

international
CEO
social sciences
congress

COMMUNICATION ECONOMICS ORGANIZATION

December 18 - 20, 2020
GORAJDE / BOSNIA HERZEGOVINA

PROCEEDINGS BOOK

Editors

Prof. Dr. Himmet KARADAL
Assoc. Prof. Dr. Mehmet Naci EFE
Assoc. Prof. Dr. A. Mohammed ABUBAKAR
Kerim KARADAL, PhD. Candidate

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(Communication, Economics, Organization)

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CEOSSC 2020 Bosnia Herzegovina / Gorajde

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We are delighted to introduce International Gorazde University, International Vision University, Bolu Abant Izzet Baysal University, İstanbul Nişantaşı University, CEO TEKMER and Dilkur Academy served as the vehicle of dissemination for a showpiece of articles at the **International CEO (Communication, Economics, Organization) Social Sciences Congress (CEO SSC 2020, Gorazde)** that was held online on December 18–19, 2020. CEO Congress aims to provide a platform for discussing the issues, challenges, opportunities and findings of **Communication, Economics, Organization and Social Science** research. The organizing committee with feedback from the division chairs and the members of the **scientific committee** foresaw an opportunity and research gap in the conference theme, that pitches for pressing issues in the business world.

Presentations are in **Turkish & English**. With the participation and contributions of academics from **29 countries: Afghanistan, Argentina, Albania, Azerbaijan, Bosnia Herzegovina, Bulgaria, Indonesia, Morocco, Philippines, Georgia, India, Italy, Japan, Kazakhstan, Turkish Republic of Northern Cyprus, Kyrgyzstan, Colombia, Kosovo, Macedonia, Nigeria, Uzbekistan, Pakistan, Poland, Serbia, Saudi Arabia, Chile, Turkey, UK, New Zeland**. It is a great privilege for us to present the proceedings of CEO SSC 2020 to the authors and delegates of the conference.

Several manuscripts from prestigious institutions could not be accepted due to the reviewing outcomes and our capacity constraints. Participation from **143 different institutions or Universities**. The 2 days long conference gathered close to **248 national and international attendees** to enliven a constellation of contributions. Keynote lectures by renowned colleagues (Prof.Dr.Necmettin ATŞÜ, Prof.Dr.Fadıl HOCA, Prof.Dr.Nihat ALAYOĐLU, Prof.Dr.Şevki ÖZGENER, Prof.Dr.Remzi ALTUNIŞIK, Prof.Dr.Hernán E. Gil FORLEO, Assoc.Prof.Dr. Veclal GÜNDÜZ, Assoc. Prof. Dr. Dababrata CHOWDHURY, Assoc.Prof.Dr.Elira TURDUBAEVA, Dr.Siham EL-KAFAFİ, Assoc.Prof.Dr.A. Mohammed ABUBAKAR, Gökhan ERZURUMLUOĐLU, Edina BRUTUS), 12 awards were issued to distinguished papers, and a total of **163 oral presentations**.

On the day of completion of this journey, we are delighted with a **high level of satisfaction and aspiration**. It is important to offer our sincere thanks and gratitude to a range of organizations and individuals, without whom this year's conference would not take place. This conference would have not materialized without the efforts of the contributing **authors for sharing the fruit of their research and the reviewers for scrutinizing**, despite their busy schedules. We also thank **our members and colleagues who accepted the duty to participate in the Scientific Committee** and for their valuable help in the screening, selecting, and recommending best contributions.

Uluslararası CEO (İletişim, Ekonomi, Organizasyon) Sosyal Bilimler Kongresi

Bosna Hersek'ten Uluslararası Gorazde Üniversitesi, Kuzey Makedonya'dan Uluslararası Vizyon Üniversitesi ile Bolu Abant İzzet Baysal Üniversitesi, İstanbul Nişantaşı Üniversitesi, CEO TEKMER ve Dilkur Akademi işbirliği ile 18-19 Aralık 2020 tarihlerinde gerçekleşmiştir. Kongremizde *Afganistan, Arjantin, Arnavutluk, Azerbaycan, Bosna Hersek, Bulgaristan, Endonezya, Fas, Filipinler, Gürcistan, Hindistan, İtalya, Japonya, Kazakistan, Kuzey Kıbrıs Türk Cumhuriyeti, Kırgızistan, Kolombiya, Kosova, Makedonya, Nijerya, Özbekistan, Pakistan, Polonya, Sırbistan, Suudi Arabistan, Şili, Türkiye, İngiltere, Yeni Zelanda* gibi 29 ülkeden ve 143 kurum veya üniversiteden 163 bildirinin sözlü sunumuna karar verilmiştir.

Kongrede sunulan ve gönderilen tam metin bildirimler, editör ve hakem değerlendirmesinden sonra 978 – 605 – 06656 – 4 – 2 ISBN'li bu e kitapta yayımlanmaktadır. Yayımlanan bildirimlerin yaklaşık %60'ı Türkiye dışından katılan yazarların çalışmalarıdır.

Kongre, İstiklal Marşı ile başlamış ve açılış konuşmaları yapılmıştır. Kongre Başkanı **Prof.Dr.Himmet KARADAL** ile **Doç.Dr. M.Naci EFE**, Zoom'un Türkiye yöneticilerinden **Gökhan ERZURUMLUOĞLU**, İstanbul Ticaret Odası (İTO) Genel Sekreteri **Prof. Dr. Nihat ALAYOĞLU**, Makedonya Halk Bank Genel Müdürü **Dr.Bilal SUCUBAŞI**, Makedonya Uluslararası Vizyon Üniversitesi Rektörü **Prof.Dr.Fadıl HOCA**, İstanbul Kent Üniversitesi Rektörü **Prof.Dr.Necmettin ATSÜ** ve Aksaray Belediye Başkanı **Evren DİNÇER** tarafından açılış konuşmaları yapılmıştır.

Açılış konuşmalarından sonra "*Post Covid-19 Era: New Normacy*" başlıklı İngilizce bir açılış oturumu yapılmıştır. Açılış oturumunun moderatörlüğü Prof.Dr. Mustafa TÜMER & Doç.Dr.Mohammed ABUBAKAR tarafından yapılmıştır. Açılış oturumunda **Arjantin**'den Prof. Dr. Hernán E. Gil FORLEO (University of Buenos Aires), **İngiltere**den Dr. Dababrata CHOWDHURY (University of Suffolk), **Fas**'tan Doç.Dr. Erdoğan EKİZ (Mohammed VI Polytechnic University), **KKTC**'den Doç.Dr. Veclal GÜNDÜZ (Bahçeşehir Cyprus University), **Gürcistan**'dan Doç.Dr. Azer DILANCHIEV (International Black Sea University), **Kırgızistan**'dan Doç.Dr. Elira TURDUBAEVA (American University of Central Asia), **Kosova**'dan University of Prizren Rektör Yardımcısı Doç.Dr. Soner YILDIRIM ile **Yeni Zelanda**'dan Dr. Siham EL-KAFAFİ (Director of Arrows Research Consultancy) konuyla ilgili sunumlarını yapmıştır.

Kongre kapsamında ayrıca moderatörlüğü'nü **Prof.Dr.Şevki ÖZGENER**'in yaptığı *Bilimsel Araştırma Yöntemleri Çalıştayı* düzenlenmiştir Sakarya Üniversitesi'nden **Prof.Dr.Remzi ALTUNIŞIK**, . "*Ölçek Geliştirme*" konusunda, Antalya Bilim Üniversitesi'nden **Doç.Dr. Mohammed ABUBAKAR** "*SmartPLS Veri Analiz Programı*" konusunda, İstanbul Nişantaşı Üniversitesi'nden **Dr.Gözde MERT** "*Akademik çalışma yazım teknikleri*" başlıklı bir bilgi paylaşımında bulunmuştur.

Yazar(lar) çalışmalarının başka bir yerde yayımlanmadığını veya yayımlanmak üzere göndermediğini bildirmişlerdir. "Çalışmaların etik kurallara uygunluğu" yazarların sorumluluğundadır. "Etik kurallara uyulmamasından doğacak her türlü sorumluluk yazar(lar)a aittir "

Çalışmanın alana ve uygulamaya katkıda bulunması dileğiyle...

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How Emotional Intelligence Curtails Occupational Stress: The Case of Tertiary Educators

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ABSTRACT

An educator in any level of education is expected to wear several hats in his/her profession. Accordingly, the profession becomes challenging and highly demanding as the educator is expected to multi-task all the time not only during their daily activities, but also all through their professional career. On a daily bases, an educator is expected to prepare, plan, organise and disseminate lessons, develop assessments, mark assessments and exams besides managing administrative duties. Furthermore, an educator is expected to design and develop curricula, provide guidance and counselling to students, undertake research, guide research, provide other scholarly activities while planning and executing their own professional development pursuits. The current environment of the New Zealand education system has contributed to the increase of the educators' challenges due to an increase in workload, diversity of students in the classroom that require different tools of the trade in teaching; the emergence of new technologies in teaching and assessments (distance learning, blended learning, flipped classroom, eLearning); lower calibre of students due to their lack of language proficiency; decline of educational standards while requesting unreasonable demands from the educators via internal and external stakeholders.

While all those challenges are occurring at the educators' workplace, there is also the personal life complexities to deal with due to the social and economic changes happening around us globally. All these factors contribute towards the educator experiencing high levels of stress, resulting in burnout due to the high demands at the workplace and expectations of high performance and multi-tasking at the same time. Various research posits that there is an increase in the level of stress leading to burnout among the teaching profession due to the increase of the profession's complexity and exigencies these days.

The objective of this research paper is to investigate the factors contributing to stress at the workplace; explain the relation between emotion and stress in the workplace; illustrate how does stress impact on employee effectiveness, efficiency and job satisfaction; and finally provide a model of how to use 'emotional intelligence' to minimise stress at the workplace.

Keywords: Stress at the Workplace, Emotional Intelligence, Reflective Practice Model, Job Satisfaction and Education Field.

INTRODUCTION

Stress is considered as one of the important health risks at the workplace around the globe. Discussions about stress and burnout at the workplace has taken the forefront of considerations these days in the New Zealand workforce. Kurt Lewin (1951) posits that all individuals and organizations exist in an environment that is filled with stress. Stress affects the individuals' physical and mental health which has influence on their work performance and accordingly on the productivity of the whole organization (Menon & Akhliesh, 1994). Some of the consequences of stress in the organization include absenteeism and job dissatisfaction with high accident rates and staff turnover (Whetten & Cameron, 2010). Palmer et al. (2004) reiterated that work related stress costs country's national economy a staggering amount in sick pay, health care, lost productivity and litigation costs.

This research paper investigates the issue of stress at the workplace for tertiary educators and its impact on their performance to provide a model of how to use emotional intelligence to minimise their stress and assist in their effectiveness and efficiency in the work place without getting burned out. Accordingly, the ultimate goal is to reach “*Eustress*” which has been defined as both good stress, and as optimal amount level of stress (Selye, 1987). By eliminating negative stress and balancing the workplace with positive stress, which could lead to creativity, enthusiasm, drive and motivation driving both individuals and the whole organisation towards business excellence and competitive advantage.

1. Methodology

This study utilised the systematic search and review method (i.e. one of the types of literature review) that combines strengths of critical review with a comprehensive search process. It typically addresses broad questions to produce best evidence syntheses. Furthermore, the author combines this method with reflective writing utilising the reflective practitioner model with the aim of capturing real life experience as a learning tool to enhance emotional intelligence to minimise stress at the workplace, improve efficiency and job satisfaction by providing an applicable model of value to other practitioners in the field of education.

The research concludes by suggesting that emotional intelligence of educators can be enhanced through training in various competencies of emotional intelligence to reduce occupational stress among educators and achieve greater job satisfaction.

2. Stress and its Effect on Individuals’ Health and Productivity at the Workplace

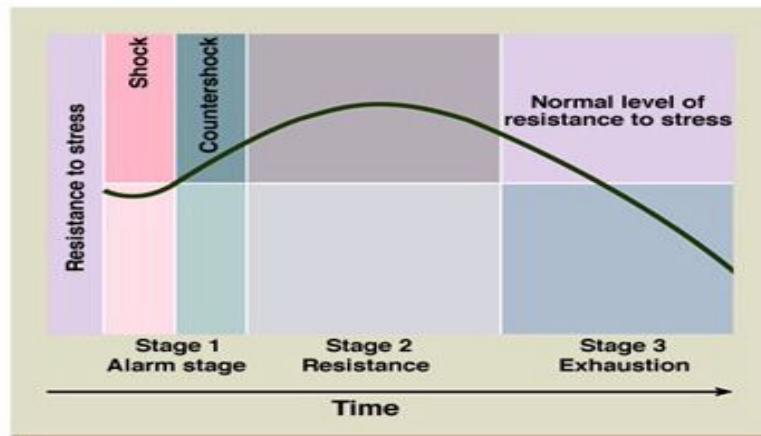
Stress means different things to different people. For example a specific situation may be stressful for one person while it may not be stressful for another person. Stress can be used to refer to an individual’s internal state, external events, or interactions between people and the environment (McNamara, 2000). According to Pomfrey (2018), Han Selye coined the word *stress* back in 1936. Selye (1964) explained the concept of stress as a number of physiological and psychological reactions to harmful or unfavourable conditions or effects on the individual. Later on in 1987, Selye made a distinction between eustress and distress. Furthermore, Le Fevre, Matheny & Kolt, (2003) explained that the notion of eustress depending mainly upon the respective individual if he or she interprets the stimuli as positive or negative and how the individual reacts to the stimuli according to their emotions.

Patel (1991) defined stress as “Instances that include important changes (e.g., making an important presentation), being exposed to threat (e.g., when our competence is questioned) or struggling to meet unrealistic expectations of others as well as our own (e.g., we are expected to be a competent manager when, in fact, we are superb at our craft but not good at managing, or we strive to be perfect in all things). No matter what the situation is, when the demand we perceive exceeds the resources we think we have, the body and mind are aroused and all systems are geared up either to fight the challenge or to flee from situation to avoid harm” (p.10).

Nordqvist (2015) posited that anything that poses a challenge to human beings is considered stress. Stress is how the individual body respond to any kind of demand or threat (Segal, Smith & Robinson, 2017). Furthermore, Seaward (2006) explained Hans Seyle’s stress model called

General Adaptation Syndrome (GAS) in which he explained the three stages an individual experiences in stressful situations and their reactions accordingly (refer to Figure 1).

Figure 1: Stress General Adaptation Syndrome (GAS) Model



Source: Seaward, 2006

The **first stage** of reaction to stress is the alarm stage (Seaward, 2006; Auerbach, 1998; Cooper, 1998; & Selye, 1976). In this stage, if the stressor is a threat, people may develop a feeling of anxiety or fear which has health repercussions. For example, acute anxiety disorder can cause sleep disorders. Sleep disorders are often associated with anxiety, or frequent nightmares. If the stressor is not a threat, but still exists, people also may acquire a feeling of confusion or depression. This may influence people’s heart rate and blood pressure. In most cases, this stage alerts the person to the environmental condition and prepares the body for the second stage.

The **second stage** of reaction to stress is the resistance stage (Seaward, 2006; Auerbach, 1998; Cooper, 1998; Selye, 1976). In this stage, the individual’s defence mechanism is dominant and the body begins to obtain excess energy.

Whetten and Cameron (2010) explains five different types of defence mechanisms used by people to combat stress at this stage of resistance:

- 1) Aggression: attaching the aggressor, other people or sometimes attaching oneself.
- 2) Regression: adopting a previously implemented behaviour pattern that proved to be successful in the past.
- 3) Repression: either deny the stressor, or forget about the stressor or redefine the stressor.
- 4) Withdrawal: this can happen either psychologically or physically or both.
- 5) Fixation: persisting in using a specific response even though it’s not effective.

The **third stage** of reaction to stress is the exhaustion stage (Seaward, 2006; Auerbach, 1998; Cooper, 1998; Selye, 1976). People feel uncomfortable in the previous two stages i.e. the alarm stage and resistance stage, but the exhaustion stage may be the most precarious stage for people (Olsen, 2018; & Tischner & Niezgodna, 2006).

Another unwarranted effect of stress is burnout which individuals go through at the workplace. Job burnout refers to fatigue or wearing out from the pressures of job, work overload and lack of control (Freudenberger, 1974 & Angerer, 2003). There has been several definitions of the term “burnout” but for the sake of this research paper, I chose to relate to Maslach’s (2003) Job Burnout Model due to a prolonged response of chronic emotional and interpersonal stressors at the workplace in which he suggested the following components:

1. Emotional exhaustion: Feeling overextended and/or depleted of our own emotional and physical resources.
2. Depersonalisation or cynicism: developing a detachment response towards clients and co-workers at the workplace.
3. Lack of personal accomplishment: Zahrani (2011) explained this component as the individual's tendency to evaluate himself or herself negatively.

According to those definitions and to Hans Selye's General Adaptation Syndrome (GAS) stress Model demonstrating the hazardous health, workplace stress can be harmful, negative and unpleasant because it is associated with negative emotional state of mind, a psychological state arising from feeling of being burned-out and burdened at the workplace in response to work stressors. Occupational stress has been further explained by Holmlud-Rytkonen and Strandvik (2005) as the inability of individuals to cope with the pressure and challenges at the workplace due to the poor fit between the employees' ability and the job requirements and conditions. Accordingly, we can deduce that employees who are demonstrating signs of stress will definitely be less productive and their work will not be as effective and efficient as it should be.

This has been reiterated by Smiley (2020) who reported on a study conducted by UCL Institute of education reported that teachers' workplace responsibilities results in high level of stress and anxiety. The study reports that one in every twenty teachers (i.e. 20%) suffer from some form of mental illness for an approximate duration of a year as a result of stress at the workplace.

3. Emotional Intelligence:

Emotional intelligence term has been coined by Salovey and Mayer (1990) who defined it as a form of intelligence that involves a person's ability to monitor one's own and others' feelings and emotions i.e. to be able to discriminate among those feelings and use the information to guide one's thinking and actions accordingly.

Goleman (2001) and Boyatzis et al. (2000) provided the following emotional intelligence dimensions which they further subdivided these characteristics into 20 behavioural competencies as outlined in Table 1.

Table 1: Dimensions of Emotional Intelligence and its Associated Behavioural Competencies

Self Awareness	Social Awareness	Self Management	Relationship Management
Emotional self-awareness	Empathy	Self-control	Developing others
Accurate self-assessment	Service orientation	Trustworthiness	Influence
	Organisational awareness	Conscientiousness	Communication
		Adaptability	Conflict management
		Achievement	Leadership
		Drive	Change catalyst
		Initiative	Building bonds & teamwork
			Collaboration

Source: Goleman (2001) and Boyatzis et al. (2000) in Hess & Bacigalupo (2011, p. 713).

Hess & Bacigalupo (2011) research posited that emotional intelligence enables an individual to make sound decision-making process in the workplace through processing the skills presented above in Table 1. They developed a set of questions as guidelines to assist organisations and its individuals to apply the required skills to develop the right decision making process leading to a quality accepted solution through the utilisation of high emotional intelligence skills.

The following are the guidelines for the self-awareness and self-management skills as proposed by Hess & Bacigalupo (2011):

- Build your decision making on honest self-assessment by recognising your behaviour and abilities in comparison to others.
- Take others' opinions about your decision making if it's inclusive or exclusive and their reasoning behind their point of view. Take advice on methodologies and how to utilise it.
- Acknowledge your weakness and recognise the strength of others in decision making style. Also recognise the impact of your decision making style and behaviour on others.
- Don't let time pressures push you in making quick decisions i.e. take time in making the right decision that would render the required outcome.
- Admit miss-judgements and mistakes openly as it helps in building self-confidence and developing good relationships leading to positive decisions and outcomes.
- Delegate decision making authority and accept outcomes of delegation.

