

Leadership in Crisis Management: Health Minister Dr. Fahrettin Koca's Crisis Management and Leadership at the Struggle with Coronavirus (Covid-19) in Turkey

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Abstract

Today, the crisis is perceived as a prevalent concept due to its source's scope and as a danger that attacks the modern world and leaves it vulnerable in different aspects. A problem can turn into a crisis with wrong interventions, evaluations, and directions. On the other hand, crisis management includes the activities implemented to develop measures against the crisis, overcome the crisis with the least damage, and get an opportunity from the crisis phenomenon. Achieving positive or negative results in times of crisis depends on how the process is managed. Therefore, a leader is needed more than ever in times of crisis. Being a crisis management leader has an important place in resolving the crisis before, during, and after the crisis. In this context, the article in Turkey Coronavirus (Covid-19) in the fight against Health Minister Fahrettin Koca of the crisis management and leadership was discussed. In the theoretical part of the study, the framework for crisis management and leadership is drawn. In this study, where the period between January and May 2020 was evaluated, afterward, Health Minister Fahrettin Koca's leadership in crisis management before the first case and after the first case was examined and evaluated. Since the research covers a certain date range, different researches can be done regarding the other epidemic period.

Keywords: Crisis, Crisis Management, Leadership, Coronavirus, Fahrettin Koca.

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Introduction

Today's world has become faster and more accessible with the development of technology. In particular, the change in the world with "globalization," which has become adagial for years, has emerged in two basic areas such as technology and transportation. With globalization, existing borders between countries have disappeared. In addition to everything with a material value such as capital, goods, services, production activities, lifestyle, cultural values, trends, etc., values have also rapidly become internationalized. Thus, the world has become a structure consisting of a single main system and different subsystems. The slightest distress in this large and unique social-economic-political system indirectly triggers the other or affects a different subsystem. The incompatibility between the subsystems that make up the system causes crises.

The crisis is generally defined as an event that occurs suddenly and threatens the financial status, existence of the system, organization or enterprise, and the psychology of the relevant individuals, and requires rapid action. The sudden change in a system's internal and external conditions creates a crisis (Tüz, 2001: 4). Crisis management is what is needed to deal with the crisis. Crisis management is a management model that occurs at unexpected moments, shows different characteristics from current periods, and requires special and qualified practices (Aykaç, 2001: 124). In crisis management, trying to escape from the crisis or solve the crisis is not enough. The most important factor is to be able to take precautions before the crisis starts or to ensure that the organization successfully overcomes the crisis (Peker and Aytürk, 2000: 385-386). Here, too, the importance of good leadership emerges.

Leadership is the process that regulates the organization's employees' needs, their relations with individuals, groups, and the environment. It ensures communication, interaction, and harmony between individuals and units to achieve organizational goals (Özsalmanlı, 2005: 139). In other words, it is defined as the process of influencing and directing the activities of others to achieve the goals of the group under certain conditions (Şahin, Temizel, & Örselli, 2004: 658). "Leadership" in crisis management ranks first in success criteria.

An effective crisis management leadership is required for the problems that arise at every stage of the crisis. A crisis leader is a manager who shows the ability to share work between different people and restructure the organization based on economic function (Hiffins and Vinece, 1993: 428). In crises, people need strong, self-confident, and accessible leaders (Luecke, 2009: 107). When intra-organizational links are weakened and

organizational function deteriorates in crises, it is necessary to tackle the crisis and motivate staff to cope with the crisis. Leaders overcome the crisis in which there is chaos in the organization. They restructure the organization and adapt to changing environmental conditions. As a result, the leader plays an important role in crisis management. The Minister of Health, Dr. Fahrettin Koca's crisis management and leadership has been important in combating the epidemic, which was started in China and spreading around the world.

In this context, the study consists of four parts to take the subject from a broad perspective. In the first part of the study, its conceptual and theoretical framework is discussed. In the second part, the concept of crisis management, its features, and process are mentioned. In the third part, the definition of leadership, leadership in crisis management, characteristics, and competence related to crisis leadership are evaluated. The fourth and last part is the application part of the study. The detection of the first coronavirus cases in Turkey was on March 11, 2020. Turkey began to struggle with this pandemic from the date of the coronavirus cases were detected. In this study, as a priority, general information about coronavirus (Covid-19) has been determined. Later, considered an important actor in the coronavirus struggle, information about Fahrettin Koca was given. Some themes that emerged before the first case and crisis management after the first case was examined in Fahrettin Koca's fight against the coronavirus epidemic. It has been investigated and interpreted how Fahrettin Koca led this struggle. Examinations and interpretations in the study cover the dates January-May 2020. One of the most important reasons for covering these dates is the Minister of Health Fahrettin Koca stated that the first period in the fight against coronavirus is over, and the second period has started.

1. Conceptual and Theoretical Framework

To address leadership in a crisis period with an up-to-date example, it is necessary to deal with the basic concepts in detail and multi-faceted. Crisis periods are far from normal in social life, unconventional, and generally have massive effects. Rather than being a single concept, the crisis process should be seen with its antecedents and consequences. In this context, it is necessary to first look at what the concept of crisis means. The concept of crisis has passed from the English word 'crisis' to Turkish, and its origin is 'krincin' in Latin and includes 'disaster' (Akyön and Köseoğlu, 2019: 420). The Turkish Language Association (TDK) also sees the word crisis as a crisis. TDK defines the concept as "the difficult period, crisis,

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depression seen in the life of a society or an organization in a country or between countries" (TDK, <https://sozluk.gov.tr/>).

