CHAPTER 3:

APPLICABILITY OF EVIDENCE-BASED MANAGEMENT IN BUSINESS

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INTRODUCTION

In order to manage organizations more effectively and successfully, new management models are emerging and the development of these models is rapidly increasing. However, when these management models are examined, popular concepts are preferred rather than researching on organizational problems and solutions (McGill, 1988). Without research results, many fashion models and concepts introduced and marketed by managers, consultants and gurus have been proposed (Burnes, 1992). These models were updated and continued to be used. Turkey has also formed a similar stream that is the greatest evidence of "guru discourse" (Özen, 1999). Especially the management techniques that were founded in the U.S. were used in Turkish academic literature (Özen, 2002) and by Turkish organization management without questioning and proof of application. Due to the increase in fashion concepts in the field of management, researchers take less responsibility for the evaluation and development of different organizational models. Rather than attempting to explain and predict the consequences of managerial action, research efforts have been limited to understanding the different aspects of organizational life. Consecutive models such as centralization, strategic planning, decentralization through the objectives, competition and cooperation, total quality management and business process reengineering were applied.

Because of the increasing importance of organizational performance, especially the managers of the health sector and social

service policymakers, who are financing the sector, started to look for new organizational models and management techniques to reduce costs (Shortell, 2006). In this context, evidence-based practices offer a range of methods to politicians and managers in social work. Evidence-based practices are mostly applied to improve the quality of patient care in the health sector (Aarons, Hurlburt, and Horwitz, 2011; Aarons, Ehrhart and Farahnak, 2014). However, as evidence-based practices are a new topic, empirical studies have not been fully examined to reveal the advantages and disadvantages of social service institutions and managers (Briggs and McBeath, 2009: 244). Although there is a growing interest in the implementation of evidence-based practices (EBPs) in the organizational settings, there are also gaps as to how to implement EBP in the organizational structure (Aarons et al., 2014).

Therefore, the aim of this chapter is to provide some sort of information about the changes that should be realized during the implementation of the evidence-based management practices in the health and social services sectors, and the implementation of these practices in other organizations. For this purpose, in this chapter, it is tried to explain the origin of evidence-based practices and the main difficulties encountered in integrating this concept in social service institutions. Thus, by including the best evidence practices in the decision-making processes of organizations, a solution is sought about how quality and effective management should be in place.

1. Why is evidence-based practice needed?

The evidence-based management approach has first begun with the implementation of organizational and managerial changes in the health sector. It has emerged in the 1970s in the field of health, and it was noted that health care decisions should be based on evidence, not on experience and intuition. This practice has begun with the recommendations of Archie Cochrane, a British doctor, and later it was used in 1992 for the education and training of medical students and for the solution of clinical problems (Estabrooks, 1999; Kocaman, 2003).

Inspired by the evolution of Evidence Based Medicine, many researchers have started to query for empirical evidence on the efficiency and effectiveness of different organizational models. Many health managers and policymakers have begun to demand more scientific evidences to prove their decisions on organizational design (Axelsson, 1998). However, the implementation of empirical findings of the researchers by the managers have led to criticism and confrontation by the healthcare workers. To manage health expenditures more effectively and efficiently, as well as the transparency of public resources has created this entailment. In conclusion, the reasons why evidence-based practices have gained importance arose from the necessity of responding to political, financial and accountability-related principles (Briggs and McBeath, 2009: 244).

The tendency of managers not to change their existing administrative practice habits increases the need for an evidence-based management approach. Even if a new and different situation is

encountered, the managers tend to maintain the current situation because adaptation to the models proposed by consultants requires effort and time. However, this situation leads to incomplete and incorrect decisions and may decrease in performance (Pfeffer and Sutton, 2006). The evidence-based management approach enables action to be taken on predetermined evidence for policymaking and decision-making.

2. Evidence-based practice

The concept of evidence is defined as information based on scientific evaluations as it is an applied field used by employees and managers in the applied health sector (Şenyuva, 2016). Evidence-based practices are clinical-based processes and health interventions that include the process of reviewing, evaluating, and deciding on the basis of research evidence for treatment and various practices (Arslan, Şener & Küçük, 2015; Aarons et al., 2016; Aarons and Sommerfeld, 2012: 423). Evidence-based practice is a concept in which the best research evidence is obtained through systematic research and is thought to be formed by the integration of personal experiences gained with clinical practice and patient's preferences and values.