The following are the guidelines for the social awareness and relationship management skills as proposed by Hess & Bacigalupo (2011):

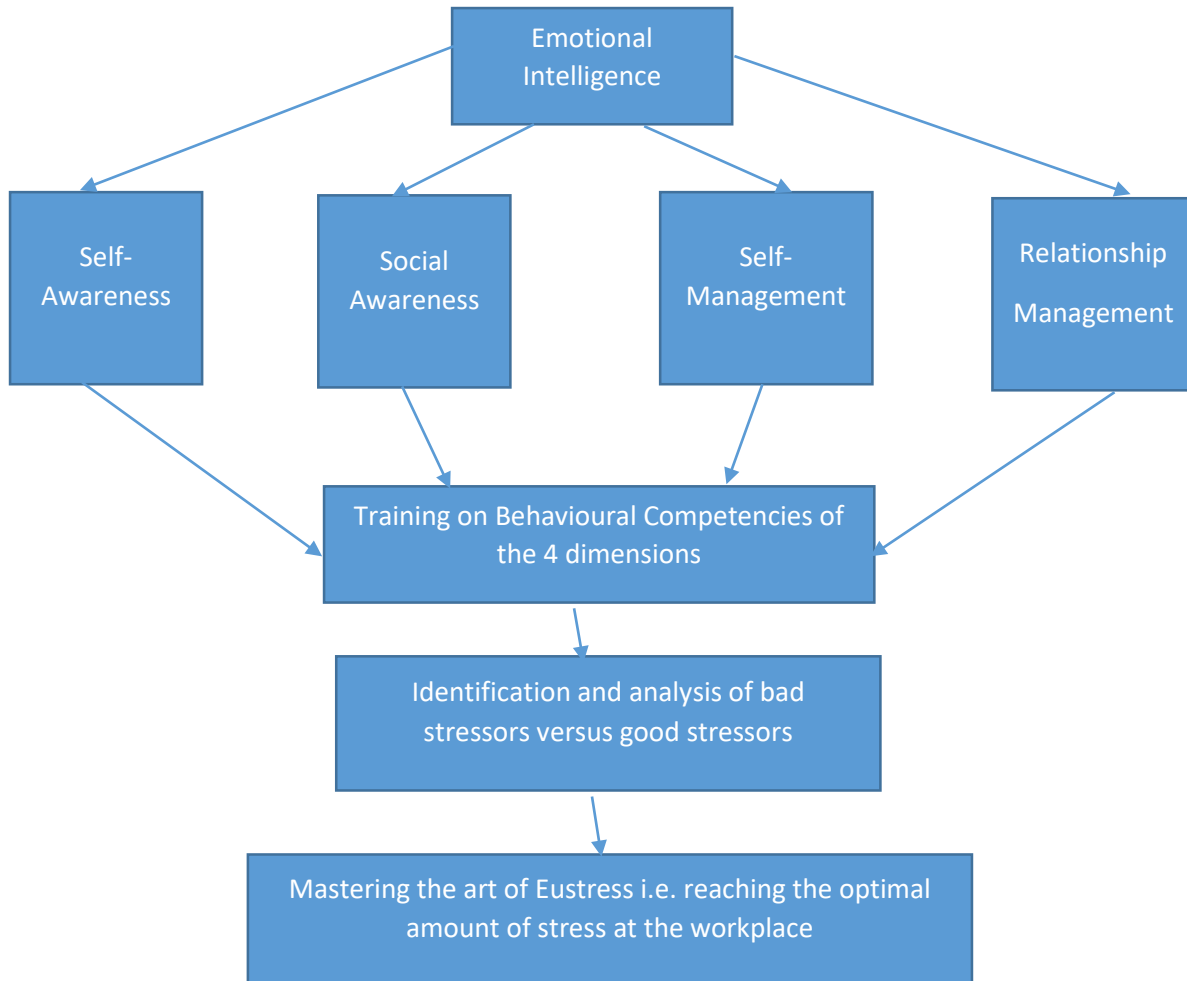
- Give deep thought about impact and consequences of decision before making it i.e. contemplate short term and long term consequences of decision effects.
- Think of ways to involve the impacted people in the decision making process e.g. providing ideas and options for the decision and/or comment before decision is finalised.
- Tailor your decision making process to organisational culture e.g. if it's a team culture act accordingly.
- Utilise your communication skills to develop relationships and trust with others while making decisions especially when delegation takes place in the process e.g. reinforce the role of each person in the decision making process.
- In circumstances of conflict, listen more than speak to learn the opinion of others to be able to resolve tension and develop long term relationships.

A study conducted by King & Gardner's (2006) indicated that emotional self-awareness and the ability to understanding others' emotions were viewed by an individual as challenges not threats; hence the individual focuses on stress coping strategies rather than avoiding the whole situation. Accordingly, this leads to self-management to reach a positive outcome for resolving those challenges by concentrating on the task on hand. This shows how emotional intelligence can play a positive role on individuals to direct them towards coping with stress by focusing on the task and coping to resolve the challenges instead of avoidance.

4. How to reach Eustress through Emotional Intelligence?

In this section, I will be proposing a model to be followed in order to decrease bad stress and reach the “Eustress” level i.e. the good stress and optimal amount of stress at the workplace. In developing this model, I utilised the dimensions of emotional intelligence and its related skills advocated by Goleman (2001) and Boyatzis et al., (2000). I further applied the model to my reflections on self-practice in the tertiary education field and provided recommendations to be followed as a means of dealing with job stressors at the workplace.

Figure 2: Reaching Eustress via Emotional Intelligence Dimensions Model



Source: Author's Figure

5. Reflections on Self-Practice in the Tertiary Education Field and Recommendations:

In this section, I will be following the framework of Sharma and Singh (2016) i.e. “Factor Loadings of Job Stressors Resulting from Factor Analysis” in analysing my own experiences and reflections from practice on those seven factors.

The following Table 2 illustrates the results of Sharma and Singh's (2016) research of the Seven Factors resulting on job stressors and my professional reflections on them. The research is reporting on the impact of stress on banking marketing executives, while my reflections are going to be built on my practical observations and work experience as an educator in the high education sector. I further recommend the most suitable emotional intelligence dimension and related skills fitting with each job stressor to assist educators to master the art of eustress i.e. reach the optimal amount of stress at the workplace.

Table 2: Results of the Seven Factors of Job Stressors

The Seven Factors of Job Stressors	Sharma & Singh's (2016) Research Results	My Reflective Practitioner Observations	Emotional Intelligence Dimension
Lack of Clarity and Growth	The marketing executives indicated a lack of clarity of job scope, responsibilities, personal growth and overall, no clarity of work expectations.	In the education field, there is a tendency for the job responsibilities to be hazy as it may include various requirements keeping the scope unlimited which can get perplexing for individuals.	This job stressor requires the following 2 dimensions: <ul style="list-style-type: none"> • Self-Awareness i.e. master the skill of emotional awareness and its impact on our actions and accordingly be accurate in self-assessment on how to cope with the situation. • Self-Management i.e. require the skills of adaptability, achievement drive and having an initiative to develop ways of coping with unclear job scope and responsibilities as its one of the characteristics of the global world we are living in nowadays.
Work-Life Imbalance	The marketing executives indicated that their jobs lacked work-life balance as they spent a lot of time on meetings after working hours. Moreover, their jobs don't allow them to spend enough time with their families.	As an educator in the new paradigm of scheduling working hours, our work is conducted at both the workplace and at home. That means that contact hours are conducted at the workplace while the rest of the job requirements is conducted from home e.g. marking, preparation for classes or course development, and research work either for teaching or for publication outcomes. This working schedule doesn't enable educators to spend enough time with	The four dimensions of emotional intelligence are required to strike a work-life balance. <ul style="list-style-type: none"> • Self-Awareness i.e. master the skills of emotional awareness and accurate self-awareness of one's capabilities before getting overwhelmed with the amount of work on hand. • Social Awareness i.e. utilise the skill of organisational awareness to be able to prioritise the workload and its urgency and divide the tasks in smaller doable chunks. • Self-Management i.e. utilise the skills of self-control and consciousness to be able to have good time management reaching a balance

		<p>their families as they are always busy conducting extra activities outside the regular working hours of the day and during the weekends.</p> <p>Stress is the obvious outcome of such activities.</p>	<p>between meeting the job requirements and at the same time having time for yourself and your family; hence, achieving optimal performance.</p> <ul style="list-style-type: none"> • Relationship Management i.e. utilising the skills of communication, collaboration, developing others, influence and leading change to be successful in delegating and leading teams to work smarter and achieve both your own goals and organisational goals with the ultimate result of striking a life work balance.
Work Overload	<p>Marketing executives complained that they are not allotted time to discharge their duties.</p> <p>Furthermore, their families complain that they don't see them enough because they are always busy with work even in the weekends and sometime in holidays.</p>	<p>Traditionally people believed that the teaching field is sought after because teachers get lots of holidays.</p> <p>Reality is far from this myth. The teaching profession requires the teacher at any level of education to juggle various job requirements and responsibilities i.e. teachers work late at night and in weekends to be able to meet deadlines which seems to be always there for some reason or another.</p>	<p>The four dimensions of emotional intelligence are required here to manage work overload.</p> <ul style="list-style-type: none"> • Self-Awareness i.e. master the skill of accurate self-awareness to manage ones limitations and capabilities to deal with work overload by setting priorities. • Social-Awareness i.e. have empathy and understanding to family and friends' requirements and the importance of having quality time with them. • Self-Management i.e. utilising the skills of self-control, drive and initiative to manage own time and workplace requirements. • Relationship Management i.e. utilise the skills of communication, conflict management and collaboration as they are key to balancing workplace overload and own life style and its requirements.

<p>Lack of Autonomy</p>	<p>The marketing executives complained that they are not permitted to make work related decisions on their own.</p> <p>Furthermore, they have to do things in their role that are against their best judgement.</p>	<p>In the case of teachers in the education field, we have to follow a certain prescription that has been decided by someone else and lots of times we have to follow a certain prescribed assessment even if it doesn't fit.</p> <p>In order to do any changes either in assessments or content, it has to go through lots of requirements, rules and regulations which sometimes becomes time consuming and tiresome.</p>	<p>Two dimensions of emotional intelligence is required for dealing with lack of autonomy.</p> <ul style="list-style-type: none"> • Social-Awareness i.e. master the skills of social orientation and organisational awareness to be able to provide high quality of work while abiding by the rules and regulation. • Relationship Management i.e. utilising the skill of communication to have successful interaction among colleagues and management; and the skill of influencing others and becoming a change catalyst by explaining the merits of your point of view and the value of your contributions at the workplace.
<p>Unachievable Targets</p>	<p>The marketing executives complained that their boss always sets unachievable targets while they are still preoccupied with their present role which made it difficult for them to take any higher or more responsibilities</p>	<p>In the education field we are always pressed for time and deadlines e.g. while teaching and doing other administrative roles, we are required to have a really tight turn around for marking and moderation of assessments.</p>	<p>Two dimensions of emotional intelligence is required for dealing with unachievable targets.</p> <ul style="list-style-type: none"> • Self-Awareness i.e. master the skills of emotional awareness and accurate self-awareness of ones capabilities before getting overwhelmed with the amount of work on hand. • Self-Management i.e. utilise the skills of self-control, adaptability, achievement, drive and initiative to achieve targets through time management and good delegation skills.
<p>Poor Communication System</p>	<p>The marketing executives complained that they don't get the needed information in a timely fashion.</p>	<p>In relation to communication and its effectiveness, I believe that it depends on the individual and their communication skills plus the</p>	<p>To succeed in having a successful communication system all the four dimensions with their skills are required here.</p>

	<p>Moreover, they are not given the opportunity to express their ideas and point of views either.</p>	<p>surrounding environment and organisational culture.</p> <p>So, this point is difficult to generalise and blame on the whole industry as that wouldn't be a fair judgement.</p> <p>Having said that poor communication can occur on various levels e.g. between teachers and students, among teaching staff and/or between teaching staff and management.</p> <p>I would also like to add at this point that there are lots of tools available in the system to minimise from poor communication e.g. regular staff meetings, providing regular constructive feedback among various parties and different types of class observations. etc.</p>	
<p>Poor Interpersonal Relations</p>	<p>The marketing executives complained that they do not have good relationship with their line managers and other seniors and no empathy from other colleagues.</p>	<p>I believe that such stressors at the workplace indicate that the person is very emotional and stressed in their role to the extent that they become very negative to their surroundings.</p> <p>Such a reaction and frame of mind depends on the overall organisational culture and interpersonal interactions</p>	<p>In order to develop and maintain a positive and successful interpersonal relation in your workplace, the four dimensions of emotional intelligence are required:</p> <ul style="list-style-type: none"> • Self-Awareness i.e. master the skills of emotional awareness and accurate self-awareness of ones capabilities to stay in a positive frame of mind while analysing your surrounding environment.

		<p>and relationships in that specific organisation. Again, this cannot be generalised in the educational field and has to be case by case related.</p> <p>For me personally I always enjoy my interactions with my colleagues, superiors and students. I believe that emotional intelligence plays a crucial role to shape the person's frame of mind and how to look at these issues as challenges to be dealt with in a positive manner.</p>	<ul style="list-style-type: none"> • Social-Awareness i.e. have empathy and understanding of colleagues and management point of views, • Self-Management i.e. utilising the skills of self-control and adaptability to build good relationships at the workplace with colleagues and management. • Relationship Management i.e. utilise the skills developing others, being a good influence, practice effective communication, conflict management and collaboration as they are of value to building positive interpersonal relationships at the workplace.
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CONCLUSION

This research paper investigated the factors contributing to occupational stress in the educational sector; explained the relation between emotion and stress in the workplace; illustrate how does stress impact on employee effectiveness, efficiency and job satisfaction; and finally provided a model of how to use 'emotional intelligence' to curtail stress at the work place in order to master the art of eustress.

In my opinion, a person with high emotional intelligence is capable of controlling and regulating their own emotions (i.e. having self-control and able to self-motivate when required). Furthermore, the person with high emotional intelligence is also capable of understanding other people's emotions which puts them in a good position to handle interpersonal relationships very well. Accordingly, such a person due to their positive frame of mind, can monitor their own and others emotions, regulate them and direct them toward high performance and overcoming any stressful emotions encountered at the workplace due to burnout or any other reasons mentioned by other researchers.

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The Cultural Determinants of Entrepreneurship: Evidence from the GLOBE Project

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ABSTRACT

Purpose: Given the lack of empirical findings regarding the cultural effect in the new business creation this research aim is to determine how the national cultural determinants influence the entrepreneurial activity.

Design/ Methodology/ Approach: Consistent with previous works this research question is analyzed using a panel data model. This article is based on a sample of 52 countries for eleven years, from 2008 to 2018. Using the number of new limited liability companies, from the World Bank Databank, and the GLOBE project culture dimensions.

Research Implications: This research contributes to closing the gap in the current literature on the cultural effect on the creation of new companies, allowing us to know the cultural aspects that have the greatest influence, both positive and negative, in the creation of new companies, taking into account their level of development.

Originality/ Value: This study shows the relationship between the culture measured in the GLOBE project and the entrepreneurial activity.

Keywords: Culture, Entrepreneurial Activity, Total Entrepreneurial Activity.

INTRODUCTION

Entrepreneurship is a concept that includes a wide range of contexts and factors. The study of new business creation has had an important place in public policies, especially due to its role in economic development, renewal and the generation of jobs (Wennberg, Pathak, & Autio, 2013). Although previous empirical work has been made analyzing the institutional factors that are correlated with entrepreneurship a research gap persists about them (Fayolle, Liñán, & Moriano, 2014). Particularly, empirical evidence has supported the notion that to understand whether countries have different level of venture creation, the cultural factors have to be analyzed (Pinillos., & Reyes, 2009). Culture, as the fundamental belief structure unique to a particular community or society, shapes the development of certain personality characteristics and induces individuals in a society to participate in actions that may not be apparent in other societies (Hayton, & Cacciotti, 2013). Nonetheless, and following the call of Pinillos & Reyes (2009) new databases regarding the cultural dimensions have to be used to contrast prior

empirical research. Based on that premise, this research answers the question: how the cultural characteristics effect the number of new business registration? To resolve this question, we use a longitudinal analysis based in a sample of 52 countries over eleven year. Therefore, we contribute in three ways: firstly, we will provide support to close the gap in actual literature about the role of the societal cultural factors in the new business registration allowing a direct comparison with previous researches. Secondly, we provide support of a set of cultural parameters that have a direct relationship with this phenomenon. Finally, we complement the entrepreneur theory denoting the multiplicity of informal factors that interact in the business creation. The structure of this paper is as follows: we discuss the research the core concepts and theoretical background. The data and method are then addressed. After presenting statistical results, the main findings of our empirical analysis are discussed. Finally, theoretical and practical implications are presented.

CORE CONCEPTS AND THEORETICAL BACKGROUND

Liñán, F., & Fernandez-Serrano, J. (2014) summarized culture as a complex and multidimensional concept. Cultural values operate implicitly, since they are deeply ingrained in social institutions and technological structures. Therefore, these ideals and convictions are constantly reinforced (Liñán, & Fernandez-Serrano, 2014). Besides, Schwartz, S. H. (2004) consider cultural values as averaged individual values. In this context, specific cultural make that some of them prevails. This mechanism works through social institutions and their actions selecting and prevailing some of them over the others. We consider the aggregated national dimensions reviewed by Javidan, & Dastmalchian: (a) Uncertainty Avoidance, (b) Assertiveness, (c) Future Orientation, (d) Power Distance, (e) Collectivism, and (f) Human Orientation.

DATA AND METHODS

The Sample

Consistent with previous research; this research is analyzed using a panel data model, the panel was built from the intersection of available data from (1) The culture dimensions of the GLOBE project, and (2) the information from the Databank of the World Bank. This article is based on a sample of 52 countries over eleven years, from 2008 to 2018.

The Variables

The variables are summarized in the table 1 where the definitions and sources are described.

Table 1- Variable Description & Source

Variables	Variables Description	Source
Number of New Limited Companies	New businesses registered are the number of new limited liability corporations registered in the calendar year. Unweighted average. The definition of entrepreneurship	World Bank Databank

	used is limited to the formal sector.	
GDP per capita/ Ln GDP Per capita.	Gross domestic product per capita in dollars to prices and current rates of change.	World Bank Databank
Uncertainty Avoidance Societal	The extent to which a society, organization, or group relies (and should rely) on social norms, rules, and procedures to alleviate unpredictability of future events. The greater the desire to avoid uncertainty, the more people seek orderliness, consistency, structure, formal procedures, and laws to cover situations in their daily lives.	GLOBE Culture Dimensions
Assertiveness Societal	The degree to which individuals are (and should be) assertive, confrontational, and aggressive in their relationship with others.	GLOBE Culture Dimensions
Future Orientation Societal Values	The extent to which individuals engage (and should engage) in future-oriented behaviors such as planning, investing in the future, and delaying gratification.	GLOBE Culture Dimensions
Power Distance Societal Values	The extent to which the community accepts and endorses authority, power differences, and status privileges.	GLOBE Culture Dimensions
Collectivism I Societal Values (Institutional Collectivism)	The degree to which organizational and societal institutional practices encourage and reward (and should encourage and reward) collective distribution of resources and collective action.	GLOBE Culture Dimensions
Humane Orientation Societal Values	The degree to which a collective encourages and rewards (and should encourage and reward) individuals for being fair, altruistic, generous, caring, and kind to others.	GLOBE Culture Dimensions
Collectivism II Societal Values (In-group Collectivism)	The degree to which individuals express (and should express) pride, loyalty, and cohesiveness in their organizations or families.	GLOBE Culture Dimensions

The table shows the definition and source of information of the endogenous and exogenous variables used for this research. It was used as source: (a) World Bank for the number of new limited companies, and the (b) GLOBE project cultural dimensions.

The Global Leadership and Organizational Behavior Effectiveness, GLOBE project, examined the relationships among societal culture, leadership, and organizational practices in collaboration with more than 200 researchers from 62 societies. For this research we have used seven of the eighteen cultural indicators available given their relevance to the entrepreneurial activity. Also, it was included the GDP per capita and its logarithmic transformation as a national control variable. Table 2 summarized the descriptive statistics of the variables.

Table 2- Descriptive Statistics

Variables	N	Mean	Std. Dev.	Min	Max	Skew.	Kurt.
Number of new limited liability companies (New Firms)	320	62.566	77.296	1.127	433.464	2.55	10.404
GDP per capita	310	30.054	23.005	1.658	79.703	.582	2.204
Ln GDP per capita	310	9.823	1.051	7	11	-.412	2.144
Uncertainty Avoidance	320	4.153	.596	3	5	-.063	2.67
Assertiveness	320	4.144	.424	3	5	.835	4.38
Future Orientation	320	5.419	.565	3	6	-.513	3.525
Power Distance	320	2.628	.497	2	4	-.376	1.532

Collectivism I	320	4.741	.524	4	6	-.204	2.616
Human Orientation	320	5.484	.537	3	6	-.547	3.643
Collectivism II	320	5.588	.524	4	7	-.288	1.903

The table shows the descriptive statistics of the variables used in the model. The unit of analysis is country. The sample contained 52 countries.