Social, economic, psychological, political, and so on. Apart from crises, organizational crises affecting management and working life can also be seen (Peker and Aytürk, 2000: 385). From an organizational point of view, the survival of an organization and its ability to adapt to the environment depends on its ability to shape its behavior to respond to the environment's expectations and demands and regulate the subsystems' interaction in its structure. The organizational environment's continuous change and the lack of precautions against environmental impacts, and the failure to maintain balance create danger. In addition to environmental factors, threats within the organization can also result in a crisis. In such a situation, the organization's success factor is related to the awareness and evaluation of the dangers beforehand. Therefore, the crisis, which is an important problem for organizational life, must be managed carefully. The ability to cope with the crises and destructive consequences that cause significant stress on the managers, their own lives, and their employees is important for the organization's future (Can, 2002: 333).

In the pre-crisis period, elements or signals that threaten the organization's aims and values begin to emerge. In this case, problems arise in the internal and external environment of the organization. Thus, systems that ensure the organization's information flow cannot detect the crisis signals and cannot reach the management units. In this case, the measures to be taken for the crisis cannot be taken due to the inability to provide the necessary information flow (Can, 2002: 336). Taking the necessary measures and making all possible preparations before the crisis begins is the first step before the crisis. For this reason, before the crisis begins, it is necessary to create crisis plans by predicting the crisis factors and calculating the crisis that may occur. The way to overcome the crisis successfully and easily is by forming crisis teams, keeping the process up-to-date, and preparing for the crisis (Peker and Aytürk, 2000: 389).

During the crisis period, when the necessary crisis signals reach, it is inevitable that the organization will enter a crisis period if the necessary responses are not given despite the signals are cared (Pira and Sohodol, 2004: 48). This situation creates uncertainty in the organization. In times of crisis, new strategies and targets should be determined rapidly. Motivation becomes more significant in times of crisis compared to normal times. While individuals in the organization are responsible for their own motivation, managers are responsible for creating environments that can motivate employees because they are held liable for their performance (Baltaş, 2002: 14-15).

The post-crisis period is the last phase of the crisis. At this stage, organizations can find solutions to the effects of the crisis after the change or positively affect the organization's fields of activity. When a crisis arises, factors such as legal regulations, countermoves, and media organizations can cause this situation to prolong. At this stage, if the necessary interventions cannot be implemented on time, if the developments are not followed and managed well, there will be a break in the process, and the organization may begin to disappear (Tüz, 2004: 19).

As a result of the crisis, organizations may be faced with the necessity of making changes that were not made in the planning process, which they could not foresee. Even though the crisis has created positive or negative perceptions, it cannot escape from these changes. One of the unexpected factors in the post-crisis phase is unplanned change. This situation forces organizations to experience unexpected internal and external factors and go beyond their methods and experiences (Dinçer, 2013: 420).

It is argued that negative effects and positive effects may occur for organizations after crisis periods. The difficulties experienced during the crisis period and the functions brought about by the competitive environment can make the crisis period a positive situation in its competitive market. By looking at the organization's positive or negative consequences due to the crisis, it can be inferred that the crisis poses a threat or opportunity (Okumuş, 2003: 208).

2. Crisis Management

The traditional approach to crisis management believes that crisis management put out the fire. This approach means that crisis managers sit down after the expected breakdown and collapse and limit the damage from failure. Recently, however, attitudes towards these words have changed. Managers should think about possible future events and be prepared to deal with unforeseen events. For this reason, crisis management emphasizes the need to anticipate the organization's life-threatening issues, considering internal and external problems, and prepares to deal with these issues (Mehr and Jahanian, 2016: 143).

In all crises, there are roots of failure as well as the seeds of success. Identifying, developing, and finalizing potential success in crises constitutes the essential basis of crisis management. The basis of the failure to manage the crisis well lies in evaluating the process badly, not preventing the process from getting worse, and getting caught up in crisis management deterioration (Augustine, 2000: 13-14). A strong crisis management leader is needed to

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avoid such situations and to prevent a crisis. The crisis management leader and the team should be synchronized and carry out activities focused on the crisis's solution and the organization's interests.

Establishing effective administration in times of crisis involves similar relationships with the organization's high profits and losses. The threats and advantages faced by the organization constitute an important and determining factor in crisis management. Efforts are made to minimize the losses that may occur in crisis management during the threat and maximize the returns that may occur in managing crises that entail opportunities (Dinçer, 2013: 423). Looking at some definitions on crisis management:

- Crisis management; When the crisis occurs, it is a process that includes the efforts to reduce the losses and take measures for the crises that may occur in the future (Pauchant, Coulombe, Martineau, 2006: 2-10).
- The success and continuity of organizations generally depend on the timely recognition and evaluation of the limitations and opportunities seen around the organization (Tutar, 2004: 88).
- Crisis management consists of a complex, intertwined long process. Thus, at a common point, it can be defined as a set of activities performed to achieve a stable balance with low costs (Aksu, 2008: 56).

Since crises are not familiar to the organization, crisis management is carried out systematically and within the framework of determining approaches. Contemporary crisis management has different features than traditional crisis management. The crisis management process is slow, intermittent, and inefficient in traditional organizations, which are closed to change, have limited communication with their environment, have slow information flow, inter-departmental communication is interrupted, and there is a mechanical rather than an organic structure. Especially in public administration, crisis management has been perceived as more of disaster management. Organizational and managerial crises have been taken to the second plan. A more inclusive and flexible crisis management process should be followed (Tekin, 2015: 121). In this respect, contemporary crisis management has the following characteristics: (Haşit, 2000: 65; Aksu, 2008: 58-59; Özden, 2009: 50-51).

