A STAKEHOLDER MANAGEMENT CONCEPTUAL FRAMEWORK

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ABSTRACT

In this study, concepts of stakeholder analysis and stakeholder management have been introduced and evaluated the management of stakeholders' relationships in stakeholder theory framework in Turkish forestry practices. In accordance with this purpose especially General Directory of Forestry (GDF) and their applications were investigated in respect of stakeholder management strategies in Turkey. Some literature examples have given related to forest stakeholder analysis within the scope of stakeholder theory. Finally, stakeholder analysis and management studies have considered in Turkish forestry. There are offered a set of suggestions in the context of stakeholder theory for the future research.

Keywords: Stakeholder, Management, Participation, Forestry.

I. Introduction

The management strategy is always evolving and changing, whether in the commercial or public sector. For private companies, these new management practises can be adopted quickly, but they can also remain unchanged for a lengthy period of time. Private organisations may quickly implement these management systems with more dynamic, clearer goals and objectives and smaller limits, as can be explained. It is, however, impossible for the public sector to have a dynamic structure like that of a private firm, to have clear aims and targets, and to have the ability to limit the borders due to bureaucracy. Stakeholder and stakeholder analysis ideas have become increasingly important in recent years as a result of fast change, especially as a result of increased rivalry in industry (de Oliveira, & Rabechini 2019). Relationships with stakeholders are expected to become increasingly important in the future for the long-term sustainability of a company's assets. The stakeholders' relationship to the firm can only be fully grasped by defining the qualities of each one of them. "Stakeholder theory" is a term used to describe the process of identifying and evaluating the many interests groups inside a company, as well as formulating plans for dealing with those groups.

Stakeholder theory was applied to the management of relationships with stakeholders in forestry, and terms such as stakeholder analysis and stakeholder management were established. Stakeholder theory and examples from the literature from the General Directorate of Forestry (OG Management)'s of stakeholders and stakeholders were utilised to make a number of proposals in this regard (Govindan, Shaw, & Majumdar, 2021). Finally, a review of stakeholder studies in forestry was conducted, and a number of recommendations for future research were given.

II. Stakeholder Concept and Stakeholder Analysis

It is possible to translate shareholder into Turkish as benefit, benefit, and expectation. Alternatively, it may be described as "participation in or gain from a business." In some cases, the share might be a simple benefit, while in others it can be a formal right, such as ownership. Structurally, a stakeholder is described as a person or organisation that has the ability to impact a company's rights and commercial interests (Shashi, *et al.* 2018). In

1708, the term "the guy holding the money rose in a betting game" was first used in a literary context. This idea is defined by Freeman in his book as "people or groups affected by and/or contributing to the success of the business". "The individual who is entitled to any legal necessity to function" is how (Xia, *et al.* 2018) describes the stakeholder. Shareholder is a term used by the Turkish Language Association (TDK) to describe a stakeholder.

A "stakeholder analysis" is a word that refers to any public opinions, judgments, or opinions held by a shareholder about an organisation; the belief in the organisation and its credibility. Stakeholder analysis may be thought of as a snapshot of how the public views the organisation as a whole (Honic, *et al.* 2019). The findings of the stakeholder study reflect how stakeholders see the company's reputation. Using a series of technologies, stakeholders may identify and categorise other stakeholders based on their behaviour, reciprocal ties, and comments on a given topic or resource. Figure 1 depicts the affirm stakeholders.
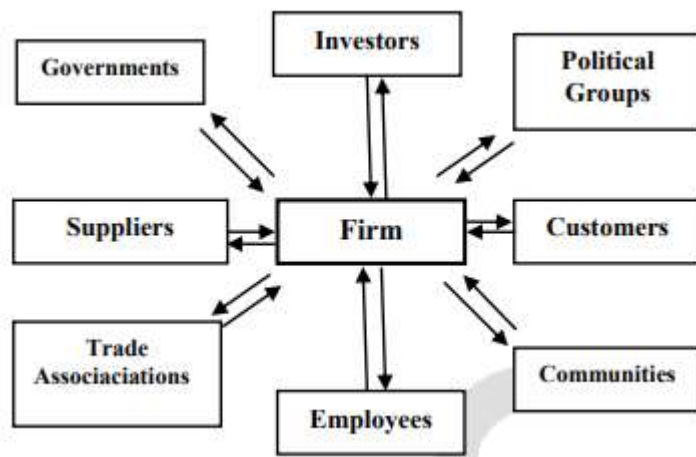

Figure 1: Stakeholder Model of Corporation

III. Stakeholder Management

After identifying the company's most important stakeholders, a continuous process of stakeholder management is put in place with their help. Analysing your stakeholders is a necessary first step in the stakeholder management process (Xia, *et al.* 2018). If you want to know who your customers are, you need to do a thorough stakeholder study. After identifying the stakeholders, the following step is to prioritise them based on their strengths and statements and place them in the table of power of interest. Stakeholder motivation and stakeholder acquisition are the final steps in the process.

A managerial activity known as "stakeholder management" examines the interaction between a company and its stakeholders. Organizational success depends on three things: identifying key stakeholders, determining how different they are, and examining the connections they've forged with one another (Ramaswamy, & Ozcan, 2018). Communication, negotiation, and relationship management are all part of the process of stakeholder management. Stakeholder management, on the other hand, is the practise of controlling the behaviour and attitudes of stakeholders.

