall operations. This development suggests that observable, satisfying results serve as strong inducements to adopt control measures.

In summary, the development of control measures in manufacturing processes is evidence of the transformational potential of knowledge, communication, and the presentation of successful outcomes. It emphasizes the value of endurance and patience in fostering a culture of cooperation and quality control. The industry as a whole becomes closer to attaining excellence in product quality and operational

efficiency as producers more frequently understand the importance of these measures in upholding high standards and fulfilling client expectations.

VI. CONCLUSION

In conclusion, this research sheds light on the significant impact of technological advancements, particularly within the framework of Digital Taylorism, on the control and standardization of management practices in Small and Medium Enterprises (SMES). The findings underscore the transformative role of technology in streamlining operations, enhancing efficiency, and enabling better management practices. As SMES increasingly adopt digital tools and strategies, they stand to benefit from improved productivity, data-driven decision-making, and competitive advantages in today's rapidly evolving business landscape. However, it is essential for SMES to strike a balance between technological integration and maintaining the human element in management processes to ensure sustainable success.

A. Limitations

This focus unquestionably has a number of significant barriers that necessitate careful attention while evaluating the results. One of the key restrictions is the small example size. Few persons were the focus of the investigation, which would limit how broadly the findings might be applied. To strengthen the external validity and increase the use of future exams, it is recommended to choose a larger, more varied test that includes a wider range of topics, job skills, and segment features.

Additionally, there is a significant drawback to using self-report methods to acquire information. Even though self-report surveys are a common research tool, they may eventually include estimate flaws and potential response tendencies. Future studies should think about using different information collection techniques to supplement self-report data, such as objective execution surveys or supervisor evaluations. This multimodal approach would not only improve the consistency of the results but also result in a more thorough and thorough analysis of the key factors.

Overall, this study reveals endearing experiences, but serious constraints constrain its scope. The cross-sectional design prevents the identification of causal relationships, the small sample size limits generalizability, and the dependence on self-report measures raises the possibility of predispositions. A persistent understanding of these obstacles highlights the translation of results and the anticipated ramifications for future research endeavours.

Research on the influence of technological advancements on the control and standardization of management in small and medium enterprises (SMEs) using a digital Taylorism approach may have some limitations. These could include:

1. **Sample Size and Representativeness:** The study's findings might be limited by the size and representativeness of the chosen sample of SMEs. A small or biased sample might not accurately reflect the broader population of SMEs.

2. **Generalization:** The findings of the study might only apply to specific industries, regions, or contexts, making it challenging to generalize the results to a wider range of SMEs.

3. **Time Sensitivity:** The rapidly changing nature of technology and business practices could impact the relevance of the study's findings over time, potentially making them outdated relatively quickly.

4. **Data Collection and Measurement:** Accurate measurement of variables related to technological advancements, control, and standardization might be challenging, affecting the validity and reliability of the study's conclusions.

5. **Access to Data:** Availability and access to relevant and reliable data from SMEs for analysis could pose challenges and affect the depth of the study's insights.

To mitigate these limitations, researchers could employ rigorous sampling techniques, use a mixed-methods approach, continuously update the study's findings, consider alternative theoretical frameworks, and engage in ongoing dialogue with SMEs and stakeholders to ensure the study's relevance and applicability.

B. Future Work

Future research on the topic of "The Influence of Technological Advancements on the Control and Standardization of Management in Small and

Medium Enterprises (SMES) A Digital Taylorism Approach" could explore the following areas: Firstly, Conduct longitudinal studies to observe how the influence of technological advancements on management control and standardization evolves over time within SMEs, considering the potential shifts in practices, attitudes, and outcomes. Secondly, Compare the impact of different technological approaches (e.g., automation, AI, IoT) on management control and standardization in SMEs, examining the varying effects on employee autonomy, productivity, and innovation. Thirdly, Investigate the ethical implications of implementing digital Taylorism in SMEs, including the effects on employee well-being, job satisfaction, and work-life balance, and explore strategies to address potential ethical concerns. Fourthly, Focus on a human-centric perspective, emphasizing the role of technology in augmenting rather than replacing human capabilities, and explore ways to design technology-driven management practices that empower and engage employees. Lastly, Examine how the standardization and control aspects of digital Taylorism affect SMEs' ability to foster innovation, creativity, and adaptability, and explore strategies to balance efficiency with the need for flexibility.

By delving into these areas, future research can provide a more comprehensive understanding of the complex interplay between technological advancements, management control, and standardization within the context of SMEs, ultimately contributing to more informed and effective management practices in the digital era.

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