- Crisis management may vary depending on organizational characteristics.
- Crisis management is a continuous process with no beginning or end.
- Crisis management consists of many processes.

- Crisis management should be evaluated and implemented according to the types of crises.
- Since crisis management is a chaotic, troublesome, necessary, and lengthy process, resolving the crisis can take time.

The crisis management process is carried out in three stages. These stages are pre-crisis, crisis, and post-crisis periods. In the pre-crisis period, crisis signals should be taken, possible problems and dangers that may occur should be anticipated, and the necessary measures should be taken. If there is a crisis that cannot be prevented, the organization should develop special methods and measures that will overcome the process with the least damage and loss from this crisis period, and appropriate response detection and evaluation should be done (Güneş and Beyazıt, 2010: 18; Aykaç, 2001: 128-129). Essentially, the crisis management process is of a cyclical nature. With the completion of one stage in this cycle, the other process in the cycle begins. Besides, some phrases in the cyclical process are applied simultaneously (VUSSC, 2007: 22). The cyclical process of crisis management is given in Figure 1 below.

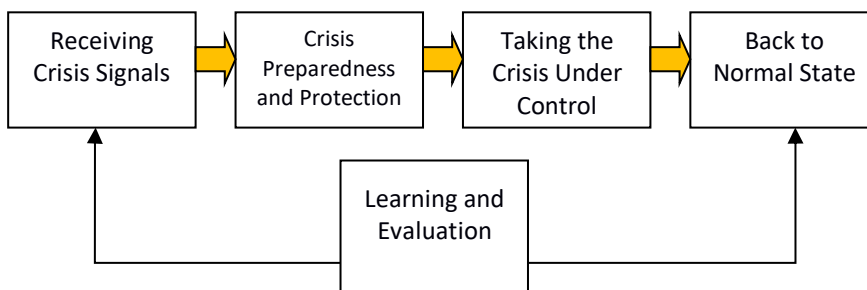


Figure 1: Crisis Management Process (Adapted from Can, 2002: 339).

Details on the stages of the crisis management process cycle in the figure above are given below.

- *Emergence of crisis signals:* This is the first stage before the crisis. At this stage, the crisis sends out signals. Organization management constitutes the warning system and preparations against signals (Tüz, 2001: 26). With the approach of the crisis, the clarity of warning signals is measured. The organization's defense against dangers, and its ability to continue steadily again will become more difficult as the signals' prominence increases. For this reason, it is important to monitor and evaluate warning signals before they appear (Ataman, 2002: 257).

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- *Crisis preparedness and protection:* Organizations that take measures against the crisis have some characteristics. In the case of anxiety, it is a solid defense mechanism, a constant search for innovation, an adequate defense system to adopt the state of concern, and the investigation of problems. Crises are complex due to their nature; for this reason, plans should be prepared within a certain training and organization beforehand (Tutar, 2004: 76).

- *Taking the crisis under control:* In order to eliminate the negative effects of the crisis, it is necessary to take immediate measures and minimize the damage.

- *Normalization:* After the crisis is brought under control, and after the end of this process, the organization should be brought to a stable state. In times of crisis, connections between subsystems of the organization may be broken or weakened. Therefore, the organizational climate and order may be disrupted. It should be tried to eliminate the negative effects of the crisis by restructuring the organization and adapting it to changing environmental conditions (Baran, 2005: 33).

- *Learning and evaluation:* Immediately after the crisis, the first thing is learning, and a "job analysis" is required by crisis management. In this context, to be influenced by the consequences of possible crises at a minimum level, the organization should analyze which areas of activity the crisis might affect in the business process (Korkmazıyrek and Basım, 2009: 356).

3. Leadership in Crisis Management

To understand the leader, who has a key role in overcoming the crisis with the least damage, and the example of leadership he will carry out, the concept of leadership must first be examined, and then the leadership in crisis management and the characteristics that should be found in the leadership of the crisis period must be discussed. These issues are mentioned under this title.

Considering, the issue of leadership and discussions have an important place throughout the universal history and today. It is seen that leadership concepts and leaders play a key role in the world order and development at the national and international levels. However, there were no serious studies about leadership in the literature until the 1900s. Leadership concept studies, which gained important in the literature after 1927, experienced a significant increase between 1941-1944. At that time, Kurt Lewin's studies on small groups led to significant changes in perception and interest in leadership (Güney, 2000: 499). The concept of leadership has

been addressed in many aspects over the years, and numerous studies have been made in leadership. Many scientists have defined and studied leadership.

In general terms, the concept of leadership is defined as others' ability to do things according to their own desires (Zel, 2001: 93). Leadership is the ability to see or feel things that everyone cannot see. A leader is expressed as the person who successfully implements the organization's transformation strategies (Kaya, 2002: 16-18). Leadership can bring people to success with the least conflict and the strongest cooperation (Erçetin, 2002: 5). We can define the leader as the person who guides the employees and the rules, excites, and motivates the employees about working (Akdemir, 1998: 52). The concept of leadership has changed from the traditional leader model, which has undergone some changes under the influence of the changing history and the transforming world, to a modern leadership model and has gained a new dimension (Eren, 2005: 28).

To manage the crisis process successfully and provide confidence about the future, managers must have leadership qualities. The leader who manages the crisis process rationally should ensure unity and solidarity within the organization and instill a crisis process management in the employees in a rationalist way. In this case, the leader activates individuals under difficult conditions with the power to inspire and motivate (Akım, 2005: 97). There are some important points that leaders should consider in times of crisis. These issues are as follows (Arslan, 2015: 19-20):

- Leader must be a pioneer in all situations and conditions that may be experienced.
- The leader should try and evaluate all the advantages that the crisis can bring.
- Leaders must face the truth in times of crisis.
- Leaders should not forget that their situation may get worse.
- Leaders should control the existence of a pre-allocated budget for recovery.
- All responsibilities of the crisis should not be attributed to the leader.