People's actions have a direct impact on businesses and organisations. The company's common-sense management uses its surroundings to build strong ties with its stakeholders. In many cases, this type of management is a crucial component of good management (Shackleton, *et al.* 2019). The fundamental premise of this management model is that the primary goal of the institutional notion is to achieve market success. From the point of view of their stakeholders, businesses should focus on the need to be managed effectively so that shareholders may reap the rewards (Mousa, & Othman, 2020). Directed toward other stakeholders for the benefit of the company. Organizational resources must be allocated in accordance with the impact of business operations on both internal and external stakeholders in order to increase the operator's capacity to implement its planned strategy. Management of stakeholders, which has a complimentary approach, envisions a company making policy for all stakeholders in order to satisfy their expectations rather than just one specific stakeholder.

IV. Identification of stakeholders and their characteristics

Stakeholders and their qualities must be defined in order to comprehend the business's interaction with them. Businesses have come to recognise that maintaining their existence requires a greater focus on the relationships with the stakeholders in whom they are involved (Shad, *et al.* 2019). As a result, businesses must be mindful of all stakeholders, including their workers, suppliers and consumers; financial institutions; local communities; environmental groups; the state; and others. A company's long-term relationship with its stakeholders is at risk if it fails to live up to their expectations. Because of this, businesses must pay greater attention to their stakeholders and the relationships they build.

Strength, legality and importance are three of the most often cited attributes of stakeholders in academic research (necessity). Stakeholders' power is defined as the extent to which they can affect the firm. Stakeholders' legal and ethical rights over a company are referred to as its "legality (Shams, *et al.* 2021)." The idea of "necessity" requires a certain level of personal investment on the part of the parties involved. Based on a project's strength, legality, and need, stakeholders should expect a range of interest levels and sorts. At any one time, the amount of these traits among stakeholders may fluctuate.

V. Conflict Management Models

Antagonism can be channelled toward a certain goal by a sequence of acts and counteractions taken by both sides of a conflict or by an outside entity. The outcome of the measures done here may or may not be the final outcome of the dispute. Peaceful and reconciliatory outcomes as well as supremacy over the opposite side are possible outcomes. It's important to note that conflict management and conflict resolution are not interchangeable terms (Shad, *et al.* 2019). An organization's interests may need that a dispute continue for a limited period of time, while nevertheless advocating the aim of an end to the conflict between its stakeholders. When conflict management studies are explored, there are three primary models and anticipatory tactics that have been established. For the purposes of classification, models that focus on resolving disputes in the long term are distinguished from models that focus on finding interim fixes.
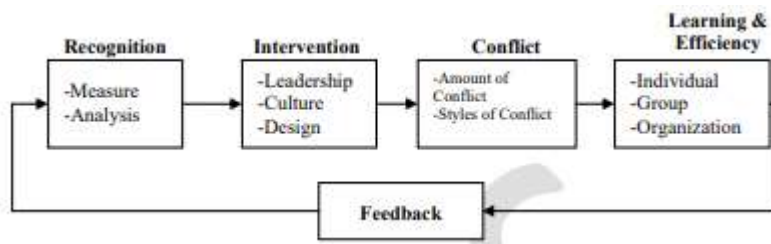
Figure 2: Conflict management process

VI. Strategies Used in Stakeholder Management

"Reactive," "Advocating," "Negotiating," and "Proactive" are four ways to manage relationships with stakeholders. Consensual and proactive techniques are viewed as beneficial, whereas defensive and reactive strategies are viewed as negative in these strategies (Shackleton, *et al.* 2019). Though it would be helpful, other researchers who took action to clarify this situation categorised stakeholders on the basis of potential threats or cooperation to the organisation and stipulated various strategies to manage those stakeholders, since there was no guidance on which strategy would be applied in which situation.

Taking into account the stakeholder's capacity to produce danger or collaboration, it is said that research might use collaborative, participative, defensive, or monitoring tactics. To get positive outcomes and eliminate the threats, it is recommended to follow the collaboration strategy with the goal of collaborating with stakeholders with the potential for cooperation and high threat. Using a participatory technique, (Ramaswamy, & Ozcan, 2018) may effectively manage stakeholder relationships while also reducing the risk of conflict. Stakeholder support is therefore considered, and attempts are made to incorporate as much of this stakeholder as possible in the company's operations.. A defensive strategy is advised for stakeholders with little collaboration potential and high dangers. Stakeholders that don't cooperate with the business or participate in supportive activities are being courted. The stakeholder has the capacity to produce minimal dangers and collaboration in the monitoring approach. In order to preserve connections, it is necessary to keep an eye on stakeholder situations and respond appropriately when they change.

VII. Conclusion and Recommendations

According to the stakeholder theory, a company's connection with its stakeholders, including both the input and output, is examined. Compared to prior management and economic theories, managers and academics give a fundamental structure on how to respond to strategic challenges creating today's varied corporate world. There are parallels between today's economic reality and the stakeholder theory of philosophy. Groups of people who work together to enhance the lives of everyone they come into contact with generate economic value. We know from this reality that stakeholders want to get a return on their investment in a company, and the company gets a return on its investment in a positive connection with its stakeholders while also boosting its social legitimacy. Managers will have a significant edge in creating and sustaining trusting relationships with their stakeholders (Shams, *et al.* 2021). There are just a few studies in the literature on Turkish forestry that focus on stakeholder analysis. In particular, it is planned to increase the management and governance of forest stakeholders. Forestry managers, on the other hand, must place greater emphasis on stakeholder management and the development of

cooperative initiatives. Rather than focusing on external stakeholders, such as forest villages, forestry cooperatives and the forestry industry, the forestry organisation should focus on its internal stakeholder groups and the wants and expectations of its workers. As a last step toward averting future clashes, measures based on collaboration and participation in the OGM can help resolve existing disputes among interest groups. Sustainable development and forest management will also benefit from these measures.

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