Dependent Variable

We have used the Number of New Limited Companies as a measure of Entrepreneurial activity (variable that was obtained from the world bank data bank). The highest number is 433.464 and corresponds Russia, which has the highest enrollment rates for new companies from 2012 to 2016, followed by Brazil and Australia, which also have high rates of New limited companies. The lowest rates are presented by Namibia with around 1.127 for 2012 and 2013.

Independent Variables

In addition to seven the cultural variables of the GLOBE project: *Uncertainty Avoidance Societal*, *Assertiveness Societal*, *Future Orientation Societal*, *Power Distance Societal*, *Collectivism I Societal*, *Human Orientation Societal*, *Collectivism II Societal*; we have included GDP per capita as an explanatory variable.

Model

Given the nature of the data, where both a cross-sectional and time series dimensions are observed, a panel data method of estimation is used. Considering the Wooldrige (2010) process, it was made the Hausman test. This evaluates the consistency of an estimator compared to an alternative, particularly it helps to evaluate if a statistical model corresponds to the data. After performing an analysis with both the fixed effects and random effects estimators the Hausman test indicates that the most appropriate in this case is to use random effects. Therefore, the statistical model is determined by the equation $y_{it} = a_i + X'_{it}\beta + u_{it} + e_{it}$

The subindex i represents individuum, and the subindex t represents the period. Besides, the parameters a_i is the individual intercept, X'_{it} is the set of exogenous variables, β is the estimators sets, u_{it} is the between-entity error, and e_{it} is the within-entity error.

Results

The pairwise correlation between all eight variables is presented in Table 3.

Table 3 Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
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(1) New Firms	1.000									
(2) GDP Per Capita	-0.137	1.000								
	(0.016)									
(3) LN GDP Per Capita	-0.089	0.899	1.000							
	(0.117)	(0.000)								
(4) Uncertainty Avoidance	-0.154	0.482	0.431	1.000						
	(0.006)	(0.000)	(0.000)							
(5) Assertiveness	-0.121	0.007	0.015	-0.087	1.000					
	(0.030)	(0.902)	(0.786)	(0.119)						
(6) Future Orientation	0.005	-0.543	-0.587	-0.312	0.049	1.000				
	(0.927)	(0.000)	(0.000)	(0.000)	(0.384)					
(7) Power Distance	0.075	0.000	-0.001	0.098	-0.236	-0.303	1.000			
	(0.184)	(0.998)	(0.990)	(0.081)	(0.000)	(0.000)				
(8) Collectivism I	0.091	-0.219	-0.316	-0.023	0.338	0.485	-0.396	1.000		
	(0.105)	(0.000)	(0.000)	(0.682)	(0.000)	(0.000)	(0.000)			
(9) Human Orientation	0.293	0.066	0.025	0.120	-0.086	0.311	-0.286	-0.042	1.000	
	(0.000)	(0.247)	(0.664)	(0.032)	(0.123)	(0.000)	(0.000)	(0.450)		
(10) Collectivism II	-0.105	-0.303	-0.347	-0.379	-0.184	0.437	-0.037	-0.003	0.122	1.000
	(0.062)	(0.000)	(0.000)	(0.000)	(0.001)	(0.000)	(0.507)	(0.961)	(0.029)	

The table present the pairwise of the eight (10) variables used in the model. The analysis was made considering the 47 countries available in the sample. Probability of the correlations are presented in parenthesis.

As it is synthetized in table 3, It was not observed a high correlation between the exogenous variables. Table 4 shows the results of the regressions. Model (1) was made using an ordinary least squares with robust standard errors. Model (2) was modeled considering the random effect described previously. Model (3) was modeled with random effects and controlled by income group. Finally, Model (4) was modeled with random effects and controlled by income groups and years.

The cultural variables *Uncertainty Avoidance*, *Assertiveness*, *Future Orientation*, and

Collectivism II present a negative relationship with entrepreneurial activity. Therefore, as the behaviors or cultural attitudes represented by these indicators increase, entrepreneurial activity will be reduced. Besides, *Power Distance*, *Collectivism I*, and *Human Orientation* presents a positive relationship with the new firms' registrations. As a model selection criterion for the panel data estimation, we considered the R square in the overall for this case Model (3) captured the highest within and between effect.

Table 4- Results

	(1)	(2)	(3)	(4)
	OLS	RE- I	RE-II	RE-III
GDP Per Capita	-1.372*** (.227)	-1.321** (.611)	-1.079* (.643)	-1.061 (.658)
LN GDP Per Capita	40.972*** (9.242)	27.131*** (10.519)	37.452** (17.563)	35.732** (17.63)
Uncertainty Avoidance	-60.724*** (11.319)	-53.309* (27.852)	-57.031* (29.782)	-56.606* (30.519)
Assertiveness	-43.103*** (7.027)	-50.345*** (16.388)	-49.675*** (16.747)	-49.905*** (16.908)
Future Orientation	-59.296*** (11.676)	-46.381 (28.602)	-46.687* (27.531)	-47.023 (28.723)
Power Distance	49.147*** (6.589)	46.981*** (16.891)	41.642*** (15.39)	41.426*** (15.633)
Collectivism I	79.234*** (10.254)	80.002*** (20.353)	75.249*** (19.947)	75.074*** (20.104)
Human Orientation	83.342*** (9.345)	80.695*** (26.999)	75.758*** (22.393)	75.664*** (23.239)
Collectivism II	-32.624*** (7.444)	-27.125* (15.721)	-27.404* (15.453)	-28.356* (15.384)
Constant	-288.175*** (106.393)	-280.087 (195.101)	-282.754 (189.593)	-261.826 (201.452)
Observations	310	310	310	310
R sq. Within	-	0.00	0.00	0.04
R sq. Between	-	0.39	0.40	0.39
R sq. Overall	0.44	0.42	0.43	0.43
Year dummies	yes	-	-	yes

Income Group	yes	-	yes	yes
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Robust standard errors are in parentheses

*** $p < .01$, ** $p < .05$, * $p < .1$

The table present the results of the fixed effect panel data estimation. The endogenous variable is new firms' registration. The exogenous variables are GDP Per Capita, LN GDP Per Capita, Uncertainty Avoidance, Assertiveness, Future Orientation, Power Distance, Collectivism I, Human Orientation, and Collectivism II. All the variables are described in table 1. Robust standard errors are represented in parentheses.

DISCUSSION AND LIMITATIONS

This article makes progress in understanding how the cultural characteristics effect the number of new business registration. Based in the theoretical assumptions developed by Schwartz (2004) we have validated the effect of the culture dimensions developed by the GLOBE project to explore this phenomenon. This understanding is relevant for several reasons. Firstly, we have provided empirical support to close the gap in actual literature allowing a direct comparison with previous researches. Secondly, we have demonstrated the effect direction of this set of factors. Finally, we complement entrepreneurial research with the multiplicity of informal factors that are required to form new businesses. This research is not without limitations. On the one hand, this research has been made using an unbalanced panel data, then, further work could be made employing extra information. On the other hand, only the entry rate has been used to analyze the entrepreneurial phenomenon, nonetheless, other entrepreneurship index that captures different natures of the firms exists. Further work could use those to contrast empirically these findings.

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US-China Bilateral Trade Tension Impact on Palm Oil Industry A Case Study: Dupont Approach to Financial Performance Analysis of PT Astra Agro Lestari, TBK

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ABSTRACT

The US-China bilateral trade tensions began in early 2018. The tension between two giant economic power, bring the uncertainty market condition of an agricultural commodity like Palm Oil. As a source of vegetable oil, palm oil contributes nearly a fifth of oils and fats production in the world. Indonesia is the largest producer of Palm Oil in the world. Then until 2019, the major trading partner of Indonesian Palm Oil is China in the top list. This study takes PT. Astra Agro Lestari Tbk (AALI) as the analysis model since PT AALI is the largest agribusiness company listed in Indonesia Stock Exchange (IDX) measured by market capitalization. The company becomes the top stock list of investor portfolio and research object by analysts in the capital market. This research analyzes the financial performance comparison of AALI before Trade Tension of US-China (2016-2017) and after (2018-2019) by using the DuPont system based on analysis of Return on Equity (RoE) and Return on Assets (RoA) model. It was found that the US-China Trade Tension did not significantly impact the company's financial performance. However, there is a difference in absolute term, particularly in operating income which affects the whole RoE on DuPont analysis.

Keywords: Financial Performance, Crude Palm Oil (CPO), DuPont Analysis

INTRODUCTION

After The US President begin to initiate the Trade War against China, in 2018, as the world's largest soybean producer, The US exporter start the suspended export activity of Soybean commodity to China because of an uncertain condition in the market after the import tariff increase announced by both countries. They do not want to get any risk imposed by higher tax when their product consignments arrived in China port. Then these worries become clear when China announced a 25% import tariff of US goods that also include soybean on July 6, 2018, which differ 22% higher from the previous tariff (3%).

The condition as explained above has threatened the US soybean farmers particularly. Soybean commodity export to China is the largest amount of US agricultural product which worth US\$ 14 billion in export value. In China's oils and fats market, soybean and soybean oil are very dominated. The country imported this agricultural commodity mostly used for high protein source meal as feed for their livestock industry. The UN ITC recorded that 32.9 million tonnes of soybean had been exported to China from the US in 2017, which calculates for 35% of total soybean import by China.

This soybean commodity also shows a gradual growth in 5 years (2012-2017 period) which recorded the total imported value of soybean increase 39.2% from 57.3 million tonnes in 2012 to 94.2 million tonnes in 2017. According to Yoong, et al., (2018), while the US-China bilateral trade tension is underway, China has shifted its imports of soybean from the US to South America, mainly Brazil. The 25% tax imposed by the Chinese government on selected US commodities makes the cost of insurance and freight (CIF) price of Brazilian soybean (RMB 370/ton) is cheaper than the CIF price from the US (RMB 3730/ton). In January-June 2018, US soybean exports to China decreased by 2.01 million tonnes (20.9%) compared to the same period in 2017. On the other hand, soybean imported from Brazil has increased by 5.4% to 35.94 million tonnes over January-June 2018 from 34.11 million tonnes during the same period in 2017. This condition makes the US lose its biggest soybean market. On the other side, while China tent to import their soybean from South America Country, the soybean price commodity in the US as the largest soybean producer experienced a significant drop which also caused the price reduction of Soybean oil. The US, by their decision of Tariff War to China, makes them lose their largest market of soybean and force to sale with the cheaper price to other countries in South America. The significant drop in soybean oil price leads to a decrease in the overall price of vegetable oil in the global market which includes crude palm oil (CPO) price.

The fact of this shock wave of soybean commodity in the US-China increased price gap between soybean oil and palm oil in China amounted to RMB 900/ton (July 2018) which makes the Palm Oil price more competitive than locally produce soybean oil. The ITC record that the export value of Indonesian palm oil and its fractions to China registered an increase by 27.28% to US\$ 4,723 million in the period from 2018-2019 as compared with US\$ 3,711 million for the corresponding period in 2016-2017.

The Indonesia Palm Oil Commodity Trade

Palm oil is an important commodity in Indonesia that take a major contribution to economic growth. Indonesia's crude palm oil (CPO) production is growing at an average of 11.48% per year (Directorate General of Estates, 2019). The export value of palm oil products in January-2020 reached USD 1,337.9 million (10.44 % of total non-oil and gas commodity exports), although it decreased by USD 73.9 million compared to 2019. Indonesian palm oil products are exported worldwide, the main importing countries include China, India, Pakistan, Bangladesh, Spain, the Netherlands, Singapore, Malaysia, and the United States. The trend of trade value to those countries describe In Table 1 below.

Table1. List of importing markets for Palm Oil & its fractions exported by Indonesia (Thousand US\$)

Importers Country	2015	2016	2017	2018	2019
<i>World</i>	15.385.275	14.365.422	18.513.121	16.527.848	14.703.851
China	2.046.931	1.641.622	2.068.936	2.086.220	2.636.532
India	3.217.043	3.438.611	4.895.198	3.559.813	2.247.934
Pakistan	1.313.460	1.289.448	1.459.775	1.433.046	1.164.832
Bangladesh	672.050	575.418	824.566	846.692	705.180
Malaysia	655.061	333.821	503.685	572.616	688.510
Egypt	672.823	627.560	810.426	560.401	575.902

Spain	570.272	689.078	920.004	709.780	564.140
United States of America	332.747	458.316	584.971	550.375	525.865
Netherlands	694.184	566.493	773.617	650.750	459.309

Source: (ITC-intracen.org, 2020)

The total exports to these nine countries contributed 66.44% of the total exports in January 2020 (Sub-directorate of Export Statistics, 2020). In 2020, the palm oil industry in palm oil-producing countries (such as Indonesia) is predicted to experience positive developments in terms of product selling prices. Since October 2019, the price of crude palm oil (CPO) has been on an upward trend. Most industry analysts forecast that the price of CPO will remain at elevated levels in 2020 (CPOPC, 2020).

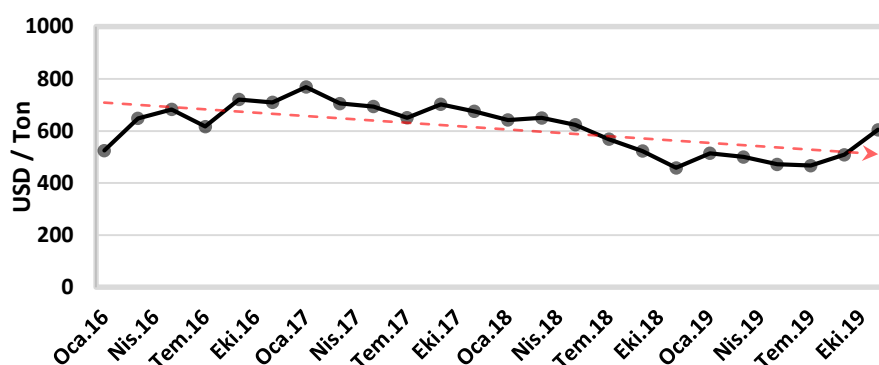


Figure 1: Price of CPO - FOB Indonesia per Metric ton

As shown in Figure 1, the average CPO price for 2016-2017 was stable at around 650 USD / ton. However, during US-China bilateral trade tensions in early 2018, CPO prices have dropped significantly to reach an average low of 458 USD / ton in November 2018. Since October 2019, CPO prices have been on an upward trend and this has had a positive impact on palm oil companies.

Profile of PT. Astra Agro Lestari Tbk (AALI)

The total area of Indonesian oil palm plantations reached 14,326,350 hectares, In 2018. About 55.09% (7,892,706 hectares) of plantation land are managed by large private companies. In the preliminary data from the Directorate General of Estate Crops, in 2019 there was a 2.14% increase in the area of oil palm plantations (8,061,636 hectares) managed by large private companies (Directorate General of Estates, 2019).

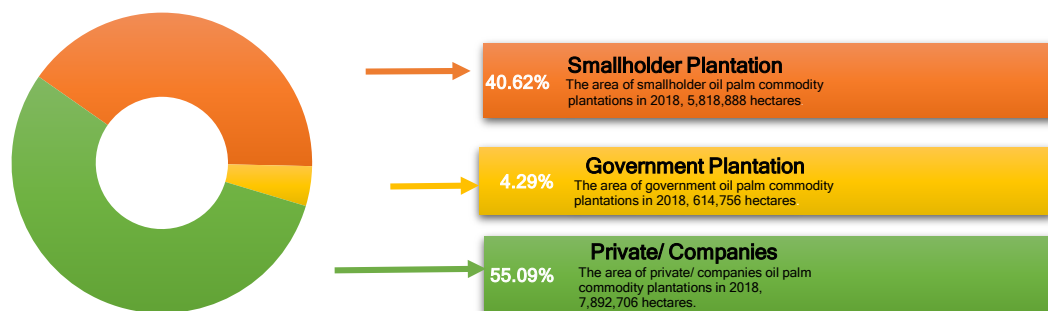


Figure 2: Palm Oil Plantation Area Based on Concession Status in 2018 (Source: Directorate General of Estates, 2019)

PT. Astra Agro Lestari Tbk (AALI) is one of the largest oil palm plantations company in Indonesia which has been operating for 32 years (since 1988). From the data obtained in AALI's 2019 annual report, the total planted area of Oil Palm Plantations managed by the Company is 286,877 hectares (3.56%) comprising nucleus and plasma plantations spread across Sumatra, Kalimantan, and Sulawesi. Until 2017, AALI was one of the companies included in the LQ45 index as the most liquid stocks traded in Indonesia. Earnings per share (full amount) in 2017 reach IDR 1,022.52 million. Unfortunately, earnings per share have experienced a downward trend of up to minus 89.27% in 2019 (IDR 109.69 million).

Research Objective

Therefore, in this study, we tried to analyze the US-China Bilateral Trade Tension Impact on AALI's Financial Performance. The analysis for financial performance analysis using a DuPont model approach in the period of before the beginning of US-China Bilateral Trade Tension (2016-2017) and after its policy implementation in both countries (2018-2019). This study is very useful for those who want to know and assess the quality of AALI's financial reports in terms of earnings quality and also how well this company preparing for emerging situations in the global market.

1. Literature Review:

DuPont Model Analysis

In 1918, electrical engineer, F. Donaldson Brown, developed an analysis model called the DuPont that evaluated some of the key financial measures of interest. This model is easy to understand, even managers with a limited background in mathematics can quickly determine what metrics need to be emphasized to improve financial performance (Mandyam M, et al., 2014). This model is used to evaluate a company's financial condition by comparing the income statement and balance sheet, or between the two statements. The results of this analysis provide information about the company's liquidity, profitability, efficiency, and leverage status. DuPont model analysis also allows us to track the financial impact of decisions and to understand the interrelationship between the income statement, balance sheet, and company profitability (Milbourn G, et al., 2005). The DuPont model allows companies to analyze potential improvements in financial performance by concentrating on the variable that has the most influence on that performance (Melvin, J, et al., 2004).

Three-Step DuPont Model

Kijewska, (2016), explained how the original DuPont analysis model called the three-step DuPont model involved 3 main indicators such as Net Profit Margin (NPM), Total Asset Turnover (TATO), and Leverage or Equity Multiplier (EM). Productivity, profitability, and leverage are combined in the DuPont Three-Step Model. The original DuPont formula for RoE is describing as follow:

$$RoE = NPM \times TATO \times Leverage$$

$$\frac{Net\ Income}{Shareholder\ Equity} = \frac{Net\ Income}{Revenue} \times \frac{Revenue}{Total\ Assets} \times \frac{Total\ Assets}{Shareholder\ Equity}$$

Five-Step DuPont Model

Kijeswa, (2016), also explains that there are some attempts were made to look at the factors driving the ROE in a more detailed and different way. Henry et al., (2012) explained how a company's ROE expanded using DuPont analysis as a function of its tax rate, interest burden, operating profitability, efficiency, and leverage. These 5 keys components in DuPont analysis could be used to determine what factors are affecting RoE. The breakdown analysis of the 5-point DuPont analysis have illustrated in Figure 3

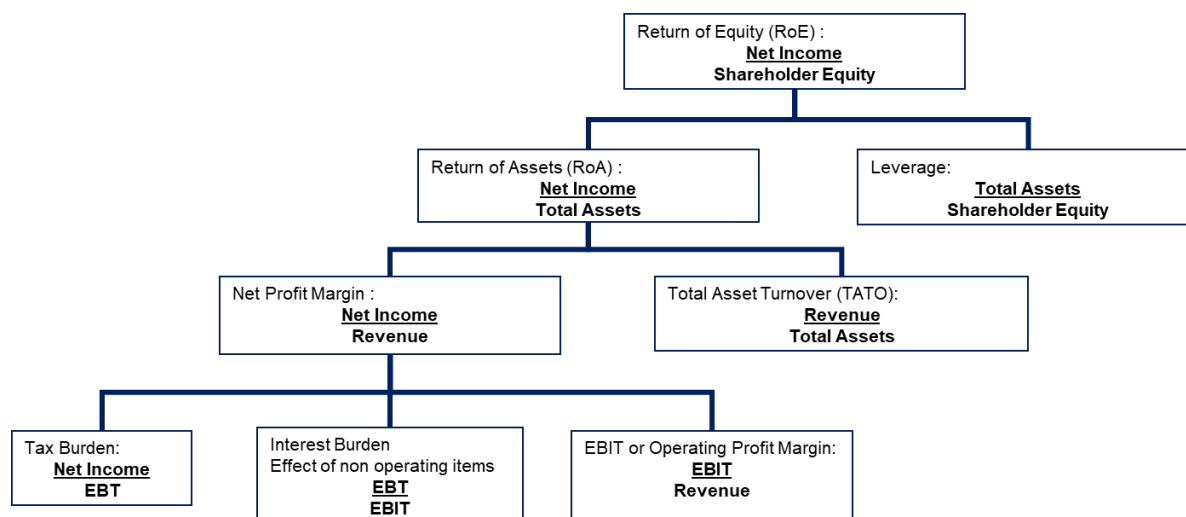


Figure 3: 5-point DuPont Financial Analysis Breakdown (Henry et al., 2011)

In conclusion, the five-step DuPont model decomposes return on equity into five ratios which are more detailed than the three steps model. Henry et al., (2012), explained that the three-step DuPont show how a company strives its ROE by improving its profitability; using their assets efficiently or lies on additional leverage. Kusi et al., (2015), said, when a company escalates its leverage to significantly increase ROE, it will eventually reach a condition where the cost of debt will decrease profit margins and decrease asset turnover. Unfortunately, this phenomenon could not be capture by the Three-step DuPont model, then the five-step DuPont model could explain more detail regarding profitability as accruing from operating activities, efficiency (TATO), debts to assets (leverage), the effect of the non-operating item (interest burden) and tax effect. While calculating Net Profit Margin, there is a need to find information regarding Earnings Before Tax (EBT) and Earnings Before Interest and Taxes (EBIT) which could be found on the company annual report, particularly in the Balance Sheet and Income Statement section.