The leader, who can dominate the crisis, can successfully manage the organization and its members, regardless of the stage of the crisis, and eliminate the deficiencies. The crisis leader must always reflex against the crisis and always develop his ability to learn from the crisis, in line with his goals while the organization is under pressure. When this ability enters a

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dynamic process, the organization will strengthen its immunity against crisis (Erdoğan, 2018: 42). So how should a leader manage the crisis? This question can be answered in the following ways (İlgin, 2019: 262):

- In a crisis, the leader should stay calm and reach the correct information about the event.
- Should be honest and clear.
- It should continuously inform internal stakeholders.
- Share media statements without delay.
- Must use social media.
- It should not ignore the effect created by the words used.
- It should be directed to the party that is affected by the crisis.
- It should take the crisis under control, take measures and decisions to prevent the crisis's recurrence, and share it with the public.

In crises, the leader must provide motivation and strengthen mutual trust. This is a common consciousness that leaders try to create in normal times. However, leadership in the crisis period is different from leadership done in a normal period. In such periods, expectations from the leader are higher. A faster, flexible, and forward-thinking leadership style should be demonstrated. In crisis environments, leaders should always be in the spotlight and relieve those who experience the crisis in a way that avoids panic. For this reason, crisis leaders should be always available and easily applied. The leader must keep his followers constantly informed of the developments to disperse that air in situations where the uncertainty air prevails (Luecke, 2008: 102).

When everything is blurry and uncertain in crisis times, it is vital to access accurate and clear information through sound sources. For this reason, crisis leaders should convey accurate and clear information to their followers, preferably through live communication. Since official information is also used in the decision-making process, it is compulsory to keep communication under control, to ensure control, and to come out with correct information to the public. It is crucial to deliver the messages to the relevant places without losing time in times of crisis. When everybody is in a panic mood in crisis times, the leader should continue to give hope without leaving the optimism, honesty, exaggeration, and belittling. But the crisis must be addressed with realistic optimism, not out of place because the leader's attitude determines the attitude of those around him. The leader should take his optimism wherever he goes and leaves some of it there when he returns (Erdoğan, 2018: 98-99).

In times of crisis, it is necessary to produce creative and revisionist solutions. Thus, it is required to improve and develop models and solutions applied normally and make this development applicable during the crisis period. In this process, which can be called innovation during the crisis period, the leader should invest limited resources in the right areas and use the changing balances to increase its value. Thus, the organization will get out of the crisis period by gaining a competitive advantage (Bate, 2008: 142).

With globalization, a crisis in a small part of the world can create a domino effect, affecting first its own industry and then other sectors, and turn into a worldwide crisis. In such cases, the leader must have a broad perspective to interpret the changes quickly and precisely and adapt. The information obtained from the sources of a global perspective, different views, and structures enable the leader to see the way better ahead and make more controlled predictions about the organization's future (James, 1997: 138). Finally, leaders should be people who can maintain self-control, whether in normal times or in times of crisis. Leaders must develop themselves in mastering their disturbing emotions and impulses and even beneficially integrating them into the organization. Staying calm under high stress and thinking with an open mind results in successful leaders under difficult conditions such as a crisis period (Goleman, 2004: 263).

4. Health Minister Fahrettin Koca's Leadership in Crisis Management in the Struggle for Coronavirus (Covid-19)

In this part of the study, all of which are effective in the world and Turkey's policies were followed in our country to be affected during an outbreak of coronavirus and monitoring of these policies highlights the Minister of Health's crisis leadership Fahrettin Koca has been examined. A pandemic was declared on 11 March 2020 due to the epidemic called coronavirus disease (COVID-19), which emerged in Wuhan, China, on December 31, 2019, and is called by the World Health Organization.

A deeper crisis has emerged from outbreaks such as MERS and SARS that the world has previously experienced (Babaoğlu, 2020: 451). The sudden emergence of the coronavirus epidemic, which quickly spread to the world, caught the world countries unprepared, and a crisis emerged. Due to the lack of sufficient information about the epidemic, problems were experienced during the treatment phase, and the epidemic started to spread rapidly. In the process related to the epidemic, it struggles to treat existing patients on the one hand and control the virus's spread on the other. New

information, scientific research, and new approaches to the disease are constantly updated (Web 1, 2020).

The first case was seen on a coronavirus in Turkey on March 11, 2020. Efforts have been made to combat coronavirus for about ten months. Coronavirus this struggle in Turkey until today from the emergence of coordinating and guiding people policies of Health Minister Fahrettin Koca. In 1965, Fahrettin Koca completed his primary and secondary education in Konya, completed his education at Istanbul University Faculty of Medicine in 1988, and received the medical doctor's title. Koca, who has specialized in Child Health and Diseases, has worked as a medical director in various health institutions and is a member and founder of many associations and committees (Web 2, 2020). After being appointed as the Minister of Health by President Recep Tayyip Erdoğan, he took an oath on 10 July 2018 (Web 3, 2020). Fahrettin Koca, the Republic of Turkey 59, is still serving as Minister of Health (Web 4, 2020). Within the research scope, Health Minister The leadership of Fahrettin Koca in combating the crisis before and during the coronavirus crisis was examined to cover the period from January to May.