Evidence-based management is defined as the conscientious, clear and reasonable use of the best available judgment and experience when it comes to making strategic decisions about organizational activities (Kovner, Elton and Billings, 2000; Briggs and McBeath, 2009: 244). In this sense, it is a method that supports effective decision making. It examines different approaches to management decision-

making rather than a uniform management style (Briner, Denyer and Rousseau, 2009). This perspective has brought about changes in the role of middle management as well as senior management in organizations. It is seen that middle-level management has a significant effect on improving organizational performance rather than senior management. Accordingly, the roles of mid-level managers, implementing evidence-based practices, are important as key strategic actors (Dopson and Fitzgerald, 2006).

The adoption, implementation, and maintenance of evidence-based practices have become increasingly important for healthcare organizations (Proctor, 2007) and have improved the quality of care of patients and the accuracy of patient outcomes (Aarons et al., 2014). This method has some features such as the use of scientifically validated clinical interventions, regular data collection, recommending effective methods of cost-effectiveness by organizations and legislators, implementing social services and making them more transparent (Johnson and Austin, 2006). Evidence-based practical principles are widely used to organize service quality and management, particularly in general health, mental health, substance abuse, medical-related fields, and other similar sectors (Gray, 2001; Newhouse, 2006). Improving care costs and quality, increasing the number of correct care activities, standardizing patient care, increasing patient and nurse satisfaction and increasing confidence in health personnel are the reasons for the evidence base of patient care practices in the health sector (Jennings, 2000). Evidence-based practices provide a mechanism to improve the quality of managerial decision-making and problem

solving by clarifying how they use the information to make strategic decisions.

The review of the scientific literature combined with the views obtained from clinical practices in the development and implementation of evidence-based clinical practices yields a concrete conclusion. By making recommendations from these results, more accurate decisions can be made about patient care and standard practices can be provided by reducing the differences in the provision of health services (Grol, 2001). The sustainability of evidence-based practices is important in terms of not wasting the investments made for these practices and their positive effects on public health. In this sense, leadership is proposed as a key factor of practice and sustainability (Aarons et al., 2016). The consumer preference of the organizations performing these practices may increase by establishing this practice culture and specialization about the method within the organization.

3. Models for evidence-based management

So far, although they are frequently used by clinical and front-line employees, evidence-based practices have been considered to be applied in the field of general management. Despite the fact that there is no comprehensive study on the extent to which it is used in management, evidence-based management is supposed to have important contributions in increasing the effectiveness of organizational leadership (Williams, 2006). The leader or manager of an organization plays an important role in the process of identifying

searchable questions, collecting and reviewing evidence, selecting appropriate interventions, and organizing the process. However, there is not enough models to guide managers who want to comply with evidence-based programs in the organizational environment (Briggs and McBeath, 2009: 244).

Roshanghalb, Lettieri, Aloini, Cannavacciuolo, Gitto, and Visintin (2018) have made significant contributions in the field of evidence-based management in health care. Roshanghalb et al. (2018) classified the studies in the literature according to a fixed "process" perspective as an input-process-result model. They examined the practices in the evidence-based management approach with a utilitarian approach in four main logics. These are decision-makers (evidence users), management practices or decisions (results), types of analysis and tools (processes), and sources of evidence (inputs). As a result, the logic of past studies sheds light on future studies. Practitioners can benefit from a "process" perspective to consolidate and share best practices for evidence-based management.

Martelli and Hayirli (2018) observed that scientists do not know what the best evidence actually is and cannot make progress in terms of results. They argue that the concept of the best possible evidence has three basic dynamic keys, such as rank, fit and variety, and that these three keys are a possible solution and way out. It assumes that the evidence generated by certain processes are a higher rank than the evidence generated by other processes supported by real claims. Second, "fit" evaluates the best case in terms of the consistency between the current situation and the evidence compiled for it. Finally,

"variety" assumes that the best evidence can be produced by enabling the exposition and reconciliation of broad types of information among individuals. Accordingly, they claim that the best evidence in the field of health can be produced not only by rank and fit but also by variety.

There are three general evidence-based management models proposed in the literature on business, nursing and health care management (Briggs and McBeath, 2009).

The first evidence-based management model uses a five-step process to guide managerial decision-making in the culture of learning and innovation (Briggs and McBeath, 2009: 246). The first is to identify a questionable question about a problem or issue (for example, what factors lead to employee retention in their organizations?). The second is to collect and examine the evidence about the question. Third, it is necessary to assess the scientificness of each evidence and the logical consistency between the collected evidence. The fourth stage is the summarizing and editing of this evidence. Finally, it is to ensure that managers learn from this process and integrate them into the decision-making process.