Paired Sample T-Test

A paired sample t-test is used to check the significant difference in financial performance impact after US-China Bilateral Tension was beginning. According to Tandon, et al., (2015) in their journal explain how used Paired T-test to test the relationship between pre-recession and post-recession periods for financial performance. Then paired t-test as a statistical technique which typically used to look at the difference for two related datasheets. This measurable tool is regularly performed by the analyst to assess the critical contrasts in pre and post concentrate in a wide range of fields, including fund and business insights. For example, Tandon, et al., (2015) explored the Pre and Post-Recession Operating Performance of Indian Manufacturing

Firms and Bao (2017) evaluated the Evaluation of Pre and Post Demerger Merger of ABN AMRO Bank.

2. Research Design and Methodology

The research Design of financial performance analysis of AALI was developed using a 5-point DuPont analysis to breakdown the RoE component which comes from the audited Balance Sheet and Income Statement of the company before (2016-2017) and after (2018-2019) the Trade Tension of US-China begin. The research design and variable of this study are illustrated in Figure 4.

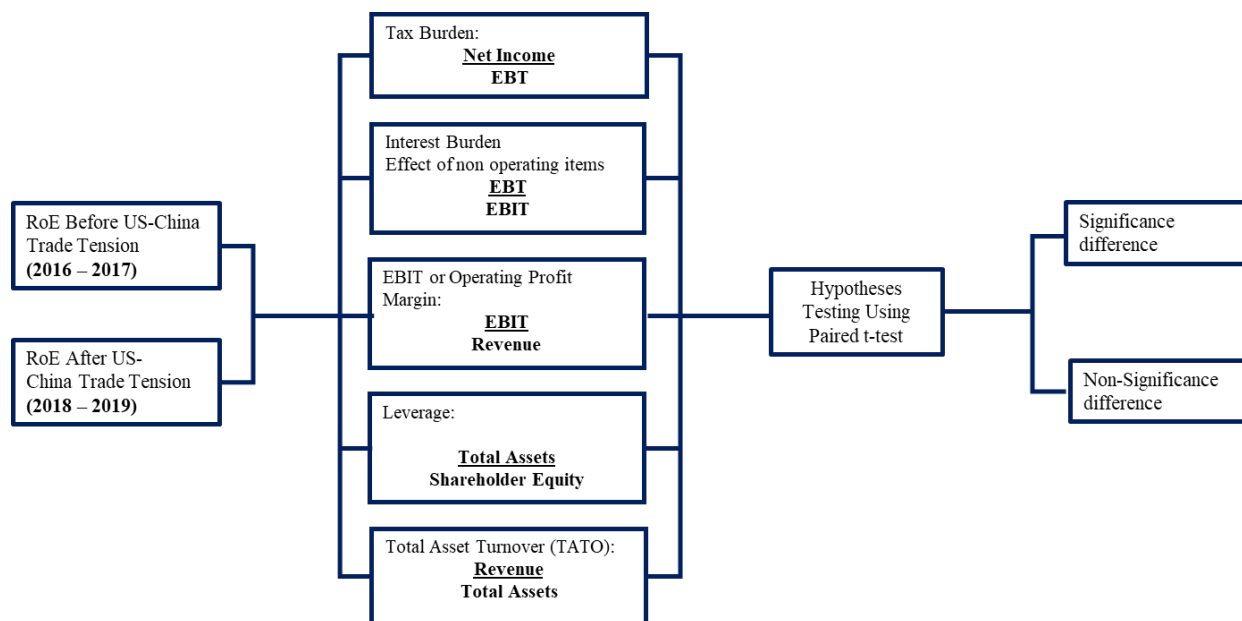


Figure 4. Financial Performance Analysis using 5-step DuPont Approach Design

Research Hypotheses

- H0₁: Using the Tax Burden Ratio, there is a significant difference in financial performance before and after the US-China Bilateral Trade Tension.
- H0₂: Using the Interest burden ratio, there is a significant difference in financial performance before and after the US-China Bilateral Trade Tension.
- H0₃: Using operating profit margin ratio, there is a significant difference in the financial performance before and after the US-China Bilateral Trade Tension.
- H0₄: Using the total assets turnover ratio, there is a significant difference in financial performance before and after the US-China Bilateral Trade Tension.
- H0₅: Using leverage ratio, there is a significant difference in the financial performance before and after the US-China Bilateral Trade Tension.

Research Methodology

This part of the methodology explains how the data should be collected, analyzed, and interpreted for the purpose to find the impact of US-China Bilateral Trade Tension on AALI. It also describes the Du Pont decomposition and the formula for measuring RoE, since data is collected from the quantitative approach.

a) Data Collection

The data of this paper is mainly collected from the annual financial reports of AALI from 2016 to 2019. The annual financial report was available from the company's official website and could be categorized as open source. The balance sheets and income statements as part of the financial statements in AALI's annual reports are used in Du Pont's analysis. The annual financial report represents at least the company's financial position, operating performance, and capital structure, an accounting period. AALI's annual reports from 2016 to 2019 are used for comparison of RoE on the company in 2 years period before (2016-2017) and after (2018-2019) the US-China Bilateral Trade Tension.

b) Data Analysis

A five-step DuPont analysis model is used in this study for financial performance evaluation of a Palm Oil Company during the impact of US-China Bilateral Trade Tension. It indicates the different steps such as Identifying balance sheet and income statement and by using DuPont analysis comparison in 4 years (2016-2019). AALI was selected because this company is considered the biggest player in Palm Oil Industry with its extensive experience and was able to survive the 1998 monetary crisis. After finding the value of the attribute in five-step DuPont analysis, then the data set compare into two periods before and after US-China Bilateral Trade Tension and test the significance difference hypotheses by using Paired t-Test.

3. Result and Discussion

Net Profit Margin

The measurement of Net Profit Margin (NPM) in 5-step DuPont analysis mainly focused on Income Statement and its calculation depend on three main attributes which are Tax Burden, Interest Burden, and Operating Income. Those three main attributes are connected linearly to each other. From the DuPont analysis of Net Profit Margin on AALI, as shown in Figure 5, there is a significant declining trend of Net Profit Margin from 2016 (14.97%), 2017 (11.96%) 2018 (7.97%), and 2019 (1.4%) respectively. Comparison among three main attributes of NPM calculation shows that the major impact of declining on NPM value is the Operating Income as shown in Table 2.

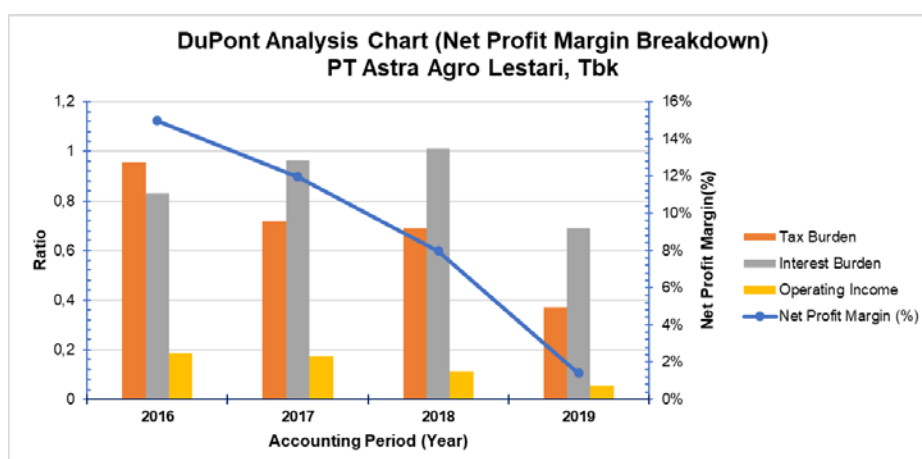


Figure 5. DuPont Analysis Chart of Net Profit Margin Breakdown (Source: Author Analysis)

Table 2. Net Profit Margin Calculation Attribute

Year	Net Profit Margin (%)	Tax Burden	Interest Burden	Operating Income
2016	14.97%	0.957	0.831	18.83%
2017	11.96%	0.719	0.962	17.29%
2018	7.97%	0.689	1.012	11.42%
2019	1.40%	0.369	0.688	5.50%

Source: Author Analysis from PT AALI Annual Report

Operating margin shows how much profit the company earned from a dollar of sales after paying all production costs (such as salaries and raw materials), but before deducting interest or taxes. According to AALI's 2019 annual report, the company has made adjustments to the operational activities to increase operating income such as; increase the volume of purchases from third parties to increase sales of palm oil and its derivatives; improve operational cost efficiency; postponement investment plans related to several work facilities that have no direct impact on plantation productivity, and increasing debt from offshore banks in anticipation of low liquidity which could be affected by a possible decline in palm oil prices in the long term. Cost of Revenue in 2019 decreased by 1.5%, although the sales volume of third-party supplies increased by 73.1% from 377.8 thousand tonnes of Crude Palm Oil in 2018 to 653.9 thousand tonnes in 2019. The efficiency measures are taken by the Company also resulted in a reduction in General and Administrative Expenses by IDR. 63 billion from the previous year. The company recorded an increase of 3.5% in the sales volume of palm oil and its derivatives throughout 2019 to 2.34 million tons.

Although the sales volume was increased from the previous year, CPO Price pressure in 2019 imposes PT AALI to record the book value of Revenue only IDR. 17.4 trillion, which IDR. 1.63 trillion less than the previous year. The sales and production details of CPO products are explained in Table 3.

Table 3. Crude Palm Oil Sales and Production of PT Astra Agro Lestari

Year	CPO Production (Thousand tons)	CPO and its Derivatives Sales Volume (Thousand tons)	Average CPO Selling Price (IDR/kg)
2016	1.554,1	1.556,8	7.768
2017	1.633,8	1.741,3	8.271
2018	1.936,5	2.266,7	7.275
2019	1.653,6	2.345,0	6.689

Source: PT AALI Annual Report

Return on Assets (RoA)

The measurement of Return on Assets (RoA) in 5-step DuPont analysis mainly focused on Income Statement and The Balance Sheet. RoA calculation depends on two main attributes which are Net Profit Margin (NPM) and Total Assets Turn Over (TATO). Also, the two main attributes are linearly connected. From the DuPont analysis of RoA on AALI as illustrated in Figure 6, there is a significant declining trend of RoA especially in 2019. RoA value are 2016

(8.65%), 2017 (8.24%), 2018 (5.66%), and 2019 (0.9%) respectively. Comparison among two main attributes of RoA calculation shows that the major impact of RoA value decline is the Net Profit Margin (NPM) as shown in Table 4, the decline of NPM was discussed above.

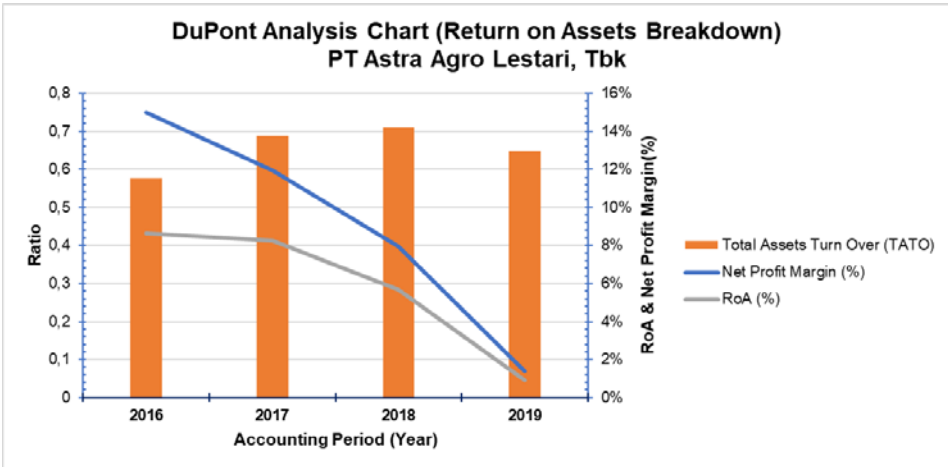


Figure 6. DuPont Analysis Chart of RoA Breakdown (Source: Author Analysis)

Table 4. RoA Calculation Attribute

Year	Net Profit Margin (%)	Total Assets Turn Over (TATO)	RoA (%)
2016	14.97%	0.577	8.65%
2017	11.96%	0.689	8.24%
2018	7.97%	0.711	5.66%
2019	1.40%	0.647	0.90%

Source: Author Analysis from PT AALI Annual Report

The ratio that can be used by a company as an indicator in assessing the efficiency level of its assets in generating revenue is the asset turnover ratio. By measuring TATO, the investor could understand how effectively companies are using their assets to generate sales. From table 4, the TATO ratio has been relatively well maintained by AALI in the last four years, the average TATO ratio from 2016-2019 is 0.656.

Return on Equity (RoE)

The measurement of Return on Equity (RoE) in 5-step DuPont analysis mainly focused on Income Statement and The Balance Sheet. RoE calculations depend on two main attributes which are RoA and Leverage or Equity Multiplier. Also, those two main attributes are connected linearly to each other. From the DuPont RoE analysis on AALI as illustrated in Figure 7, there is a significant declining trend in RoE especially in 2019. RoE value are 2016 (11.87 %), 2017 (11.06%), 2018 (7.81%), and 2019 (1.28%) respectively. As we can learn, AALI trying to improve RoE by increasing the equity multiplier after 2017.

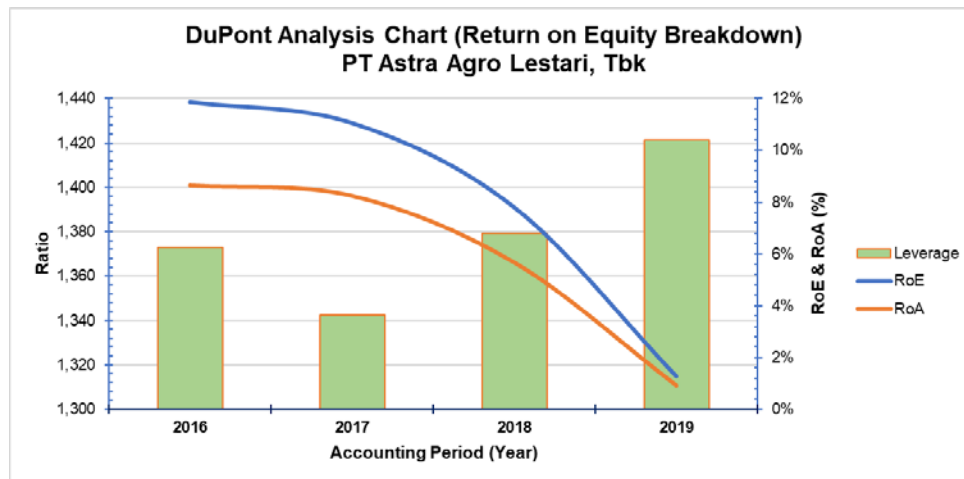


Figure 7. DuPont Analysis Chart of RoE Breakdown
(Source: Author Analysis)

Table 5. RoE Calculation Attribute

Year	RoE	RoA	Leverage
2016	11.87%	8.65%	1.373
2017	11.06%	8.24%	1.342
2018	7.81%	5.66%	1.379
2019	1.28%	0.90%	1.421

Source: Author Analysis from PT AALI Annual Report

The equity multiplier is a risk indicator that measures the portion of a company's assets that is financed by stockholder's equity rather than by debt. In most cases, this step shows the high debt that the company uses to finance assets. According to AALI's annual report, there is an increase in total liabilities from IDR 6,407 trillion (2017) to IDR 7,995 trillion (2019). In particular, the companies long-term debt increased IDR 1.92 trillion from IDR 3.6 trillion (2018) to IDR 5.5 trillion (2019). This part of long-term debt is the reason why there is a slight increase in equity multiplier in 2019.

Hypotheses Testing (Paired t-Test)

For the study and analysis purpose to find the significant difference after US-China bilateral trade tension, we divide the 5-step DuPont analysis attribute into two periods which are before (2016-2017) and after (2018-2019). Also, we fixed the value of the confidence interval as 0.95. Then if the p-value from the test is less than 0.05, we accept the null hypotheses, and if the p-value greater than 0.05, then we reject the null hypotheses.

The detailed information regarding the t-Test is shown in Table 6. The result of the t-test shows that there is no significant difference statistically in the Net Profit Margin (includes Tax Burden, Interest Burden, and Operational Margin), Total Asset Turnover, Return on Equity, Return on Assets, and Equity Multiplier. However, there is a difference in absolute terms, particularly in operating income.

Table 6. p-Value Calculation of DuPont Attribute on Before and After US-China Bilateral Trade Tension

Variable	Period*	Means	Std. Dev	t	Sig.	Decision
RoE	Before	11.47%	0.57276	2.42	0.25	Reject H0
	After	4.45%	4.61741			
RoA	Before	8.45%	0.28991	2.454	0.246	Reject H0
	After	3.23%	3.29512			
Equity multiplier or Leverage	Before	1.3575	0.02192	-1.164	0.452	Reject H0 ₅
	After	1.4	0.029698			
Net Profit Margin	Before	13.47%	2.12839	4.933	0.127	Reject H0 ₃
	After	4.69%	4.64569			
Tax Burden	Before	0.838	0.168291	7.537	0.084	Reject H0 ₁
	After	0.529	0.226274			
Interest Burden	Before	0.897	0.92631	0.204	0.872	Reject H0 ₂
	After	0.85	0.229102			
Operating income	Before	18.06%	1.08894	4.384	0.143	Reject H0 ₃
	After	8.46%	4.18607			
Total assets turnover	Before	0.633	0.079196	-0.523	0.693	Reject H0 ₄
	After	0.679	0.045255			

Source: Author Analysis (*: US-China Bilateral Trade Tension)

CONCLUSION

The palm oil commodity still competitive with other types of vegetable oil in the global market. The US-China trade tensions resulted in instability in the initial CPO market price. Soon after the soybean oil production in China was decreased due to limited supply from the US, there is an opportunity to fill the market gap in the vegetable oil business. The price of palm oil is predicted to grow positively on the global market in 2020. With this study, we can learn how AALI survived and recorded positive profit and revenues in the uncertain Palm Oil market. AALI realizes that year 2019 is the worst condition for CPO Industry, particularly after the US-China trade tension began in 2018. To prepare for the upcoming years, in early 2019, the company has set up several strategies to maintain their financial performance such as increase the volume of purchases from third parties to increase sales of palm oil and its derivatives; improve operational cost efficiency; postponement investment plans related to several work facilities that have no direct impact on plantation productivity, and increasing debt from offshore banks in anticipation of low liquidity which could be affected by a possible decline in palm oil prices in the long term.

The strategy mentions above working promptly, despite such global market conditions in 2019. The company closed the year by booking IDR 211 billion in Profit Attributable to the Owners of the Company, even though that means there is an 85% decrease from IDR 1,44 trillion recorded in the previous year. The positive profit recorded by the company must be appreciated since the teamwork of this company proves to work cleverly during the uncertainty of global market conditions.

The result of the t-test shows that there is no significant difference statistically in term of US-China Bilateral Trade Tension, specifically on DuPont analysis attribute such as Net Profit Margin (includes Tax Burden, Interest Burden, and Operational Margin), Total Asset Turnover, Return on Equity, Return on Assets and Equity Multiplier.