4.1. Health Minister Fahrettin Koca's Crisis Management Before the First Case

Before the first cases reported in Turkey, Health Minister Fahrettin Koca stated that the coronavirus case, which was seen in Wuhan, China, at the end of 2019, started to spread rapidly, infecting other countries within 1-2 weeks. Koca has taken a step towards eliminating the feelings of curiosity, anxiety, and panic in the citizens due to the news about the media's epidemic and providing controlled information from the authorized mouth. Despite the global spread of the epidemic to show that Turkey has stated that it is important in this process, has taken measures that Turkey has not fulfilled, noted that some countries (Web 5, 2020). In the following days, Koca pointed out that even if measures were taken for global epidemics, some consequences could not be prevented when moving from country to country. Then, on March 11, 2020, he announced that the patient's test result with suspected coronavirus was positive (Web 6, 2020).



Figure 2: Receiving Crisis Signals Before 11 March

In Turkey, the first cases have seen that before March 11, 2020, it is seen that some issues come to the fore in Fahrettin Koca's fight against coronavirus. These issues are shown in Figure 3 and explained below.

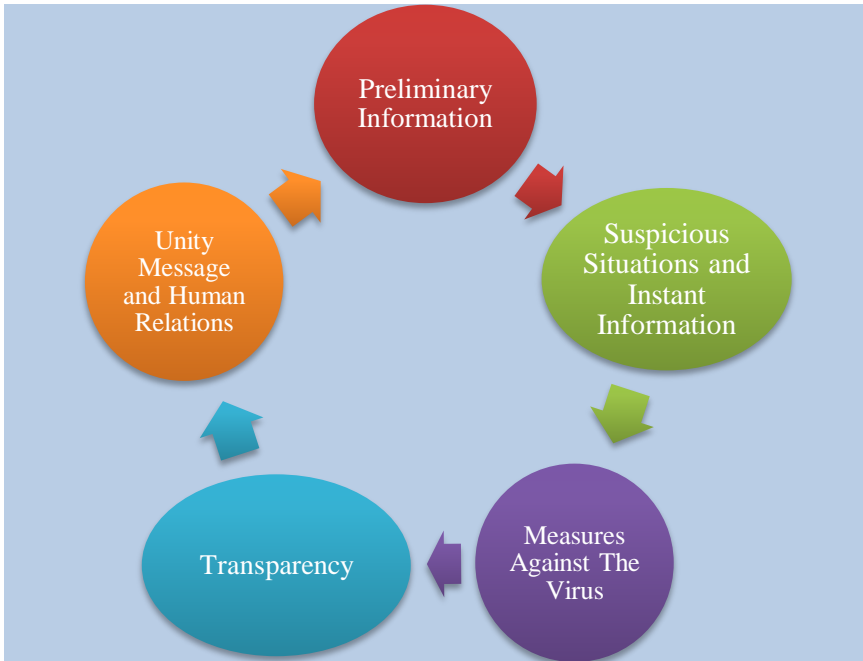


Figure 3: Highlights Before 11 March

Preliminary Information: Due to the coronavirus epidemic on the world agenda, Health Minister Fahrettin Koca was the guest of the Anadolu Ajansı Editorial Desk on January 21, 2020 and made detailed explanations. Fahrettin Koca, a live program broadcast on the definition of coronavirus, Turkey has announced what measures it will take. He gave preliminary information to the Turkish community by advising them to stay away from crowded environments, reduce contact with influenza patients, rest, and

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consume plenty of water. She also stated that Turkey's current stock of medicines and the World Health Organization to declare a pandemic outbreak before taking certain measures to be implemented in Turkey. In this process, establishing a Scientific Committee has shared with the public that four meetings were held on January 31, 2020. Fahrettin Koca made some statements on January 24, 2020 and shared with the public on his Twitter account that they implemented control measures for all flights over China and that thermal camera scanning was started (Web 7, 2020). At this stage, prominent situations such as Fahrettin Koca's calmness and calmness, taking quick action, his acceptance by society as an expert, and his active use of social media have shown that he provides the necessary features in the leadership of the crisis period. It can also be interpreted as being prepared for the crisis process.

Suspicious Circumstances and Instant Information: In the following days, some rumors have been revealed via the social media aspect that -19 patients in Turkey. Fahrettin Koca, on his Twitter account, informed instantly that a Chinese patient in our country applied to the hospital with the complaints of nausea, headache, and weakness and that he was isolated from other patients for precautionary purposes because he came from Wuhan city and no findings were found. On January 31, 2020, allegations that a child from the Shanghai district of China was taken under observation for a precaution, he was sick with the virus. Koca explained that the news on social media was unfounded (Web 7, 2020). In summary, regarding the news made to create speculation on social media about the coronavirus epidemic, Fahrettin Koca underlined that the process is followed step by step. All kinds of information are instantly shared with the public. In this way, possible information pollution was prevented, and the public was removed from panic.

Measures Against the Virus: After the increase in suspicious cases, comprehensive measures against the virus have been shared with the public. In his statement, Fahrettin Koca announced on social media that preventive measures guides were distributed to healthcare workers, no travel to the regions that are the source of the epidemic, and that citizens coming from abroad will start voluntary quarantine for a period of fourteen days. At the same time, she informed parents and students about the measures to be taken in February, when the 2020 spring academic year will start. He also shared the necessary measures to pay more attention to personal hygiene rules and comply with public areas' social distance rule. Fahrettin Koca shared with the public through social media the measures are taken, such as stopping all passenger flights to and from China, South Korea, Italy, Iran, and Iraq, with the Scientific Committee's suggestions ministries (Web 7, 2020). Quick action in taking and announcing the measures, using social media, and many

tools reveals the measures' versatile nature. In this context, Under the leadership of Fahrettin Koca during the crisis period; It is seen that he has features such as being in a press release, being clear, understandable, and optimistic, and acting calmly and with auto-control.