The second evidence-based management model develops the five-stage process described above. This decision-making model; it includes the determination of a problem, decision, weights to criteria, development of alternatives, implementation of the alternatives, and evaluation of the effectiveness of the decision. This decision-making model helps managers identify the causes of problems and alternatives in solution development and implementation, and includes continuous

monitoring and evaluation activities (Briggs and McBeath, 2009; Robins and DeCenzo, 2004).

The third model includes a four-stage program similar to the total quality management model. This model comprises the steps of making small organizational changes, observing the effects of managerial changes, defining what is learned and examining the process. The success key of total quality management is not only a technique but also the ability of executives to reach the employees in addition to the philosophy of continuous development adopted by the organization. Data from this approach are compared with data from other organizations (Briggs and McBeath, 2009). When this model is used with the benchmark technique in the form of causality, it can show the basic logic behind the best performers, why and how it works (Pfeffer and Sutton, 2006: 5). The organization needs to determine whether there are steady logic and sufficient evidence before proceeding to benchmarking.

Despite the differences and specificity of the number of stages, there are three basic similarities between these models. First, models emphasize skepticism, empiricism and critical thinking and require the manager to model the process of collecting and using evidence to make strategic decisions. Evidence-based practices can, therefore, be seen as a rejection of the dogmatic and unscientific approach for managerial decisions (Briggs and McBeath, 2009; Kovner and Rundall, 2006). As a result, each model is applied to improve decision-making by using research, information gathering, and alternative management strategies. Using one of these models, managers will be able to make more

informed and transparent decisions from other managers by collecting information, critically examining the best alternatives, and systematically examining the logical options (Newhouse, 2006). Second, evidence-based management provides a framework to help managers clarify the general problems faced by the organization and gather important evidence. Finally, each model is a proposition that encourages more research and information gathering, developing decision-making through determining and evaluating alternative managerial strategies to resolve the conflict of interest between individuals or organizations. In addition to systematic assessment of appropriate options, the best available evidence collection, and critical review, it is believed that managers make more informed and more transparent decisions without bias than their counterparts (Newhouse, 2006).

4. Problems in adapting evidence-based practices to management

It is considered that this process is not used much in management decisions or implementations are not effective. This is due to the fact that, even in simple and routine applications, there is a need for learning and it is an expensive learning method. Leaders can have a positive and negative effect on accelerating change and innovation. For this reason, leadership is regarded as a key element that provides and facilitates a positive climate of management within an organization in creating innovative and positive attitudes towards evidence-based practices. Both current management models and leadership theories emphasize

the importance of leadership in supporting evidence-based practices (Aarons et al., 2014; Aarons et al., 2016).

Some studies have shown that managers are responsible for interpreting research evidence, applying this evidence to organizational contexts, and making practical decisions about research (Kyratsis, Ahmad & Holmes, 2012). Leaders also need to be trained and involved in practices at different organizational levels. It is thought that leadership can affect the attitudes and behaviors of the employees in the adaptation and use phase of evidence-based practices. There are studies showing that management support is a strong predictor of a positive implementation climate for evidence-based practices (Klein, Conn & Sorra, 2001). Therefore, there is a need to identify these behaviors that leaders can implement to create a strategic evidence-based practical climate in organizations and to facilitate the implementation and maintenance of evidence-based practices.

Pfeffer and Sutton (2006) define the concept of evidence-based management as the initiation of a proven management movement in their organizations. They also mentioned the practices that should be included in the organization in order to realize these management practices:

1. Demand evidence. Whenever an employee makes an important and realistic claim to you within the organization, ask for data to support it.
2. Examine the logic. The reason behind the evidence presented to the manager should be searched for by comparing the reasons and effects.

3. Encourage exercising. Managers need to encourage practices and experiments to test the applicability of proposed strategies.

4. Strengthen continuous learning. When managers continually increase their knowledge, they get more reliable evidence for decision-making. It is important to allocate resources to employees gathering, investigating and observing evidence about the causes and potential solutions to organizational problems.

Aloini et al. (2018) argue that evidence-based management makes important contributions to performance improvement in health organizations. Although evidence-based management is not a new concept, the claim that it must foster management practices and decisions through the systematic use of different evidence is new. In this context, Aloini et al. (2018) contends that theories and practices have a new and different approach to performance development should be applied and considered in the field of management. Evidence-based management should be grounded and informed on rational, transparent and rigorous evidence that can help managers discover and evaluate their judgments and practices, the pros and cons of various alternatives.