RECOMMENDATION

Although there was a Trade Tension in US China as a powerful country, it was not affected the palm oil press in Indonesia, namely PT Astra Agro Lestari. It is recommended for PT Astra Agro Lestari to set the focus on conducting its internal operations effectively and efficiently because market opportunities are wide open outside the two warring countries. The company can also build up a sustainable development strategy for improving the competitiveness of their palm oil in the world market

Since this study was secondary-based research and based upon only a single case as a sample and limited period of annual report assessment (2016-2019), then it restricts the generalization of the result. The palm oil industry running in a complex situation, then some possible influential factors might not elaborate in this article.

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Lessons in Corporate Governance to Learn From More Developed Countries

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ABSTRACT

The continual collapse of corporations across the world has placed further attention upon the development of rigorous forms of corporate governance with the ability to periodically reshape in accordance with developments both internationally and nationally. The crises for major corporations have revealed corporate governance (CG) weaknesses that impact significantly upon the public domain, particularly within the sector for finance. Rigorous forms of CG are called for that enable better handling of matters such as the relationship between performance and pay and the salaries of top executives. The review of literature in this paper is examined systematically in regard to actions that are taken to tackle corporate crises within developed countries in order to straighten out CG.

Keywords: Corporate governance, corporate performance, remuneration, executive pay.

INTRODUCTION

It has been noted earlier how most failures at the corporate level have been associated with some or other major kind of failure in corporate governance (CG). Governance is considered to be very impactful upon a variety of economic aspects within public life (Abdullah and Valentine, 2009); in particular, CG is considered to be very important within the financial sector given its economic significance (Bloomfield, 2013). Corporate governance that is effective is essential to all kinds of economic transaction, particularly within economies that are emerging and within transition (Dharwardkar et al., 2000 in Nworji et al., 2011). The reason why it is so vitally important in such settings is because under-developed CG within developing and underdeveloped economies is seen as being responsible for diversion of lots of assets and funds from many different private sector organisations (Shleifer and Vishny, 1997). In the study undertaken by Nworji et al. (2011), for instance, it was concluded that the code for CG within Nigeria was adequate, however its effectiveness was curtailed by the high levels of corruption.

Nowadays, the economic climate and the complexities for management of any organisation has meant that corporate governance has acquired great importance. There has to be accountability for stakeholders and shareholders and so the call for improved CG has been intense. In general, good CG can be considered as playing an essential role in the underpinning of the efficiency and integrity of financial markets (OECD, 2004). Ultimately, any investors that seek to make investments within business have to have confidence that the businesses in question are being managed properly and that they will continue to operate in a profitable way (Zaman et al., 2019).

In addition, stakeholders and shareholders have to be confident that suitable CG is taking care of their interests appropriately; if CG is less than effective, corporate failures result whilst, on

the other hand, if CG is of a good standard, the confidence of investors is restored/maintained with the prevention of such corporate failures (Mallin et al., 2013). If governance is effective, implementation of organisational objectives is facilitated, and that enables the organisation in question to be successful in general. It is worthy of noting that the definition for CG that was provided within the Cadbury Report of (1992:14), undertaken by the committee of Sir Adrian Cadbury, that can be summarised from their discussion as being “the system by which business corporation are directed and controlled”. The governance of companies is the responsibility of the board of directors. The role of shareholders within governance is the appointment of directors and auditors and to be satisfied that a suitable structure for governance is, in fact, in place (Khalil and Ozkan, 2016). The board has responsibilities that include the establishment of the strategic aims of the company, the provision of leadership to bring them about, the supervision of the business management and the reporting on stewardship of the management to the shareholders. The actions of the boards are subject to regulations and laws and the general meetings of shareholders (OECD, 2004).

Consequent to crises, a huge debate has arisen over the kinds of effective mechanisms of monitoring that could serve to curtail the excessive behaviour of managers such as issues related to the duties of boards of directors and the compensation packages for executives (Usman et al., 2015). The significance of crises has added to the importance of urgently identifying and implementing suitable mechanisms and so numerous scholars have focused upon the issue of pay of executives as being one that is central to CG both within developing and developed countries; see Mayers and Smith (2010), Broubakri (2011), Eckles et al. (2011) and Arora and Sharma (2016).

For the remainder of this paper, we will keep to a structure as follows: following this introduction, there will be explanation of the methods behind the study, and this will be followed by a systematic literature review that covers CG significance and factors that have an impact upon the pay of executives. The final section has the presentation of a conclusion for the study.

METHOD

The methodology adopted within this study can be considered, in a general sense, to be a qualitative one with a basis in a systematic review of literature and careful consideration of crises that have occurred recently for corporate governance within developed countries. There is consideration of executive pay in order to gain a better comprehension of its upon corporate performance, especially within developing countries.

REVIEW OF LITERATURE

The practices of CG evolve in the context of changeable circumstances for companies and so there has to be appropriate tailoring of company practice so that such circumstances can be addressed. Corporate governance practices also have to evolve within a context of both local and overseas developments. According to Rodriguez-Fernandez, (2016) that no single good model of CG exists; it has to have flexibility and readiness to adapt to change and to adopt different practices when necessary as no CG is able to prevent poor decision-making or failure for a corporation all the time and in every setting. A model can, however, provide a point of reference by which companies can reflect upon the practices and structure of their particular CG.

The Importance of the Role Played by Corporate Governance

Agency theory provides a key perspective in considering the importance of the point which an agent ceases to act on behalf of a principal and begins to act for the maximisation of his/her own utility; see Padilla (2002) and Steinhauser (2014). The argument states that the personal interests of a manager differs from firm owners and that difference can be reflected within the incentivisation (Steinbach et al., 2017). Lots of company directors have been known to oppose ongoing processes of CG as initiatives as they consider them to add red tape and levels of bureaucracy that they consider unnecessary and to, consequently, slow down their decision making process.

Nonetheless, a perception is growing within financial markets that there is an association between company prosperity and good CG (KPMG, 2014; Solomon and Solomon, 2014). Luo and Salterio (2014) have argued, for instance, that CG reflects the values of the company, involves the enforcement of it and, overall, makes a contribution to the legitimacy of the company and the degree of credibility associated to company reporting and decisions. It was posited further by the authors that a CG system that is functioning well may also help in the creation of competitive advantage and improve company cohesion; this serves to minimise agency costs, streamlines the decision-making and serves to stabilise the management and internal operations of the company in question. It was argued by Daily et al. (2003), however, the advantages of agency theory far outweigh its disadvantages and that, therefore, CG mechanisms are established to give some degree of reassurance to shareholders that the so-called ‘agents’ will attempt to secure the outcomes that align with the interests of the ‘principals’.

Those include schemes of incentives for managers financially rewarding them for the maximisation of the interests of shareholders; typically, such schemes include plans through which senior executives are able to acquire shares, maybe at a lower price, so that the financial interest of shareholders becomes aligned with those of executives (Donaldson and Davis, 1991). The matters with regard to executive pay associated with CG and that underpin the study conceptual framework are depicted within Figure 1.

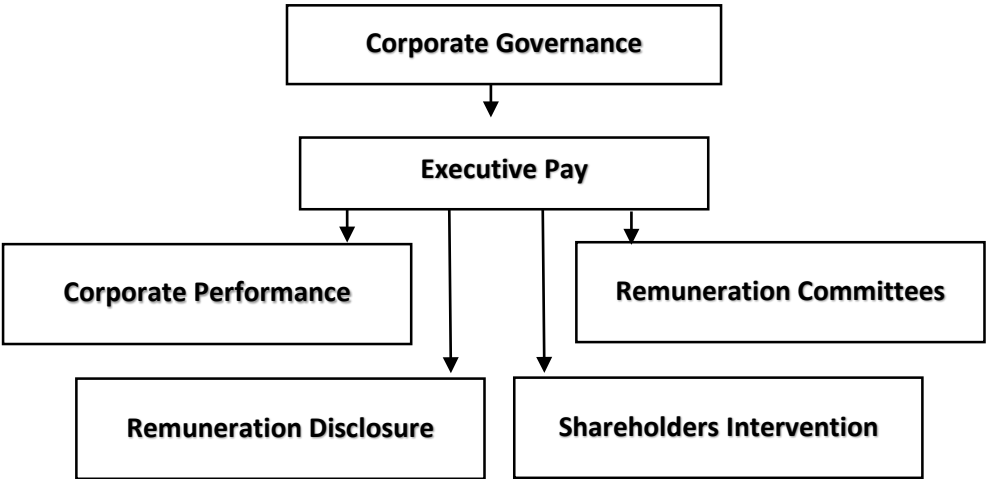


Figure 1: Conceptual Framework

Matters that have an Effect upon Executive Pay

Corporate Governance and the Chief Executive Officer

If a company has weak CG, it seems, from the literature review, that the managers in question have a greater degree of influence upon the composition and amount of their own personal compensation. In such a case, executives may be overpaid and shielded from repercussions for poor performance. As such, as a consequence of weak CG, the relationship between firm performance and executive pay is diminished (Bebchuk and Weisbach, 2010; Bertrand and Mullainathan, 2003). Failures of governance at famous firms have resulted in many reaching the conclusion that processes for the establishing the pay for CEOs has been broken.

The argument is often made that CEOs receive too much pay due to them having too much influence over company directors (Reddy et al., 2015). The board of directors ought to monitor top managers on behalf of shareholders and, that same board is significantly influential in regard to the committee tasked with setting the compensation for a CEO. Based on that theory, it was stated by Bebchuk and Fried (2004) that independent consultants and directors that are hired for advising boards have little care for the safeguarding of the interests of shareholders. In such a case, CEOs are able, in effect, to establish their own remuneration and, therefore, are in the position to make serious distortions to their compensation contract.

There is, however, mixed empirical evidence related to executive pay in regard to governance (i.e. Reddy et al., 2015 and Ntim et al., 2019). Some have reached the conclusion that CG within firms in the United States tends to work well, with any problems related to the pay of CEOs not eliminated by the advantageous offerings that the system in that country provides. According to those studies, the levels of executive compensation are, in the main, consistent to good CG and that any distortions that occur result from perceived accounting impacts and rules related to tax, with any pay problem being matters that are peculiar with individual companies as opposed to a problem generally (Murphy and Zabojnik, 2004; Holmstrom and Kaplan, 2003).

A number of other academic have found that when executives also have membership of the committee related to compensation, the compensation level for CEOs has a direct relationship to number of serving executives within that committee (O'Reilly et al., 1989). Another study by Anderson and Bizjak (2003) compared pay for fifty CEOs (who also sat within their committees for compensation) to the pay of CEOs within a control sample; they discovered that those CEOs sitting within the committees were actually in receipt of less compensation overall, and they had a stock ownership that was very high.

According to that study, those committees were actually undertaking more to link the pay of executives with performance than was the case with the control sample. Within another study undertaken by Core et al. (1999), an analysis was presented of just a weak relationship, in empirical terms, between the internal governance of a firm and the structure and level of pay for the CEO.

Components of Pay

Each component of pay (incentive plans with cash bonuses, restricted stock awards and stock options) could also entice certain executives to become involved in some form of activity that becomes problematic for a firm (Shields et al., 2015). Rewarding executives with cash bonuses could encourage them to act in undesirable ways. If cash bonuses are tied to the numbers for accounting, an executive may be motivated to manipulate timing related to expenses and revenues so that pay outs to themselves are maximised.

Also, in certain cases, it could bring an executive to focus upon performance in the short term and that could be detrimental to the health of the company over the long term. If top managers

are rewarded with different kinds of stock compensation, the result may be that the efforts of the executives are not tied closely enough to the performance of the company (Lazonick, 216). Stock prices could fall or rise due to market forces rather than moves made by the executives of the company; this is particularly the case with stock options. A manager may become wealthy through being well placed at a certain time rather than the overall merit in their performance, and that could actually become disincentivising, i.e. if there are rises in stock price regardless of level of effort then such people might not work so hard.

Also, problems could occur if there is a fall in stock price after the issuing of executive stock options, with money being way down (Wowak et al., 2019). When options are so away from the money, a manager may not have the incentive for exerting their efforts to move stock prices. In other cases, an executive could be enticed into manipulating accounting numbers if they are on the cusp of exercising their options, so that an appearance is given of firm performance being superior so that the stock price is driven up.

Executives are rewarded for performance by restricted stock, however that periodically restricts the sale of the stock by the executive; that could lead to the manager not being encouraged to setting the accomplishment of company goals within the short term as a high priority (Wowak et al., 2019). Mixing of different pay components to form a complex package of compensation for executives allows the offsetting of any shortcomings from one particular component by the strengths exhibited in another (Lazonick, 216). Executives are focused on immediate firm success by cash bonuses through paying them to reach goals in the short term.

This is contrary to the shortcomings of restricted stock which bases award upon outcomes in the long run and fails to reward productivity in the short term (Flammer and Bansal, 2017). In order to reduce problems of movement of company stock price based upon market forces and without connection to the efforts of the executive, adjustable exercise prices have been installed by companies for stock options which are linked to price movement for a market stock index.

The complexity of executive pay that is incentive-driven seems to be achieved with alignment of the interests of shareholders and executives so that top managers maximise their efforts for the maximisation of the wealth of shareholders (Akanfe and Oladipo, 2017). Executive pay complexity is essential in order to offset weaknesses in one particular component with strengths in another form of pay component.

Corporate Performance and Executive Pay

It is noticeable that practitioner and academic literature related to CG has highlighted that the behaviour of executives may be controlled by the alignment of contracts with the particular objectives of the shareholders of companies and the people who manage them (Fama and Jensen, 1983; Jensen and Murphy, 1990; Hendry, et al., 2006). As such, executives ought to have incentives through a suitable mixture of bonuses, LTIPs and basic pay so that they make decisions and pursue strategies that lead to the maximisation of the returns of the shareholder(s) (Clarke et al., 2019).

In other words, a relationship that is positive between corporate performance and pay of top executives is needed with, therefore, pay increases to align with the performance of the corporation as a whole, executives rewarded through the extent of their success and penalised for failure in meeting the objectives agreed and, in alignment with agency theory, reconciliation of potential conflicts of interest between executives (agents) and shareholders (principals) through optimal forms of contracting (Price et al., 2018).

With the extreme Enron case, a big proportion of the total compensation was from stock options, and executives were incentivised to focus upon growth and reported earnings (Healy and Pelepu, 2003). Symmetries in pay to performance were found by Gregg, Jewell and Tonks

(2012) if there are high stock returns though if there are low stock returns pay has less sensitivity to performance. That finding has consistency with those of Li and Young (2016) showing that the pay of executives is reflected within company performance.

That ideal is, in practice, often frustrated through the manipulation of information and targets by executives, as shown in the research related to manipulated reported earnings and incentives of CEO of Bergstresser and Philippon (2006), as the research shows on misreporting and CEO contracts in the work of Burns and Kedia (2006) and in the research related to impact of management of earnings upon pay for performance undertaken by Cornett, Marcus and Tehranian (2008). Moreover, it was found by Harris and Bromiley (2007), meanwhile, that adoption of a high level of share options for executives leads to an increase in the likelihood of misrepresentation of corporate finance. Further, as Harris (2009) suggested, it is too simplistic to think that if financial incentives are increased there will be the creation of value instead of simply types of behaviour that trigger management pay outs.

Remuneration Committees and Executive Pay

It is a fact that committees for remuneration are composed of non-executive, independent directors with the authority for arm's length negotiation over performance targets with senior executives and the setting of the related financial rewards (Agyei-Boapeah et al., 2019). It has been asserted that the members of such remuneration committees, if supported appropriately by expert advisers, can have the required critical distance from the management to objectively devise remuneration packages and implement them in such a way that improved returns could be delivered simultaneously for both shareholders and suitably rewarded top executives. Moreover, remuneration committees ought, perhaps, to be allowed to undertake bargaining at arm's length with executives in a way that is objective and independent; however, there had been challenge to that notion within the literature (Fahey et al., 2017).

Bebchuk and Fried (2004), as leading critics with regard to contemporary arrangements for executive pay, have argued that chronic asymmetries in information in addition to power that management teams wield have led to executives, partly at least, dominating a 'compensation machine' with failure of arrangements to offer desirable and appropriate incentives to managers. In that scenario, board committees, boards and committees for remuneration can be 'captured' by executives so that undeserved rewards can be reaped through manipulation of the systems of performance management to their own advantage (Shan and Walter, 2016). Bebhuk and Fried (2003) consider that, ultimately, the issue of pay without suitable performance is a matter resulting from the ceding of the control of a firm by the shareholders (principals) to executives (agents).

Remuneration committees, particularly those controlled effectively by CEOs that are powerful, can be considered inadequate in the designing of schemes of compensation that align corporate performance with executive pay (Agyei-Boapeah et al., 2019). For Sun, et al., (2009), the higher the remuneration committee quality in relation to seniority, member network centrality and collective experience then the better is the alignment of incentives to the performance in the future.

That said, as pointed out by Jensen and Murphy (2004), it is overly simplistic to consider that management has a complete lack of agency within the process of remuneration setting. There is a routine lack of the information, negotiating skills and expertise required amongst remuneration committees to undertake the hard-nosed negotiating over contracts with incoming and incumbent executives; the result is that executive contacts tend, almost inevitably, to lean in favour of the established top executives.

Remuneration Disclosure and Executive Pay

The proposition that the awareness of shareholders could place them in a more favourable position for the sanctioning of executives that could have a moderating kind of impact upon pay has little support within the literature. The notable conclusion of Gabaix and Landier (2008), in regard to the question of increases to the pay of CEOs, was that the 6-fold growth in pay of CEOs in the US from 1980 to 2003 could be attributed to a correspondent increase in large firm market capitalisation.

The suggestion is that there is the existence of demand for top talent from amongst executives, with prevailing expectations and norms; this supports the argument of Ezzamel and Watson (1998) stating that within an executive labour market that is informationally efficient it would be unrealistic to have the expectation that changes to executive pay would be related closely to measures of firm performance. So, disclosure, in its exposure of relative underpayment cases, in combination with an inclination for executives to be paid above the norm by remuneration committees, incites executive pay to be ratcheted up.

Consider, for example, executive pay escalation within Canada after mandating of disclosure back in 1993 (Craighead et al., 2004). Within a comparative study related to large firms in the UK and the US, Conyon, Peck and Sadler (2009) rejected the hypothesis of conflict of interest though confirmed that the pay of CEOs is at a higher level within firms that employ remuneration consultants, as well as confirming that LTIPs make up a bigger part of the total compensations within firms that have been advised by consultants.

Shareholder Intervention and Executive Pay Disclosure

In disclosing executive remuneration information, institutional investors would be licensed to exert greater control over the levels of pay for executives; this stems from a view that intermediaries such as asset and pension fund managers would have a willingness and ability to challenge the proposals that are made at corporate board level (Harvey et al., 2020). The findings of the research related to that topic are varied and are not readily interpreted since there is little direct knowledge with regard to how and when institutional investors are in engagement with most firms in which their considerable holdings are placed. There is research that is supportive of the view, however, that there is greater sensitivity of pay related to performance within firms that are closely-held by just a few dominant shareholders (Hartzell and Starks, 2003; Craighead et al., 2004); the suggestion is that there is a greater readiness for large shareholders to intervene so that their interests align with the interests of the management.

For Wong (2010), for most firms that have shares that are widely-held, connections between senior managers and institutional investors have been seen to become weaker and weaker because of 3 related trends. Firstly, it is typical for institutional investors (mutual funds, asset managers, pension funds and hedge funds) to hold shares within hundreds or even thousands of different companies and, as such, monitoring of them can be costly and difficult. Proxy advisors are employed by many to offer guidance and to vote within annual general meetings instead of direct engagement with the portfolio firms.

Secondly, there is pressure upon institutional investors to ensure the maximisation of financial returns and to engage routinely in the selling and buying of blocks of shares; the result is that the average for holding times within the UK and US can now be measured to months rather than years (Sikka and Stittle, 2019).

Thirdly, the chain of share ownership has lengthened with a greater number of intermediaries placed between the managers and owners; for instance, as noted within (Tilba and McNulty, 2013), a pension fund may delegate 'pension fund investment management to a chain of external relationships involving actuaries, investment consultants, and fund managers'. The

outcome of that is that there has been a diminishment of the incentives for the institutional investors to act in stewardship within the system of CG and this has left managers in a position that is more commanding (Bebchuk and Fried, 2004). Evidence from the work of Dong and Ozkan (2008), Tilba and McNulty (2013) and Dimson, Karakas and Li (2015) has shown that frequently individual institutions engage with the management in a behind-the-scenes manner.