Transparency: Cases before March 11, 2020, have been observed in Turkey; two important issues have emerged in the fight against coronaviruses. These; transparency and a strong state image that always stands by the nation. On the point of transparency, Fahrettin Koca himself made statements and shared data-based shares during the information process (Web 30, 2020).

Unity Message: In the fight against coronavirus, the message of unity to prevent situations that would cause social division has been one of the striking issues.

Human Relations: The other shares that make Koca the message that Turkey was left alone next to each citizen have come to the fore. At the same time, Health Minister Fahrettin Koca made video conversations with healthcare personnel. He quoted healthcare personnel's tweets and motivated them by contacting them personally (Web 30, 2020).

In short, Fahrettin Koca tried to manage the pre-crisis transparently by providing instant information based on data, multidimensional, and by valuing human relations.

4.2. Fahrettin Koca's Crisis Management After the First Case

In his press release on March 11, 2020, Fahrettin Koca explained that a male patient was diagnosed with coronavirus due to the investigation of the patient's cough and high fever complaints. He stated that the patient had a European contact, was diagnosed with a test on symptoms, and was isolated from his entire environment. He also stated that the family members and close relatives of the diagnosed patient were kept under surveillance, and they were suspect. Thus, Fahrettin Koca's first Turkey cases have been shared with the public (Web 8, 2020). It was observed that the information provided during the sharing was clear, that no expressions that would cause confusion were used, important details were mentioned, and the Minister of Health kept calm.

In Turkey, the first cases are detected as of March 11, 2020. It can be said that some issues related to the crisis management of Fahrettin Koca's coronavirus struggle come to the fore.

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Figure 4: Highlights as of March 11, 2020

Precautionary Mentality and Team Solidarity: Fahrettin Koca, Turkey, in a press release from the date of the first cases began to be seen or made on social media account with written texts, stated that they plan to prepare the struggle coronavirus outbreak. Besides, Health Minister Under Fahrettin Koca's chairmanship, the Coronavirus Scientific Board was established on January 10, 2020, by medical scientists consisting of thirty-eight people and working as academicians in universities (Web 9, 2020). The executive body is the Minister of Health; Under the leadership of Fahrettin Koca, it makes its decisions during the epidemic process in line with the Scientific Committee's recommendations.

In the period after March 11, 2020, measures against coronavirus continued. As a priority, Fahrettin Koca reminded in his social media accounts and press conferences that there is no effective drug against the virus. The most effective method in combating the virus is to prevent transmission of the virus (Web 10, 2020). In Fahrettin Koca's social media posts, "14 Rules" were constantly reminded. Citizens were frequently informed with different contents to comply with the measures (Web 11, 2020). Fahrettin Koca stated in his posts that health scans had been carried out in the fight against coronavirus, mass production has started for domestic respiratory devices, and that the scientific world is working to develop vaccines against the virus. He also stated that material needs, such as N95 masks and overalls, were met. Koca also explained that preparations are made in the health infrastructure in case of possible bed and intensive care units. Hospitals will serve as "Pandemic Hospitals" during the epidemic process, without separating private and public.

In the statements and posts made, the most important measure to be taken for coronavirus has been to minimize social mobility. Among the measures taken in health are the different use of drugs from China and hospitals equipped with technical infrastructure to combat the epidemic. Also, as there is a need for guidance on social issues, the "Social Science Board" has been established. Fahrettin Koca announced on his Twitter account that another precaution taken for the virus is the method of filiation that shows whether the danger continues and whether other people are at risk. Founded before being detected cases in Turkey Operations Centers and citizens of the pandemic virus showing the dangers of their establishment Insulation Tracking Project is among the measures taken against the virus. Fahrettin Koca, coronavirus cases dated from the start of seeing through May 6 in Turkey in the fight against coronavirus and expressed the completion of the first semester. Koca stated that the second period in the fight against coronavirus has started. He stated that a controlled social life would begin during this period (Web 7, 2020).

All the measures taken against the coronavirus team in Turkey were in solidarity and cooperation. Health Minister Fahrettin Koca, the Ministry of Health, healthcare professionals, and members of the Scientific Committee acted together in line with the decisions and measures taken in this process. It is seen that Fahrettin Koca emphasizes the spirit of teaming both in his press conferences and in his social media posts and that the decisions and measures taken are taken with care in cooperation.

Systematic Information Flow: Information on the status of cases related to the coronavirus epidemic has been shared with the public in a multidimensional, transparent, and open manner. The public disclosure process between January and May 2020 consists of five stages (Web 30, 2020):

In the first phase, patients were informed about the suspected cases detected in Turkey before.

In the second stage, the number of suspicious cases taken under surveillance, test information, and country of origin information was shared.

In the third stage, demographic data regarding the cases with positive test results were shared. The third stage covers the first week after March 11, 2020. At this stage, the Minister of Health was directed over Fahrettin Koca's live broadcast statements and text-only tweets.

In the fourth stage, the number of tests performed, the number of patients recovering, the number of newly diagnosed patients, the total

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number of patients, and the patient's general health status were visually and graphically shared with the public.

In the fifth stage, intubation, intensive care, and some tests were added to the previous stage's data. Finally, the "www.covid19.saglik.gov.tr" address has been put into use to access all data from a single source.

Also, while Fahrettin Koca shared the data, he avoided panic rhetoric and movements. While sharing the daily coronavirus table on his social media accounts, he evaluated that day. Sharing patients' personal information with the public considering patient privacy.