Managers who want to adopt evidence-based practices to organizations can face important problems such as finding organizational resources, training employees, building an evidence-based organizational culture, expanding the collection and use of various types of evidence. In particular, the fact that business science is an extension of social sciences and having a positivist point of view suggests how to use non-quantitative data as well as quantitative data. Each of these problems can cause difficulties for social service

institutions and managers. These problems are discussed below (Briggs and McBeath, 2009):

1. Resource requirement: Reporting that can be done in an electronic environment and developments in customer databases increased the knowledge and technology competencies needed by managers. Because of, evidence-based practices can further enhance the knowledge and competence of managers (Oster, 1995). Since some managers already think they have an excessive workload, they may see evidence-based practices as unnecessary and see them as an additional job added to their professional responsibilities. In addition, time spent finding and evaluating studies, reports and other evidence from literature research may increase. Many managers complain that in practice there is not enough time to evaluate the evidence. Being involved in gathering information on evidence-based practices can reduce the time managers need to assign to other tasks and responsibilities. The financial costs of evidence-based practices are not known. Particularly for large scale organizational studies, there is no basis for collecting evidence since financing cannot be provided (Sauerland, 1999).

2. Personnel and organizational issues: Some employee-related factors may affect managers' use of evidence-based practices. First of all, when applying evidence-based practices, it requires managers to ask for searchable questions, to be able to conduct research electronically and to be able to make critical evaluations of evidence (Newhouse, 2006). In this sense, evidence-based

practices may be more appropriate for some organizational environments and cultures (Fanning and Oakes, 2006). Due to the lack of adequate researches on evidence-based practices, the organizational conditions necessary to ensure the transition to evidence-based practices are unknown.

3. Issues related to access to information: It is important to demonstrate a positive and rational approach to adapting evidence-based management to organizations. These principles are considered necessary for managers to collect evidence and evaluate the relative values of various managerial interventions. The perspective of evidence-based practices adapts to some managerial theories and behaviors. It may be appropriate to adapt it to scientific management practices based on increasing production, income and profit levels. According to this positivist perspective, managerial decision-making is based on regular objective measurements, testing, and empirical analysis. In this sense, all aspects of staff behavior and program management are included in the checklists used to monitor managerial activities. External data can be combined with local data to provide information about decisions and help staff to dominate activities and results. This numerical-based method uses a hierarchy of evidence that gives importance to evidence from random clinical researches rather than other sources of information (Briggs and McBeath, 2009; Johnson and Austin, 2006; Williams, 2006).

CONCLUSION

Executives are able to perform better if they know the best evidence in organizational applications and put them into practice. In case of lack of information, it is believed that managers would have a difficulty in making decisions, make mistakes and are often subject to criticism. In this respect, managers are like doctors who have to decide on an issue one after the another. Perhaps, they may not always make the right choice. In order to disseminate and improve the application of evidence-based practices in organizations, it is, therefore, essential to provide the requested training support, to monitor the training practices and activities, and to train the qualified personnel required for these practices and to increase the number of experts in this field.

Organizational gaps and deficiencies that affect the widespread use of evidence-based practices need to be addressed. There is a necessity to develop measures to evaluate organizational structures that may affect the implementation process and its outcomes. In this sense, the contribution of leadership gains more importance in evidence-based practices that need a careful attention. Leaders can influence the attitude and behavior of their employees in a positive or negative manner in order to inspire the change and innovation. Therefore, providing a positive organizational climate for innovation may possibly lead to an increase in favorable attitude towards evidence-based practices.

Due to the complexity of this process, however, employees' attitudes are also important for the actual adoption and implementation of these innovations. More positive attitudes towards change and scientific knowledge may distinguish early adopters of innovations

from late adopters. Their attitudes toward adopting and using evidence-based practices should also be taken into account in a way to improve use of these techniques (Aarons and Sommerfeld, 2012).

If the sustainability of evidence-based practices cannot be achieved, organizations' investments in development and implementation may be wasted and their impact on organizational performance may also be limited. The main sustainability factors revealed in the previous studies are management support, an evidence-based practice model compatible with the organization and a supporting organizational culture (Aarons et al., 2016).

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From editors,

While there are many different problems in social life, solving these problems requires different perspectives. This study, which aims to bring different perspectives to social problems, consists of seven chapters.

In the first chapter of the book, Pınar ÇUHADAR prepared a review named *"Public Regulations in The Energy Markets of Developing Countries: The Case of Brics Countries"*. In the first part of the study, the concept of public regulations is explained, and the theoretical discussions, tools, methods and institutional structures are examined while the second part covers the public regulations and the energy sector's place in developing countries as well as the practices in BRICS countries. According to this assessment, when the BRICS countries, which have increased their economic and political powers within the global system through the momentum they have gained during their development process, are examined, similar tendencies can be seen behind the structural and public regulations that they employ. Considering their impacts on carbon emission in particular, it can be said that these countries have created investment opportunities by implementing many institutional and legal regulations along with the public incentives regarding renewable energy.