Also, it has been found that long-term investors have intervened far more frequently in regard to matters like strategy, CG and executive pay than investors who are short-term ones. The conclusion of the authors is that while extensive evidence exists of engagement of institutional investors, numerous impediments serve to limit such engagement such as the costs of monitoring, the high turnover rates for portfolios and legal concerns that are perceived as obstacles to the activism of shareholders.

CONCLUSION

This current study has highlighted the relationship between firm performance and corporate governance within developed countries. The study results have documented that there is a very influential impact with regard to executive pay within CG. That influence is, perhaps, due to the frequent updating and reconsideration of regulations and guidelines so that further financial crises can be avoided.

The main points to highlight from within this research are that, firstly, CG has a significant impact upon the CEO and that, secondly, a significant role is played by executive pay in the promotion of corporate performance, as well as upon the committees on remuneration, the disclosure of remuneration and the associated engagement with shareholders. So, the approach towards executive pay does appear to be a core determinant with regard to the performance of a firm. Therefore, the recommendation from this study is that executive pay is considered by organisations so that organisational performance overall is more fully assessed.

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Sustainable Tourism: Case of Ecotourism in the Moroccan High Atlas

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ABSTRACT

The tourism sector is closely linked to development to the point of becoming one of the world's fastest-growing economic sectors. However, although this dynamic makes it an essential driver of socioeconomic progress, the tourism industry today poses real problems in terms of impact on the natural and socio-cultural environment. In this context, this paper aims to the adoption of the new control of sustainable development that will facilitate the implementation of the concept of innovation as a tool for the sustainable management of tourist destinations using a case study from High Atlas region in Morocco. Data were collected by questionnaire, interview and observation. The number of respondents 65 people who are competent in the field of tourism. The results, attempts to help in identifying the best practices for sustainable tourism by proposing responsible and solidarity ecotourism as a solution to the problem of mass tourism, through the establishment of a collective organization in the form of a community cooperative for the promotion and enhancement of sustainable ecotourism among economic actors, environmental and social issues.

Keywords: Mass tourism, Sustainable tourism, Solidarity ecotourism, Responsible collective organization, Community cooperative

INTRODUCTION

International literature emphasizes that on a global level researchers would go from mass tourism, standardized, to alternative forms of tourism, marked by the orientation of demand towards a more "authentic" consumption and carrying more "meaning" (Minvielle, 2010). In the countries of the North, this is the vast period from the 1990s which is marked by the development of new themes that Butler (1990) calls "the era of diversity", characterized by an ample and rich study of tourism: niche tourism, ecotourism, development of heritage tourism, tourism and communities, tourism and capitalist economies, new approaches to tourism consumption, tourism and marketing-branding, the tourism and urban regeneration relationship, etc. (Ethier et al. 2012).

Several forms of alternative tourism revolve around the concept of sustainable tourism. Qualified as ecotourism, community tourism, solidarity tourism, fair and responsible tourism, these tourists share a large number of values with sustainable tourism (ecological, economic and social), solidarity, equity or responsibility present in each form but to different degrees and in different ways. Each form emphasizes a value, a particular aspect. Ecotourism highlights a form of tourism that aims to discover a natural environment and promote respectful behavior of the sites and interests of local and regional communities. Community tourism refers to the forms of tourism proposed and managed by marginalized or culturally significant local communities, with visitors being taken in hand by families residing at the destination. Solidarity tourism refers more specifically to the feeling of existence of a common destiny, a common home and an awareness of the need for peaceful coexistence based on exchange, altruism and mutual respect. (El Bahri & Pupion, 2014).

This tourism focuses on the relationship between peoples, between visitors and hosts and, on solidarity, travelers contributing to the improvement of the living conditions of the communities visited. It corresponds to solidarity actions, to tourism projects which are also local development projects. The WUTA (World Union of Tourism Associations) considers as constitutive and distinctive criteria of solidarity tourism, the associative character of the structure, the awareness of tourists before their departure, the attention paid to the environment, the implication of the population in the different stages of project implementation, support for local development projects and the possibility of an exchange between the tourist and the population. It is, according to (Lamic, 2008), a form very similar to fair tourism, both in terms of support for community development and the idea of partnerships developed according to the principles of transparency and equity. However, fair tourism puts more emphasis on the idea of fair remuneration, it refers to fair trade where producers are remunerated at a fair price, so that sales revenues are invested in the local development of their region (Froger, 2012). It implements the principles of fair remuneration and fair sharing of benefits, so that tourism really promotes economic and social cohesion between peoples and regions. According to the charter of fair tourism developed in 2002 by the associations grouped within the Fair Trade Platform, "Fair Tourism is a set of service activities, offered by tourism operators to responsible travelers, and developed by Indigenous host communities (or at least in large part with them)".

Taking into account the solidarity dimension can enable the development and competitive success of a destination by providing it with scarce resources valued by the customer and not imitable. The approach to resources and skills (Barney, 1991; Grant, 1991) applied to the tourist destination shows that solidarity tourism allows organizations to broaden their skills base and support their development by giving them access to more resources and knowledge. Competencies are the activities or processes through which resources are deployed. They

include organizational processes, information and tacit knowledge (Amit & Schoemaker, 1993). The resources of solidarity tourism can be classified, using the contributions of Grant (1991), into six categories of resources: financial (access to national or international solidarity funds), human (volunteers from Northern and Southern association members), physical (local habitats..), organizational (assistance in the development of funding plans, project engineering provided by Northern stakeholders); technological (know-how often provided by associations and actors from the North) and intangible (reputation given to tourists through the use of the values of solidarity tourism).

The evolution of tourism activities at the global level is shaping a change of direction. In this context, Morocco, rich in the diversity of its natural resources and its cultural heritage is asked to create other niches that could mark the difference and make the exception. To develop this reflection, the privileged field of study is the region of El Haouz, about thirty kilometers from Marrakech, at the foot of the High Atlas (Morocco). In addition to its temperate climate and varied natural landscapes, this region has a rich human potential, the population is known for its sense of hospitality. This land makes it possible to explore the alternatives likely to participate in the development of the life of this population, among which tourism is the ideal and ultimate alternative.

1. RESEARCH METHODOLOGY

To design the methodology proposed in this paper, the qualitative approach was the chosen medium used to compile information, a questionnaire was established with the objective of gathering the opinion of a group of experts, researchers and qualified professionals by means of semi-directive interviews on the application of the principles of sustainability to the management of tourist destinations. The expert group which participated in this research consisted of ten members including: 2 qualified technical experts from the public administration related to tourism; 1 Head of the regional planning agency; 1 Second Vice Dean of the Faculty of Letters and Human Sciences at the University of Cadi Ayad; 6 university lecturers familiar with research and who were specialized in different areas of knowledge (geography, sociology, ecology and economics) related to tourism and sustainability. The quality of their responses has allowed a roadmap to be taken into account, in order subsequently to establish a model for applying sustainability in the management of tourist destinations.

Remaining 55 interviews were also carried out with a set of socio-economic actors, including the representative of the development committee of the region, hotel managers, and restaurateurs in the study area, tour operators and travel agencies, private carriers. At the same time, we held meetings with the heads of associations and participated in the general meetings of some of them where they were also interviewed. Residents of the concerned area were also questioned. Some interviews were completed and managed by students from Vatel International Business School (Tourism and Hospitality Management). This choice is based on the fact that the students of this program regularly have internships in the partner hotels.

The results of these surveys were analyzed using descriptive analysis. And the data from the questionnaires has served as the basis for the establishment of the strategies and objectives that should guide the model for the implementation of solidarity ecotourism in Morocco, and for the establishment of the best practices by proposing sustainability indicators that will help to measure that implementation and allow the evaluation and correction of possible errors.

2. RESULTS AND DISCUSSION

2.1 Finding and Results of the current problematic situation

In the light of the results obtained through interviews conducted with various stakeholders working in the study area, we have realized a summary summarizing the current state of ecotourism in Morocco and especially in the High Atlas:

2.1.1 Local populations

The finding concerning local populations, points out that these people suffer from a flagrant lack of information about the value of their socio-cultural wealth and the potential of the natural environment in which they live. Indeed, one of the important issues for the valorization and sustainability of ecotourism is first and foremost through the awareness of the local population to the material and immaterial wealth of their immediate environment. Thus, it would be easier to convince them to better protect the natural environment, not to leave their region for a possible rural exodus and to make them proud of who they are.

Added to this, the lack of training and guidance affecting these populations, making them unable to optimize and enhance their product and service offer to better meet the needs of the ecotourism visitors. At this level, let us specify the primordial role played by rural women, the only vector for training and perpetuation of know-how and interpersonal skills. In fact to be better supervised and responsible, rural women need more consideration and more attention.

2.1.2 Demand/Eco-tourist consumers

The results of the interviews show that the majority of Eco-tourists are couples, pensioners and families. Their profile is difficult to identify, often brooders and adventurers, having an interest in nature and the discovery of various cultures, and although they are generally comfortable financially, they insist on the price-quality ratio of the services offered. They are living in the city and want to spend more and more holidays in nature. Their needs and expectations can be summarized as follows: to meet, exchange and cohabit with the local inhabitants and to share their modest way of life and to be able to help them. They are in search of the authenticity and calm of a natural environment, landlocked and exotic, far from the hassles of their classical daily life. They also find their entertainment in ecological activities, such as hiking in mountains, by foot, by bike or on horseback as well as discovering the desert and oases. They enjoy folk music, culinary art and local products.

2.1.3 Eco-tourism offers/services

The accommodation offered or sought by Eco-tourists concerns mainly, the lodges, the inns, and the bivouacs of the desert or the host family (accommodation like a stay in family houses in warm ambiance). The latter remains the most sought-after and recommended formula for those who search authenticity and immersion in the traditional setting of local populations.

The existing offer generally includes excursions, hikes, circuits reaching the landlocked areas through mountains, plains, plateaus and valleys, through villages and oases. These circuits are made, according to their degree of difficulty, by foot, on the backs of animals (donkeys, mules, horses), by bike or 4x4 vehicles. The most coveted regions are especially the mountains of Toubkal, the valley of Ourika, Stifadma, Imlil, Asni and Lala Takarkost.

The products of the region offered relate to handcrafted handmade products made from wool, leather or wood and reflect the know-how of the locals. Moroccan dishes and culinary art remain one of the most attractive, offering local products, fresh fruits and vegetables from local gardens (olives, honey, olive and argan oil, dates, figs, amlou, goat cheese, etc.).

The results of the interview guide reveal the existence of about ten establishments working in the eco-tourism sector in the High Atlas. The reactions and comments of those questioned about the eco-tourism offer, reveal:

- Lack of the right balance between modernity and tradition
- Lack of material and human resources to promote ecotourism
- Lack of financial means to participate and better communicate through tourism fairs,
- Forums and Conferences.
- Lack of formalization of existing ecotourism offer
- Existing entities providing tourist supply are suffering from: lack of professionalism, lack of strategic approach and above all a poor understanding and interpretation of ecotourism.
- The existing entities, although they have a rural and natural setting, they involve very little the local population, and they are therefore far from offering a solidarity and community product.

2.2 The scope of the study and prospects for sustainable tourism

The case studied provides better knowledge on the interest of responsible tourism, on the logic of the actors, on its management and its mode of governance. This alternative tourism takes root in a territory in Morocco that, forgotten by mass tourism, wishes to satisfy the expectations of the tourist in terms of relaxation and leisure by relying on a rich architectural, natural and cultural heritage. In this way, we are opting in our approach for solidarity Ecotourism as the ultimate solution that could bring real benefits to all the actors involved, and this dimension of sustainability will update tourism that will be conceived, managed, produced and valued in a responsible and sustainable way, both at the level of the travelling consumer, the economic promoter, the host natural environment and the local population.

In order to achieve the recommended approach of sustainable ecotourism as a healthy and equitable solution, we propose the development and establishment of a responsible collective organization in the form of a community cooperative whose mission and role will be to value and promote sustainable ecotourism with economic, environmental and social stakeholders in the High Atlas region. It is a concept that encourages and develops partnership between actors, so that everyone understands the issues and the importance of sustainable ecotourism and is involved in it. This cooperative will be a consortium of companies and organizations with various specificities: those that offer accommodation, those that feed (local products), offer outdoor recreation, rental equipment, and transportation. It also includes promoters, natural interest site managers, science museums, environmental companies and organizations that give priority to environmental education. The cooperative would be a for-profit organization whose mandate would be to help partner members organize themselves, to comply with the regulations in force when welcoming tourists, to create links between their members, to establish tourist circuits, promoting and doing the marketing of the region, finding and registering customers, etc.

The formula has several advantages for the tourists. It allows them to meet mountain inhabitants or oasis dwellers in their living environment and thus to know customs and ways of life different from their own. The city tourist will get closer to nature while the country tourist will discover the urban reality. Both will face the environmental problems associated with their respective environments. It will be an adventure for each of them and they will both know where the money they have spent on this adventure is going. Both may, if they wish, contribute to the economic activity of their respective host.

According to our approach, the specific objectives of the proposed community cooperative are:

- Contribute to diversify and enrich the tourist offer of the region;
- Raise awareness of sustainable, responsible and supportive tourism issues.
- Professionalize community ecotourism practices.
- Respond to a demand focused on the discovery and sharing of the region's natural and socio-cultural heritage.
- Bring economic benefits to local communities.
- Contribute to the preservation and sustainability of the country's natural and socio-cultural environment.
- Promote and inform economic stakeholders about the region's ecotourism potential and related business opportunities

The sustainable actions that will be carried out by the community cooperative with the actors concerned will be closely oriented towards three dimensions relating to the trilogy of sustainable development, namely the socio-cultural dimension, the economic dimension and the environmental dimension. In order to professionalize community and sustainable ecotourism practices, the cooperative will be called upon to supervise, support, train local populations and make them aware of the sustainability of cultural and natural resources. In this regard, the way of life, habits and traditions of the local population should be valued in harmony with the local setting and natural environment. The community cooperative will also be called upon to promote, safeguard and ensure the protection and integrity of the natural environment.

So as to present an attractive offer to economic players, the cooperative will promote sustainable ecotourism and inform related business opportunities. In this regard, it will participate in establishing market studies relating to the region's potential, it will raise awareness of the need to make sustainable use of the natural environment, and will communicate the potential of ecotourism destinations in the region to economic stakeholders.

CONCLUSION

Faced with the blatant situation that ecotourism in Morocco, and especially in the High Atlas, is experiencing in terms of irresponsible and unsustainable exploitation of the natural environment and its bio-diversified resources, of the local population and of its inestimable socio-cultural wealth, as well as of the urgent actions of the economic actors greedy of profits and devoid of any sustainable consideration, we considered that the involvement of a community and association development and coordination cooperative is essential. Indeed, the development and involvement of a community cooperative whose role will be, on the one hand, to promote sustainable ecotourism among the different actors, and to raise their awareness of its challenges, and on the other hand to orchestrate coordination between actions and interests common for all stakeholders concerned and involved. The success of the involvement and actions of the community cooperative will take the form of:

- Better development of the socio-cultural heritage, tangible economic impact and quality of life for local people.
- Better protection, valorization and sustainability of biodiversity in relation to the environmental dimension.
- Better exploitation, promotion and attractiveness of the sustainable ecotourism sector among economic actors interested in the sector.

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How Economic Freedom Affect the Business Creation Rate

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ABSTRACT

Purpose: Given the lack of longitudinal empirical findings on the effect of economic freedom on business activity, the objective of this research is to determine how economic freedom affects the rate of business creation.

Design / Methodology / Approach: consistent with previous research; this research question is analyzed using a panel data model. This article is based on a sample of 125 countries over eleven years, from 2008 to 2018. Using the IEF classification of The Heritage / Wall Street Journal that includes categories of international trade freedom, fiscal freedom, government freedom, monetary freedom, among others. As well as information from the Global Entrepreneurship Index (GEI), the Global Entrepreneurship Monitor (GEM) and the World Bank on GDP.

Research Implications: This research contributes to closing the gap in the current literature by determining causality using longitudinal analysis. And examine whether, and how, other dimensions of economic freedom affect the allocation of attention when deciding whether to act entrepreneurially.

Originality / Value: this study aims to determine how economic freedom affects the business creation rate through a longitudinal analysis, which includes new dimensions of economic freedom, as well as information from the World Bank about business creation rate.

Keywords: Economic Freedom, Business Creation, Fiscal Freedom, Government Freedom.

INTRODUCTION

Entrepreneurship is a crucial phenomenon to understand the economic development across countries (Ács & Szerb, 2009). Nonetheless, the dynamic of the process differs depending to the institutional context and the level of development in the country (Acs & Amorós, 2008). Although previous research have explore this phenomenon the results diverges given the multiplicity of statistical methods used (Valdez & Richardson, 2013). Therefore, more robust methods are needed to close this gap in the literature (Głodowska, 2019; Herrera-Echeverri et al., 2014). This research answers: how economic freedom affects the business creation rate? To

resolve this question, we use a longitudinal analysis based in a sample of 47 countries over eleven year. Therefore, we contribute in three ways: firstly, we will provide support to close the gap in actual literature about the role of economic freedom in the business creation rate allowing a direct comparison with previous researches. Secondly, we provide support of a set of institutional factors that have a direct relationship with this phenomenon. Finally, we complement the ecosystem view of entrepreneurship denoting the multiplicity of factors that interact in the business creation.

The structure of this paper is as follows: we discuss the research the core concepts and theoretical background. The data and method are then addressed. After presenting statistical results, the main findings of our empirical analysis are discussed. Finally, theoretical and practical implications are presented.

CORE CONCEPTS AND THEORETICAL BACKGROUND

Herrera-Echeverri et al. (2014), citing to Kirzner (1992), advocated that free market is most likely to encourage entrepreneurship under clear legal, political, constitutional, and economic principles. Moreover, prior research has suggested that under inadequate legal quality, poor law, and high level of corruption, entrepreneurship will not flourish (Herrera-Echeverri et al., 2014). Besides, in the last decade, the role of entrepreneurial ecosystem has increased as this policies encourage the transition on quantity of entrepreneurs, to a higher quality of the entrepreneurial activity (Stam, 2015). Stam (2015) theorize that the ecosystem will work properly if exist a variety of organizations that fulfill the requirements to innovate and reduce the market uncertainty. Therefore, institutional role is more important at lower levels of development and entrepreneurial activity becomes more important at higher levels of development (Acs & Amorós, 2008). Ergo, we hypothesized that:

Hypothesis 1: Institutional factors have positive effect over the business creation rate.

Hypothesis 2: Economic freedom have positive effect over the business creation rate.

Hypothesis 3: Income development stage have a direct effect over the business creation rate.

DATA AND METHODS

The sample

To determine whether relationships exists between economic freedom and business creation rate, we create a panel database from the intersection of available data from (1) The Index of Economic Freedom, IEF, that measures the impact of liberty and free markets around the globe and (2) World Bank data base. The sample includes information about 47 countries over eleven year, from 2008 to 2018. Among the 47 countries used in the sample, seventeen of them belong to Europe, eleven to Asia, nine to America and Africa and Australia representing Oceania.

The variables

The variables are summarized in the table 1 where the definitions and sources are described.

Table 1-Variables’ description and Sources

Variable	Variable Description	Source	Category
Entry rate	New businesses registered are the number of new limited liability corporations registered in the calendar year. Unweighted average. The definition of entrepreneurship used is limited to the formal sector.	World Bank	Entrepreneurship
Judicial Effectiveness	It measures the well-functioning legal frameworks are essential for protecting the rights of all citizens against unlawful acts by others, including governments and powerful private parties	The Heritage Foundation Index of Economic freedom	Institutional
Government Integrity	It measures the government integrity through the score for this component is derived primarily from Transparency International’s Corruption Perceptions Index (CPI) for 2011, which measures the level of corruption in 183 countries.	The Heritage Foundation Index of Economic freedom	Institutional
GDP Per Capita/ Log GDP per capita	Gross domestic product per capita in dollars to prices and current rates of change. As the literature present, it captures the opportunity cost of employment.	United Nations, UNCTAD stat.	Opportunity Cost
Business Freedom	It measures the extent to which the regulatory and infrastructure environment constrains the efficient operation of business.	The Heritage Foundation Index of Economic freedom	Economic Freedom
Financial Freedom	It is an indicator of banking efficiency as well as a measure of independence from government control and interference in the financial sector.	The Heritage Foundation Index of Economic freedom	Economic Freedom
Investment Freedom	The index evaluates a variety of regulatory restrictions that typically are imposed on investment.	The Heritage Foundation Index of Economic freedom	Economic Freedom
Labor Freedom	It is a quantitative measure that considers aspects of the legal and regulatory framework of country’s labor market.	The Heritage Foundation Index of Economic freedom	Economic Freedom
Monetary Freedom	It combines a measure of inflation with an assessment of various government activities that distort prices. Price stability without microeconomic intervention is the ideal for the free market.	The Heritage Foundation Index of Economic freedom	Economic Freedom
Adult population	It measures the adult population in each country	World Bank	Demographic

The table shows the definition and source of information of the endogenous and exogenous variables used for this research. It was used as source: (a) World Bank for the entry rate and adult population, (b) United Nations UNCTAD stats for the GDP Per Capita, and (c) The Heritage Foundation Index for the economic freedom variables,

On the one hand, the institutional factors used for this research are judicial effectiveness, and government integrity. The GDP per capita is integrated to the analysis as a measure of opportunity cost of entering to an entrepreneurial activity. On the other hand, business, financial, investment, labor, and monetary freedom are used considering prior research. Finally, the adult population is used as a control variable in the sample. Table 2 summarized the descriptive statistics of the variables.