Active Availability and Response to Speculation: Fahrettin Koca made public statements with accurate social media information against speculation. It actively presented to the public the developments regarding the speculations and the fight against coronavirus. In his tweet dated March 14, 2020, from his Twitter account, Koca stated that the malicious people called SABİM 184 and told the citizens that they came for test purposes should not be respected (Web 12, 2020).

Again, it shared the public's correct explanation about the news that the passengers who returned to home on 15 March were not quarantined (Web 13, 2020). On March 16, Fahrettin Koca announced that the "confidential" document circulating on social media or Whatsapp was fabricated news to cause panic (Web 14, 2020). On March 22, Fahrettin Koca presented to the public the video content of Fahrettin Altun, Head of Communications, that official statements should be respected for sourceless audio recordings, conspiracy theories, and sensations (Web 7, 2020). On March 26, Fahrettin Koca hospital has expressed that Turkey has enough stock on the material related to the news that experienced the lack of materials (Web 15, 2020). Fahrettin Koca shared with the public that the news that the announced data showed inconsistency on 30 March were unfounded and that the numerical data announced were evidence-based (Web 16, 2020).

On April 23, Fahrettin Koca, according to the news that has made the American press, Turkey many other deaths because of reports that the virus' Estimation does not recognize getting some saying has made a statement the public (Web 17, 2020). In his post-dated April 30, he explained that doctors prepared the death reports and that they should be trusted against the rumors that the number of patients who died was not reflected transparently (Web 18, 2020). Denying the rumors about the intensive care bed rate that came to the agenda on May 1, Fahrettin Koca shared the truth with the public (Web 19, 2020).

Morale-Motivation: The morale and motivation of citizens and healthcare professionals have an important place and the measures taken in the fight against coronavirus.



Dr. Fahrettin Koca 
@drfahrettinkoca



SAAT 21.00 ALKIŞI İÇİN SAĞ OL TÜRKİYE! Şehir şehir, ev ev çağrımıza uydun. Özverili sağlık çalışanlarımıza alkışınla güç verdin. Yarın, ertesi gün aynı saatte minnettarlığımızın sesi tekrar duyulsun! ÜST ÜSTE ÜÇ GÜN ALKIŞLAYALIM!

9:13 PM · Mar 19, 2020



 396.9K

 54.3K people are talking about this

Source: (Web 31, 2020).

Fahrettin Koca, in his statements and posts, kept away from discourses that would create an atmosphere of panic and give society moral with his hopeful messages and calmness. Also, on the attempt of Fahrettin Koca, healthcare officials firstly clapped in parliament then it was organized a clapping ceremony for healthcare officials in three consecutive days between 9. pm and 00. This situation has boosted morale for healthcare professionals with the community's support (Web 20, 2020). Also, Fahrettin Koca explained that action had been taken to improve healthcare professionals' financial conditions. The enactment of a law to protect healthcare professionals from violence motivated all healthcare professionals in this difficult period. Sharing firsthand the news that the scientific world is in vaccination against Covid-19, Koca gave society morale (Web 21, 2020). Fahrettin Koca's expressing his gratitude to the people who complied with the "Stay at Home" calls, and the sincere and humorous language he sometimes used in his statements were relaxing and motivating for the society. During this period, citizens embraced and sympathized with the Minister of Health at a high rate. Mutual trust, respect, and trust have developed (Web 22, 2020).

Fahrettin Koca called for us to celebrate April 23 National Sovereignty and Children's Day and May 19 Commemoration of Atatürk, Youth and Sports Day by reading the Turkish National Anthem on the balconies as we are in the quarantine process. The sense of national unity and solidarity and sensitivity to public health made the citizens more sensitive. Simultaneously, the call for the National Anthem to be played on

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behalf of healthcare professionals has been a moral for both society and healthcare professionals (Web 7, 2020). In short, Fahrettin Koca's discourses did not create an atmosphere of panic against society and were promising, morale-oriented, and motivating.

New strategies and goals: Fahrettin Koca experienced new developments and strategies in the coronavirus struggle and shared health workers' material conditions to make better steps are taken and Turkey on new developments related to domestic production respirator the public. At the same time, he stated that the scientific world took action to develop a vaccine against Covid-19 and that equipped hospitals were opened by taking the service capacity one step further. Koca has announced that a second scientific committee will be established to research new approaches. A "Social Sciences Board" has been established for recommendations and guidance on social issues. The isolation of the virus in vaccine studies and new developments such as the 'Pandemic Isolation Tracking Project' Fahrettin Koca shared it with the public.

Fahrettin Koca has announced that it has a different approach to Turkey's treatment regarding the way you use drugs imported from China (Web 23, 2020). Fahrettin Koca emphasized that Controlled Social Life is a new era in combating the epidemic and overcoming it (Web 24, 2020). Throughout the process, Koca's explanations were consistent and stable.

4.3. In the Struggle for Coronavirus (Covid-19), Leadership of Fahrettin Koca

With the new government system, Minister of Health with the epidemic process, Fahrettin Koca tried to carry out the process well as a crisis leader by using his leadership skills and the effect of his personality traits. Fahrettin Koca, while managing this struggle, always tried to be in the limelight and to use social media actively. He constantly informs the public with his press releases and social media posts and responds to speculations and rumors about the coronavirus epidemic shows his success in communication. It has paid attention to be transparent when explaining case data with numerical data, to present the data with a systematic flow of information while sharing it with the public, and to use a clear and obvious language that can be understood by all segments of society.

The most striking feature of Fahrettin Koca's leadership was his approach and discourse regarding society. While Koca warned the young and old about the measures taken in his social media posts, he displayed a fatherly attitude. While managing the crisis, he avoided statements that would cause panic, anxiety, and frustration. He has always called for hope and caution. He paid attention to be calm while managing the process.