In the second chapter, Mustafa KIRCA, Füsun ÇELEBİ BOZ, and Ümit YILDIZ conducted a panel data analysis for BRICS+T countries for the period of 2015M12-2018M06 in the study named "*The Effects of Inflation and Economic Growth on CDS: The Case of BRICS+T Countries*". For this purpose, they applied second generation panel tests on their data. Accordingly, CPI has a significant effect on the CDS, whereas the effect of IPI on CDS is not significant. On the other hand, the effects of CPI and IPI on CDS vary by country. For example, while a negative relationship between IPI and CDS for China, India and Turkey, it is seen that there is a positive relationship between these variables for South Africa. On the other hand, there is a positive relationship between CPI and CDS for Brazil, Russia and South Africa,

while there is a negative relation between CPI and CDS for India. The heterogeneity of the model leads to this situation.

In the third part of the book, Özden AKIN and Metin REYHANOĞLU, the authors of the chapter called "*Applicability of Evidence-Based Management in Business*", provided some sort of information about the changes that should be realized during the implementation of the evidence-based management practices in the health and social services sectors, and the implementation of these practices in other organizations. According to their conclusion, organizational gaps and deficiencies that affect the widespread use of evidence-based practices need to be addressed. There is a necessity to develop measures to evaluate organizational structures that may affect the implementation process and its outcomes. In this sense, the contribution of leadership gains more importance in evidence-based practices that need a careful attention. Leaders can influence the attitude and behavior of their employees in a positive or negative manner in order to inspire the change and innovation. Therefore, providing a positive organizational climate for innovation may lead to an increase in a favorable attitude towards evidence-based practices.

In the fourth chapter of this book, İsminaz ÇINAR prepared an assessment named "Environmental Taxes Comparative Analysis for Selected OECD Countries". The aim of her study is to investigate the purpose and use of environmental taxes imposed by governments. In this context, five OECD member countries (Turkey, Denmark, Spain, Mexico and South Korea) are examined. According to this chapter's results, taxes used for pollution prevention are far from protecting the environment and preventing pollution. Environmental policy practitioners should prioritize the environmental issue in the taxes to be collected and adopt policies to control the environment and prevent pollution.

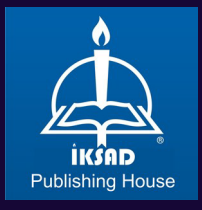
Chapter five named "*Local Governments and Theories of Fiscal Federalism*" is written by Sevi Dokuzoğlu. In this chapter, the term "fiscal federalism" has been reviewed with theoretical foundations considering the fact that delegation of the spending and taxation

authority from central governments to local governments has become a common policy tool for many countries. In the meantime, Dokuzoğlu highlighted the role of local governments in ensuring efficient resource allocation, transparency and accountability of public policies. This study examines theoretical basis of fiscal federalism within the framework of First Generation Theories and Second Generation Theories. This chapter reviews the literature on fiscal federalism briefly.

In the sixth chapter of the book, Muharrem ÇAYIRCI prepared an analysis named “The Food Policy and Economic Roots in Turkey”. As a result, this chapter highlights that nutrition outside our homes has become widespread today. Therefore, the rules of hygiene and sanitation should be complied with in all stages from the procurement of raw materials to the consumption in mass consumption places, these rules should be internalized and the controls of these places should be tightened by the ministry.

“Health Economy And Healthy Cities” is the last chapter of this book. One of the important elements of sustainable development is health. Behzetoglu, made policy recommendations on how to maintain the health level obtained in the long term. He also gave information about “Healthy Cities Project” which can be applied in the long term. In this study, information was given about possible contributions of local government to public health.

We would like to thank our colleagues who contributed to the study and hope that their valuable ideas will help in solving problems.





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Sayın Doç. Dr. Metin REYHANOĞLU

Yayınevimiz tarafından “APPLICABILITY OF EVIDENCE-BASED MANAGEMENT IN BUSINESS” adlı bölümünüz Editörlüğünü Doç. Dr. Cengiz AYTUN ve Doç. Dr. Cemil Serhat AKIN'ın yapacağı sosyal bilimler alanlarında özgün çalışmalar içeren "POLITICAL AND INSTITUTIONAL REVIEWS ON SOCIAL STUDIES" adlı kitapta yayınlanmaya uygun görülmüştür. Uluslararası olarak yayınlanacak olan kitap çalışmamızda bölümünüzün yer almasını düşünmekteyiz. Cevabınızı bekler, çalışmalarınızda başarılar dileriz.

Seda Sahin BİLİRİCİ
Yayın Grup Başkanı