Table 2- Descriptive Statistics

Variables	Obs	Mean	Std. Dev.	Min	Max	Skew.	Kurt.
Entry Rate %	498	3.52	4.294	0	25	2.085	7.549

Judicial effectiveness	492	48.626	19.868	5	93	.208	2.556
Government integrity	498	43.373	18.856	8	94	1.148	3.637
Business freedom	494	66.291	14.838	20	93	-.681	3.794
Labor freedom	494	58.789	13.865	20	93	-.069	3.464
Monetary freedom	494	75.296	12.156	0	92	-3.107	18.808
Investment freedom	494	57.874	22.502	0	90	-.885	3.096
Financial freedom	494	48.563	19.48	10	90	-.282	2.345
LN GDP Per Capita	498	4	.638	3	5	0	2.465
Adult Population	498	17228.293	27499.513	61	143590	2.713	10.265

The table shows the descriptive statistics of the variables used in the model. The unit of analysis is country. The sample contained 47 countries.

Depend Variable

The entry rate variable refers to the ratio between the Number of NEW Limited Liability Companies and the number of adult populations in each country. Through the entry rate we measured the impact of economic freedom on entrepreneurial activity.

Independent Variables

The explanatory variables are made up of seven IEF variables: *Judicial Effectiveness*, *Government Integrity*, *Business Freedom*, *Labor Freedom*, *Monetary Freedom*, *Investment Freedom* and *Financial Freedom*. In A variable that lists the country as a country of High income, Upper middle income, Lower middle income, Low income (according to the most recent income classification published by the world bank) was also added.

Model

Given the nature of the data, where both a cross-sectional and time series dimensions are observed, a panel data method of estimation is used. Considering the Wooldrige (2010) process, it was made the Hausman test. This evaluates the consistency of an estimator compared to an alternative, particularly it helps to evaluate if a statistical model corresponds to the data. After performing an analysis with both the fixed effects and random effects estimators the Hausman test indicates that the most appropriate in this case is to use random effects. Therefore, the statistical model is determined by the equation $y_{it} = a_i + X'_{it}\beta + u_{it} + e_{it}$

The subindex i represents individuum, and the subindex t represents the period. Besides, the parameters a_i is the individual intercept, X'_{it} is the set of exogenous variables, β is the estimators sets, u_{it} is the between-entity error, and e_{it} is the within-entity error.

RESULTS

The pairwise correlation between all eight variables is presented in Table 3.

Table 3-^[1]_{SEP} Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) Entry Rate %	1.000									
(2) Judicial effectiveness	-0.095 (0.035)	1.000								
(3) Government integrity	0.059 (0.188)	0.856 (0.000)	1.000							
(4) Business freedom	-0.136 (0.003)	0.761 (0.000)	0.708 (0.000)	1.000						
(5) Labor freedom	0.036 (0.430)	0.444 (0.000)	0.346 (0.000)	0.508 (0.000)	1.000					
(6) Monetary Freedom	-0.017 (0.713)	0.462 (0.000)	0.399 (0.000)	0.380 (0.000)	0.264 (0.000)	1.000				
(7) Investment Freedom	-0.194 (0.000)	0.547 (0.000)	0.519 (0.000)	0.467 (0.000)	0.275 (0.000)	0.643 (0.000)	1.000			
(8) Financial freedom	-0.075 (0.094)	0.631 (0.000)	0.590 (0.000)	0.571 (0.000)	0.306 (0.000)	0.562 (0.000)	0.811 (0.000)	1.000		
(9) LN GDP Per Capita	0.460 (0.000)	0.219 (0.000)	0.294 (0.000)	0.192 (0.000)	0.173 (0.000)	0.091 (0.044)	0.078 (0.083)	0.208 (0.000)	1.000	
(10) Adult Population	-0.188 (0.000)	-0.009 (0.842)	-0.016 (0.718)	0.028 (0.535)	-0.036 (0.419)	-0.029 (0.527)	-0.030 (0.505)	0.034 (0.454)	-0.129 (0.004)	1.000

The table present the pairwise of the eight (8) variables used in the model. The analysis was made considering the 47 countries available in the sample. Probability of the correlations are presented in parenthesis.

It was observed moderate correlation between Government Integrity and Judicial Effectiveness, and between Financial and Investment Freedom. Table 4 shows the results of the regressions of the panel data. In column RE-I we find the estimators of the regression of random effects with robust errors to control for heteroscedasticity. Column RE-II we find the estimators of the random effects regression with robust errors controlling for year. And in column RE-III we find the estimators of the random effects regression with robust errors controlling for year and income classification. Results revealed a significant negative relationship between the Entry Rate and Judicial Effectiveness, Business Freedom, and Investment Freedom. These results are quite curious because we are affirming that the higher the Business Freedom, and

Investment Freedom variables are in a country, the entry rate will be reduced when the expected would be the opposite. An interesting fact to be taken into account is that this entry rate refers to new limited liability companies, so for a later study it could be hypothesized that the greater the business freedom or the investment freedom the new registered companies could increase but through a different organizational form.

Table 4^[1]_{SEP} Results

	(1)	(2)	(3)
	RE-I	RE-II	RE-III
Judicial Effectiveness	-.077***	-.024***	-.024***
	(.02)	(.009)	(.009)
Government Integrity	.11***	.042***	.041***
	(.019)	(.011)	(.011)
Business Freedom	-.091***	-.036***	-.035***
	(.019)	(.011)	(.011)
Labor Freedom	.041***	-.001	-.002
	(.015)	(.006)	(.006)
Monetary Freedom	.054***	.013	.014*
	(.017)	(.008)	(.008)
Investment Freedom	-.08***	-.028***	-.027***
	(.015)	(.006)	(.006)
Financial Freedom	.039**	.025***	.024***
	(.016)	(.005)	(.005)
LN GDP Per Capita	2.715***	.167	.155
	(.209)	(.126)	(.123)
Adult Population	0***	0	0
	(0)	(0)	(0)
2013.year		-7.289***	-7.317***
		(.428)	(.426)
2014.year		-9.168***	-9.199***
		(.409)	(.409)
2015.year		-10.559***	-10.592***
		(.425)	(.424)
2016.year		-11.245***	-11.282***
		(.486)	(.487)
2017.year		-12.104***	-12.159***

		(.468)	(.47)
2018.year		-12.205***	-12.281***
		(.5)	(.499)
2.incomecode			-.223
			(.321)
3.incomecode			-.646**
			(.319)
4.incomecode			-.067
			(.29)
_cons	-5.819***	13.008***	13.218***
	(1.392)	(.879)	(.879)
Observations	488	488	488
R sq. Within	0.4040	0.9052	0.9056
R sq. Between	0.4214	0.8321	0.8409
R sq. Overall	0.3852	0.8782	0.8814

Robust standard errors are in parentheses

*** $p < .01$, ** $p < .05$, * $p < .1$

The table present the results of the fixed effect panel data estimation. The endogenous variable is entry rate %. The exogenous variables are judicial effectiveness, government integrity, business freedom, labor freedom, monetary freedom, investment freedom, financial freedom, LN GDP Per Capita, and the adult population in miles. All the variables are described in table 1. Robust standard errors are represented in parentheses.

DISCUSSION AND LIMITATIONS

This article makes progress in understanding how economic freedom affects the business creation rate. Based in the theoretical assumptions developed by Kirzner (1992), we have validated the effect of institutional and market factors that interact to promote higher entry rates. Consistently with the three models, judicial effectiveness has a negative effect and government integrity has a positive correlation. Both factors were statistically significant with a probability lower than 0.01. On the other hand, business, financial, and investment freedom are robustly correlated with the business creation in the three models. Contrary to our hypothesis only the middle- high income countries resulted as a relevant parameter to the entry rate. This understanding is relevant for several reasons. Firstly, we have provided empirical support to close the gap in actual literature about the role of economic freedom in the business creation rate allowing a direct comparison with previous researches. Secondly, we have demonstrated the set of institutional factors that have a direct relationship with this phenomenon. Finally, we complement the ecosystem view of entrepreneurship denoting the multiplicity of formal factors that are required to form new businesses. This research is not without limitations. On the one hand, this research has been made using an unbalanced panel data, then, further work could be made employing extra information. On the other hand, only the entry rate has been used to analyze the entrepreneurial phenomenon, nonetheless, other

entrepreneurship index that captures different natures of the firms exists. Further work could use those to contrast empirically these findings.

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Evaluation of Quality of Experience on Management of Virtual Reality for Education and Science

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ABSTRACT

In today's world, computers and devices working with computer systems have become an indispensable part of human life. Along with technological developments, "Virtual Reality - VR" technologies have been used in many sectors such as education, science, sports, entertainment and health. The use of this technology, which has spread to almost every field in the world, is still very limited in our country.

The value and importance of using virtual reality applications in education and science sectors is increasing day by day. The purpose of virtual reality is to provide people with environments that are not real but very similar to the real thing with the help of computers. In this study, information was given about virtual reality environments and the experience quality of virtual reality applications in education and science sector was presented by examining in detail within the framework of different examples. This study also aims to present a systematic review of experimental studies investigating the effectiveness of virtual reality supported learning environments on learning. In addition, the advantages and disadvantages and limitations of virtual reality applications were examined more deeply in the educational context of different countries, and sample designs were shared for new generation students and researchers, and recommendations were made for future studies.

Keywords: Virtual reality, education, science, innovation

INTRODUCTION

With the development of technology in recent years, the concept of "virtual reality" has also gained importance. It becomes imperative to exist in the ever-changing technological world and to adapt to various technologies. In this context, it is necessary to follow and implement new technologies, especially in the field of education. With the new communication technologies, there should be important changes in the teaching methods for the transition from the "passive buyer" status to the "active participant" state. As a result of by using new technology methods in education systems, education and training have gained the opportunity to be carried out by students independently from physical environments.

In the last quarter of the 20th century, which is also described as the information and technology age, great developments have been made in computer and computer technology. Especially in communication over computer networks, great progress has been made. It was tried to create a virtual environment in real terms by adding the visuality of software and hardware tools and equipment developed for communication. The concept of virtual reality is technically used for

computer-based 3D environments where it feels “to be there”. In short, it can be thought of as the reconstruction of the grass. The user, who is included in the virtual environment with a helmeted screen or glasses, can disconnect from the perception of reality from the moment he enters the environment. The perfection of the virtual environments strengthens the sense of reality. Virtual reality (VR) is based on misleading the feelings of the person using the system. (Kayabaşı, 2005).

Due to the Covid 19 pandemic that emerged in late 2019, global schools were closed, face-to-face education was suspended, and approximately 92% of students were affected by this situation. In order to continue education uninterrupted, education-training activities have started to be carried out with distance education methods (WHO, 2020a; b). One of the most important priority targets for all countries where the Coronavirus (Covid-19) pandemic is seen has been to ensure the continuity of education without interruption. In this process, countries have started to use the existing distance education opportunities that are generally supported by different technological infrastructures. (Can, 2020).

Through the virtual reality classroom, teachers and students can communicate "face to face" and strengthen students' understanding. While the number of teachers-learners in traditional classrooms limits effective feedback, effective feedback can be provided to students in the virtual environment. (Fan, & Zhi, 2020). In terms of effective communication in virtual classrooms, messages, course materials, documents, announcements to be sent to learners should be understandable, simple and reasonable. Sending or sharing too many messages, documents or course materials to learners in a short time can negatively affect effective communication in the virtual environment.

Literature Review

It is possible to come across different definitions of the concept of virtual reality in the literature. Definitions made by Stone (1991) and Oppenheim (1993) summarize other definitions as well. According to Stone (1991), virtual reality is a multimedia developed to increase communication between human and machine and appeals to human senses. According to Oppenheim (1993), virtual reality is a technology that tries to increase human-machine interaction through feeling, not content with visual and auditory communication. What is tried to be done with virtual reality technology is to try to remove the barriers between human and machine in order to increase human-machine communication.

Although the first emergence of the concept of virtual reality dates back to the 1950s, Ray Bradbury, the person considered by many to be the true creator of the concept of virtual reality is William Gibson, a science fiction writer (Oppenheim, 1993). Jaron Lanier, a scientist, used this term for the first time in 1989, and at least he did not lose the name paternity of the term virtual reality to literary figures. (Oppenheim, 1993).

However, virtual reality is widely used in a number of areas of life, it is especially important in education. Virtual reality has given us the slogan "try before you buy" in the field of tourism. It is also an invaluable tool for helping to visualize surgical procedures in medicine, as well as to improve medical education practices. In the United States, a doctor treated a baby using a Goggle VR cartoon during surgery, which is remembered as the best example of the application of VR in medicine. (<https://www.finextra.com/>)

Although the application of VR is important in each of the above, its use in the educational environment is unlimited. So, VR technologies have been discussed as an educational tool in many studies, and the number of studies in this field has increased due to the diversity of VR devices and the more accessible these devices. Although it has been determined in some studies that the use of VR significantly increases the performance of students, in some studies it has been pointed out that VR technologies cannot be directly applied to every field and that the

application should be shaped around a certain pedagogical framework (Alhalabi, 2016; Lau and Lee, 2015).

Bonner and Reinders (2018) concluded that virtual reality technology helps learning so that meaningful learning can take place. After the application, the students stated that such software is easy to use, useful and increases motivation. (Bonner and Reinders (2018))

Huang et al. (2019) aimed to compare the success of students using a virtual reality software about the solar system prepared for smart phones and students using augmented reality technology in a test on the solar system in their study. At the end of the application, it was concluded that the group using virtual reality technology was more successful than the augmented reality group. (Huang et al. (2019))

Based on the studies in the literature, VR technologies;

- It can be seen as an interesting, entertaining and active learning tool,
- It can be used effectively in learning situations where social interactions are needed,
- With the freedom of free movement it provides, it can develop the ability to think creatively and allow the generation of new ideas,
- It is not right to be perceived as a magic wand that will increase participation, motivation and attitudes alone,
- It is difficult to apply to every educational situation,
- It should not be seen as an educational tool that can be used casually,
- It can be said that the pedagogical framework should be designed correctly in the applications in which it is used.

Methods of study

The aim of this study is to examine the usage purposes of virtual reality applications in education and to determine the contribution of students to their education. Based on this purpose, the following questions were sought in the study: For what purposes are virtual reality technologies used in education? What could be the benefits of virtual reality applications in education? Do university teachers prefer VR programs in their teaching processes? What are the opportunities for students to use VR glasses? How do you compare virtual reality to traditional education? In the formation of the theoretical framework of the study within the scope of the case study model, one of the scientific research models, local and foreign sources, which were obtained through literature review, were used. Field research was conducted in the context of the selected sample, interview and observation technique was applied, and the findings obtained were interpreted with descriptive analysis, one of the qualitative data analysis approaches. Based on the above questions, a survey was conducted among students and teachers, and the answers indicated the interest of students and teachers in VR, especially in the organization of teaching with the help of VR during the pandemic. Researchers were not limited with the survey, but also analyzed the predictions for the future of VR using secondary data.

Historical and theoretical review of VR

In 1950, the famous British writer Ray Bradbury published a short story called *The Veldt*. In the story, a wealthy family purchases a system that represents the African steppes in three dimensions with features that appeal to all senses such as sight, sound, and smell, and set it up in their children's room. Concerned about the increasing passion of their children for this virtual African world, parents decide to remove the virtual world after a while and after explaining their decision to their children, they suddenly disappear. At the end of the story, virtual African lions in the virtual world smash two human bodies. Children who no longer have to leave their

virtual world, to which they are passionately attached, are very happy ... With this story, Bradbury was given the title of creator of the virtual reality concept (Oppenheim, 1993).

What is virtual reality? As we can briefly answer this question as a technology that is still in development, it has been working on an increasing number of scientists from different fields every day, its usage area is becoming widespread, it is now seen not only in scientific journals, but also in popular magazines, daily newspapers, television news, Hollywood movies, computer fairs. We can answer it as a technology that awakens our doubts, curiosity and wonder.

Virtual reality can be defined as the technology that enables 3D pictures and animations created in the computer environment to give people the feeling of being in a real environment with technological tools, as well as to interact with these objects in the environment. Considering that traditional approaches are insufficient to overcome the difficulties encountered in solving the problems in this field, the best approach today would be to benefit from the opportunities provided by information technologies. With this new and modern technology, it has brought a different perspective to virtual reality education methods (Çavaş, B and P. Huyuguzel (2004)).

Virtual reality is a form of human-computer interaction in which a real or imaginary environment is simulated and users interact with and manipulate this world (Choi and others, (2016)).

Virtual reality is the activation of all senses of the person and making them a part of the environment and event. The user can not only see and control graphic objects on the screen, but also touch and feel them. The latest developments in this area are the continuing efforts to create environments where the smell and taste can be felt.

VR in Education

Although virtual reality is a new field and a new technological development, some studies are still ongoing to measure its benefits as a teaching material. Virtual reality is the interaction of the user with real-time simulations by interacting with sensory options perceived by visual, emotional, touch, smell and taste. In addition to these, virtual reality is widely used in war preparation studies created in the direction of virtual scenarios in military fields, in engineering fields, especially in nuclear studies, in medical education, especially in applied medicine. Students can do the work they want on cadavers created in virtual environments or they can make a journey to the human body. And again, it can be used effectively to educate students in foreign language education.

As for virtual reality applications in education, the use of virtual reality as an educational tool encourages students to learn, as it enables them to research in virtual environments and interact with information, thus contributing to the creative learning process by increasing students' interest and understanding (Arici V.A., (2013)).

It is known that virtual reality technology, which creates new teaching environments today, is very useful especially in distance education if the necessary infrastructure is provided. This technology can be used for educational purposes in areas that are very difficult to physically access and experience (Can and Şimşek, (2016)). For example, it is used in virtual exercise applications in military training, especially in engineering trainings where nuclear studies will be carried out, in pilot and astronaut training with the creation of virtual cockpits, and in trainings in the field of medicine, on virtual cadavers (Kayabaşı, (2005)). Students can find a chance to interact and communicate with students in remote places where they cannot meet in a physical environment.(Çoruh, (2011)). Thus, this technology can be used effectively in foreign language education, with the opportunity to bring students from different countries together. In addition, students can benefit from virtual reality applications to learn abstract

concepts in mathematics, and to comprehend historical events and earth formations in the fields of history and geography. (Tepe and others., (2016)).