During a crisis, one of the important factors is to maintain morale and motivation. Fahrettin Koca has fulfilled this important element with more. The fact that the healthcare personnel, who are at the forefront of the fight against the epidemic, applauded for three nights and shared the lyrics written for them on their social media account has motivated the healthcare professionals. His embracing, paternalism, and discourse towards society also gave morale to the citizens.

While Fahrettin Koca shared the measures and decisions taken in the fight against coronavirus in press releases and social media, he paid attention to team solidarity, which is a significant element in crisis management. He stated that they were in cooperation with the Scientific Committee created against the epidemic and analyzed health professionals' situation. The measures are taken, and team solidarity has reduced the uncertainty and panic atmosphere in society. Simultaneously, in all activities managed by the executive body, it has been observed that structure acted simultaneously with Fahrettin Koca. Fahrettin Koca highlighted the unity of the state and the nation in his Twitter account posts. Fahrettin Koca also took care to share the new strategies and targets taken against the epidemic with the public. Because the leader should be innovative in crisis management, not only with existing information and data but also adopt new strategies that can prevent the crisis and share it with the public. As (Babaoğlu and Memiş, 2020: 789) stated in their studies, it is important to benefit from technology while determining and applying the strategies to combat the crisis. Health Minister Fahrettin Koca's leadership, in the combating coronavirus policy under Hayat Eve Sığar, etc., technological opportunities have been utilized.

Fahrettin Koca's attitude and discourses in combating the epidemic were appreciated by the public. In this context, the hard work and tiredness of Minister Koca in his struggle against the epidemic has brought to the agenda the sharing of support messages of citizens on social media. Many social media users shared the message, "We will not forget these bloodshot eyes from fatigue, Mr. Minister" (Web 25, 2020). At the same time, Konsensus Research and Consultancy Company interviewed 1,500 people between March 9 and April 2, 2020 and conducted a public opinion survey. According to the research, Health Minister Fahrettin Koca ranked first among the leaders whose performance was appreciated with a 48% approval rate (Web 26, 2020).

Besides, the fact that Koca, who had less than one million followers before the coronavirus, came to the agenda with the epidemic, his constant statements and sharing the coronavirus data every evening, and informing the public, increased the number of followers in Instagram account of Minister Koca (Web 28, 2020). Instagram accounts relating to the last state

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on May 25, 2020, politicians rose to the maximum number of followers in Turkey, with 9.2 million followers' count. Health Minister Fahrettin Koca had a bilateral meeting with Hans Kluge (World Health Organization (WHO)- European Region Director) by using the video conference method. Kluge thanked to Koca for international solidarity and leadership for successful struggle against the epidemic Covid-19 (Web, 28, 2020).

In short, within the specified date range, Fahrettin Koca gave an important test regarding the fight against coronavirus. The leader must remain calm and provide real data regarding the event during the crisis in the literature. Fahrettin Koca fulfilled it. The attitude and form taken before and during the crisis have shown an example of being a successful leader in preventing what might happen after the crisis. At the same time, his leadership in crisis management has demonstrated what it means to establish real leadership, solidarity, and human relations based on love and sincerity at both national and international levels.

Conclusion

Crises that occur in unexpected situations are a circumstance that requires urgent intervention and negatively affects the functioning of institutions and organizations. When and how the crisis will affect society, systems, and institutions is often unpredictable. Because crises are imponderable, effective crisis management planning requires sound management knowledge and skills. With crisis management planning, the damages caused by the crisis can be minimized. Therefore, organizations and institutions must create a crisis intervention plan, thinking that the crisis will always occur. When crises occur, leaders are sought who can manage them. However, the authority given to the leader is not sufficient in an effective struggle against the crisis. Besides the authority given, the leader's ability to use power is also important. If leaders manage crises correctly, they can enable organizations to overcome the crisis with the least damage and create a new vision for the post-crisis.

The crisis caused by the coronavirus outbreak, Health Minister to Turkey Fahrettin Koca can be considered as one of the most authoritative names. Therefore, within the study's scope, regarding crisis management in the fight against coronavirus, Fahrettin Koca's leadership has been discussed. Fahrettin Koca's precautions regarding crisis management before the first case and after the first case can be listed as; systematically shared information, encouraging messages, constantly informing the public, responding to speculations and rumors instantly, giving morale to the healthcare personnel citizens. It is seen that he prefers calm, warm, and sincere language in his dialogue. Koca, behaves kind to citizens, healthcare professionals, or media members. Moreover, he always used polite language and did not give up courtesy rules even during his intense work pressure in

this stressful period. The sadness he experienced while reporting the first death due to the coronavirus was interpreted by the citizens to indicate his commitment to the current health struggle and turned into a movement to follow Koca's leadership and unity.

What needs to be done in the crisis management process is important as it will cause less damage to the institution. It is essential to inform the public and the media correctly before and during the crisis. Fahrettin Koca has always been at the forefront with his press releases and his posts on social media accounts and has delivered accurate information. If a crisis affects all the inhabitants of a country, panic and anxiety are more common. Fahrettin Koca is seen as a good leader in managing society's panic and anxiety atmosphere by keeping him calm. The leadership of Fahrettin Koca in this struggle was also reflected in the results of some surveys. As a result, Fahrettin Koca gained the love of a large part of Turkish society with his leadership and took place as an important example in the crisis period's leadership. As the process progresses, although Fahrettin Koca's late information or insufficient information on some issues is the subject of criticism, the opinion that he portrays a successful portrait has become more dominant.

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