Exemplary VR glasses used in the teaching process:



Picture 1. Case 4u Bobo VR Z4 3D – VR glass



Data review and analysis

According to a study by the Business Insider Center, interest in VR-gaming has declined over the past period, from 78% to 54%. In contrast, the use of VR in the health sector has increased from 24% to 43%. This has significantly increased the application of VR in various fields (education, military and defense systems). (see Figure 1)

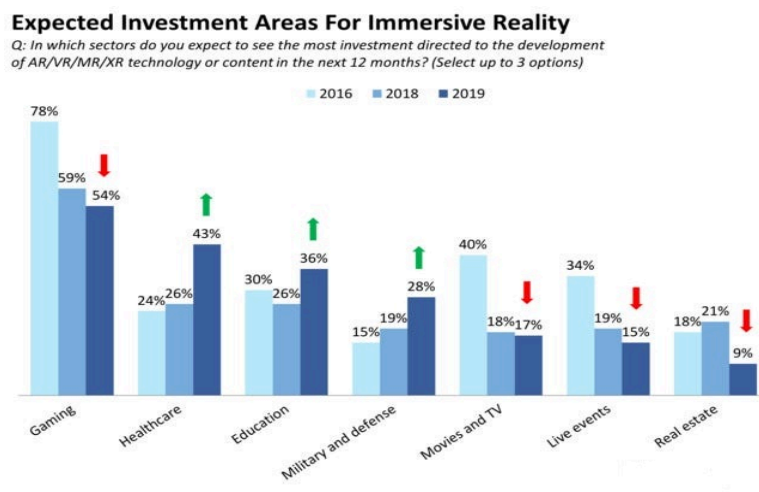


Figure 1. Expected Investment Areas for Immersive Reality (2016-2019), Business Insider, sources: <https://www.businessinsider.com/>

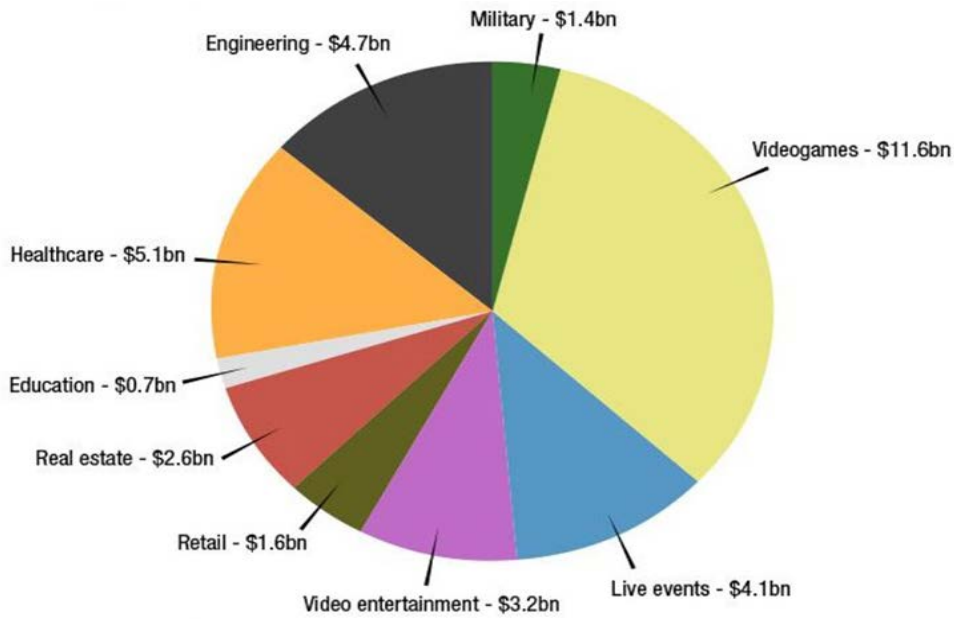


Figure 2. *Virtual Reality uses by 2025 –sources: Goldman Sachs Global Investment Research, Lombardi Publishing Corp., 2016*

According to the approaches of Goldman Sachs Global Investment Center, Video games will be more widespread in 2025, in contrast, the ratio of retail sales has decreased by 10 times. (see in Figure 2)

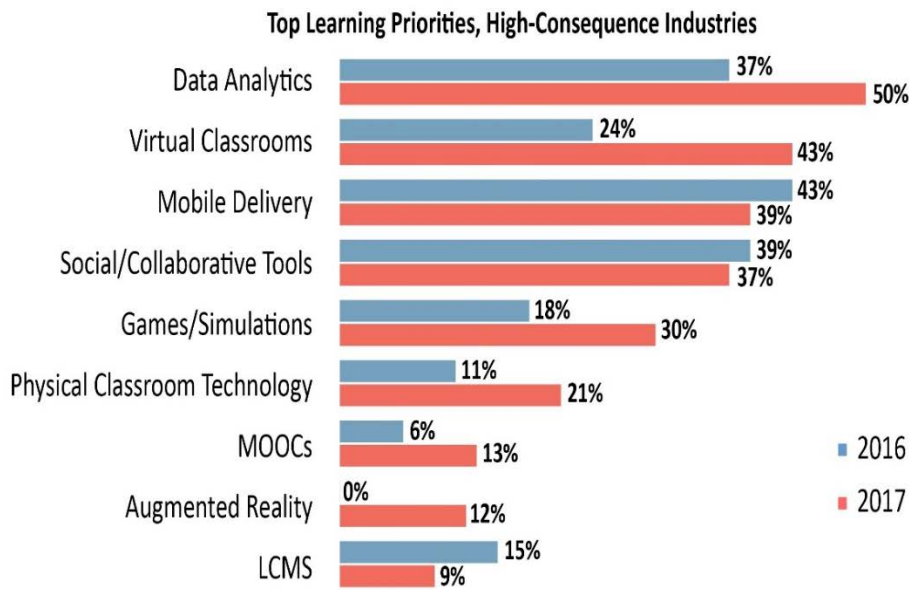


Figure 3. *Top learning priorities, High-Consequence Industries, source: Brandon Hall Group Learning Technology Studies*

According to Brandon Hall Group Learning Technology Studies, 2016 and 2017 were compared in terms of top priority areas of VR. According to the study, in 2016, the application rate of VR in data analytics was 37%, but in 2017 this figure increased significantly to 50%. This comparison showed a serious difference in the virtual classroom, rising from 24% to 43%. (see in Figure 3)

How Consumers Feel When Watching Content in VR
(US)

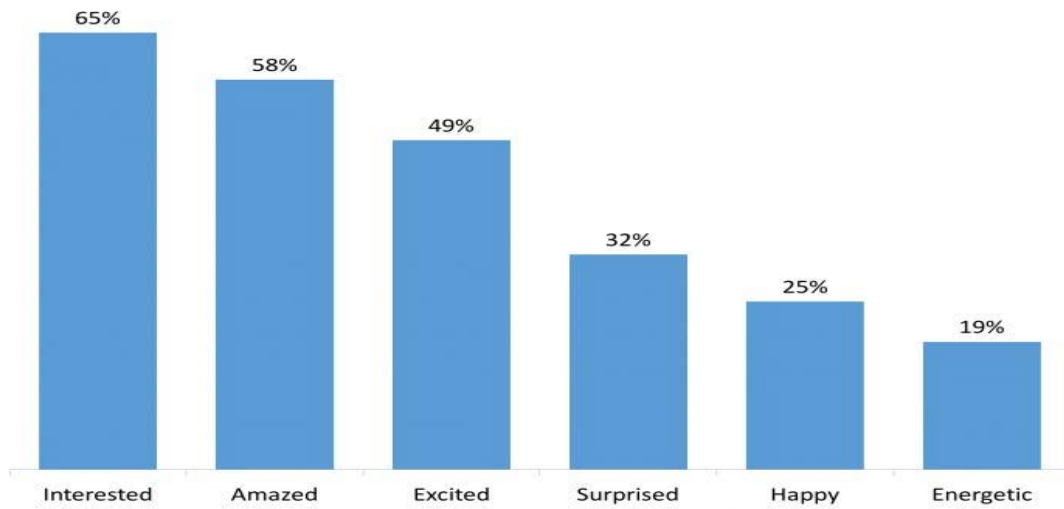


Figure 4. BI Intelligence, source: GreenNight VR, Cubicle Ninjas, 2016, <https://www.businessinsider.com/>

According to a 2016 study by the Business Insider Center, people's attitudes toward VR applications are very different. If 49% of people are more excited about VR, 19% feel more energetic and 25% of them are happier. (see in Figure 4.)

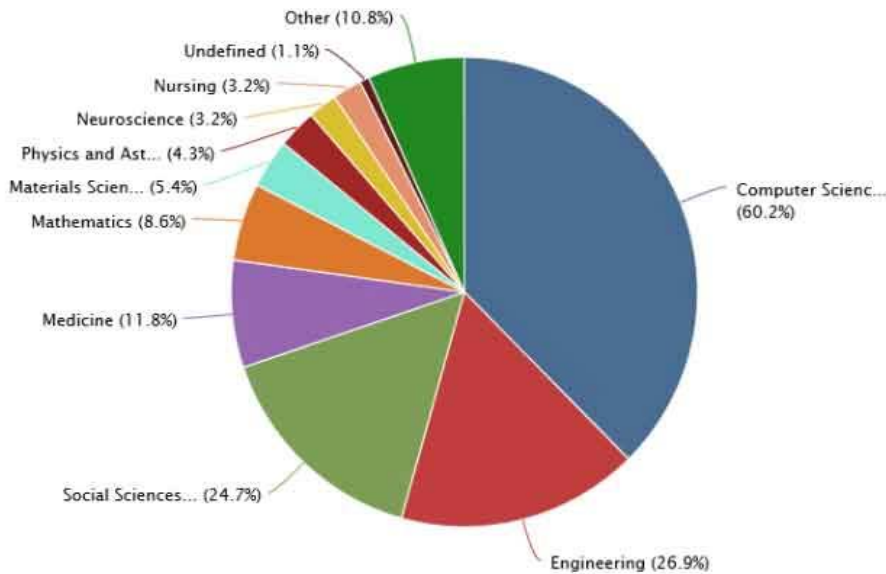


Figure 5. Immersive Virtual Reality Education – number of papers per subject area, source, Business Insider - <https://www.businessinsider.com/>

Although we talk extensively about the application of virtual reality to education, we can use this application differently between fields of education. While more than 60% of computer science courses, as well as 27% in engineering, are believed to be effective with this application, their application in nursing, mathematics, and neuroscience is very limited. (see in Figure 5.)

Virtual Reality (VR) Market - Growth Rate by Geography (2020-2025)

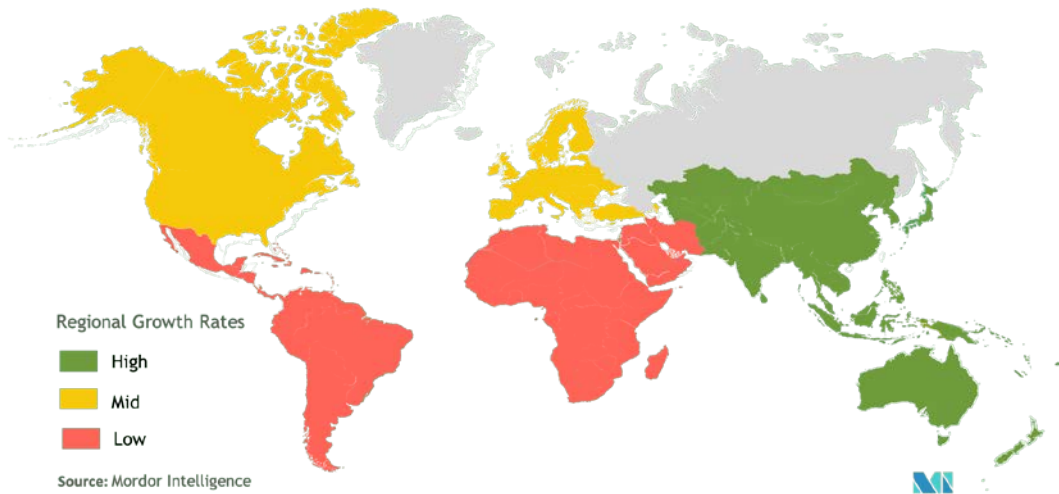


Figure 6. VR Market-Growth rate by geography – 2020-2025, source: Mordor Intelligence, <https://www.mordorintelligence.com/>

A geographical map defined by virtual reality fully reflects reality. As can be seen from the picture, the expectations of Virtual Reality in 2025 will reach the highest level in Southeast Asia and Australia. (see in Figure 6.)

Virtual Reality(VR) Market in Education - Growth Rate by Geography (2020 - 2025)

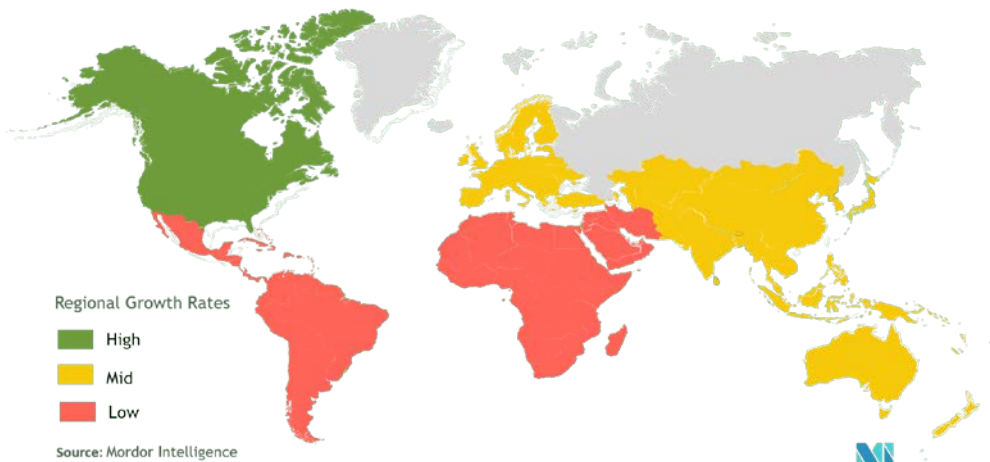
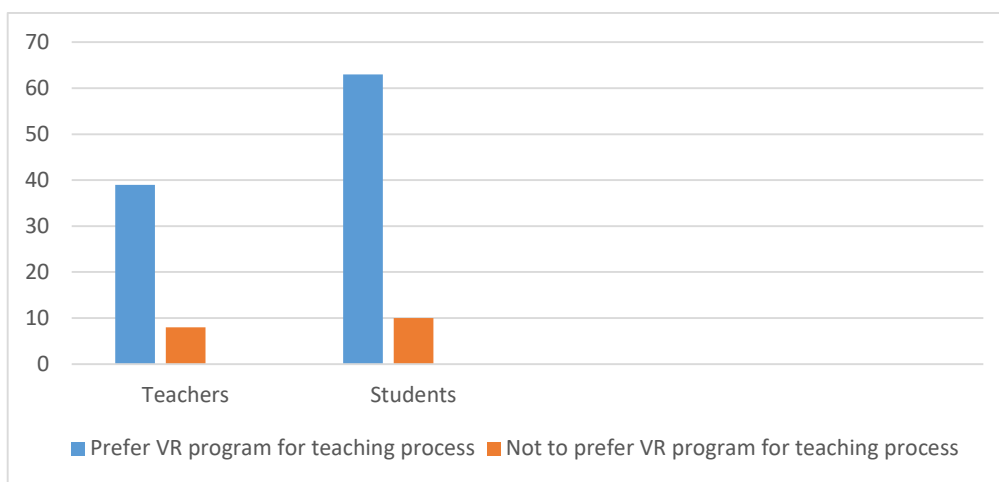
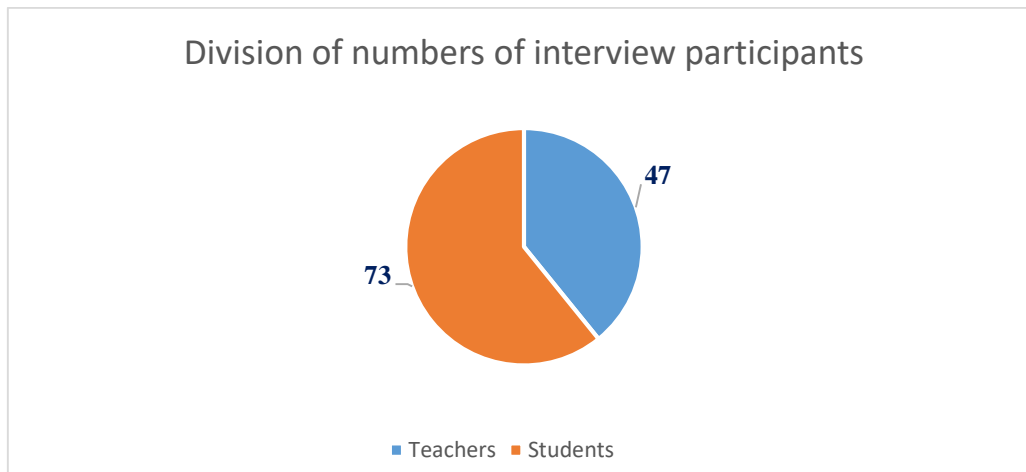


Figure 7. VR Market in Education-Growth rate by geography – 2020-2025, source: Mordor Intelligence, <https://www.mordorintelligence.com/>

If we look at the education-related example of VR maps developed by 2025, we see that the system is completely different. Compared to the previous picture, North America (USA and Canada) has the highest VR rate (see in Figure 7.).

In addition, as noted in the methodology, the study surveyed 120 students and teachers, 47 of them are teachers, 73 of them are students. Most of whom noted that VR programs were preferred in the teaching process, and that Virtual Education was simpler and more understandable than traditional education.



More than 100 respondents noted that with the use of VR during the pandemic, they are better able to concentrate on lessons.

CONCLUSION

As a result, the development levels of societies today are generally measured by the science and technology they produce. It is education that provides this. Innovations in Educational Technology greatly affect education. It seems imperative that educational tools and equipment both produce and use these new technologies effectively in order to meet the needs of the day. We can say that virtual reality, which can be used in all education levels, has some positive and negative aspects.

One of the most positive aspects of this technology is that it provides the opportunity to work safely by being in an artificial environment that reflects the real situations and lives without facing the dangers existing in the real world. VR technologies can be used for different purposes in different research areas today. In the studies conducted in the field of education, VR applications are used as a new and effective tool for obtaining various gains.

Virtual reality technology is not yet a technology that has taken its place in education. However, with the artificial reality environment provided by this technology, it provides people with the opportunity to make the most of an experience that does not exist in reality, as if it were real. Virtual reality technology can maximize students' learning by interacting with the environments they live in in education. It will be possible to use this technology, which will constitute the

educational environments of the future, in every field. Because the student learns learning by doing and experiencing in virtual environments.

Despite the above, we must agree that the use of VR is very useful for the online lessons during the COVID-19 pandemic. VR application plays the role of "enlightenment" not only in the teaching process, but also in all issues related to education.

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Impact of Education on Muslim Women's Empowerment in Georgia

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ABSTRACT

Women's empowerment takes economic empowerment and social empowerment as its fundamental parameters. Economic empowerment involves eradicating poverty and creating wealth, and social empowerment involves education, health, among others. For the empowerment of the Georgian Muslim women, education is the most crucial factor. Education takes us away from traditional backwardness, darkness, and poverty to enlighten, prosperity, and happiness. Education and empowerment of this group would impact not only the minority community they belong to but the overall national development. Muslim women in the Kvemo Kartli region differ from other women in Georgia. Ethnicity is a distinguishing factor of the Muslim women in this region from the other Muslim women in Georgia, as the Muslim women in Kvemo Kartli are predominantly ethnic Azeris. Many specific features- both community's tradition, the specificity of this group, and the diversity within the community itself, distinguish the Azerbaijani community in Georgia. The paper proposes that Muslim women in Kvemo Kartli face different problems than the other Muslim and non-Muslim women in Georgia. Using the logistic regression model the present study attempts to analyze the role of education in Muslim women's empowerment in the Kvemo Kartli region of Georgia and find out affecting factors that are specific for the studied group. Findings of the research are based on data from Caucasus Barometer - an annual survey about socio-economic issues and political attitudes conducted by the Caucasus Research Resource Centers (CRRC) -that covers Georgia for the year 2019.

Keywords: Muslim Women, Empowerment, Georgia, Logistic Regression

INTRODUCTION

Women empowerment is a crucial issue for development around the world, particularly in developing countries. International and national efforts have aimed to reduce women's inequalities, and the goals for empowerment have yet to be fully realized all over the world. Empowering women and girls is a main component of the United Nations 2030 Agenda for Sustainable Development.

Women's empowerment takes economic and social empowerment as its fundamental parameters. Economic empowerment involves eradicating poverty and creating wealth, and social empowerment involves education, health, among others. For the empowerment of the Muslim women, education is the most crucial factor. Education is argued for increasing the empowerment of women by increasing their self-confidence and awareness of how to work in the world (Cochrane, 1979). Additionally, literacy is seen to increase the freedom of women from other family members, reduce their dependency and increase their empowerment (Jejeebhoy, 1995).

The above-mentioned indicators are of great importance for Georgia – country with a rich religious and ethnic palette. The country is stepping forward in the direction of building a democratic state and has successfully implemented major policies in the formation of appropriate democratic administration and institutional systems. From the view of understanding how broad empowerment can be achieved, it is important to examine the extend

of civic empowerment by Muslim population, especially Muslim women, who are the largest religious minority in Georgia. Data in Georgia show that civic participation of women in the regions mostly populated by Muslims is weak. The paper answers the question of: *How education, compared to other factors, affects the civic empowerment among Muslim women in Kvemo Kartli region of Georgia?*

Conceptualization

The concept of *empowerment* has been commonly used in a vast number of fields in social sciences. Empowerment in the *empowerment of a woman* is a way to identify, question, and transcend obstacles in her life, through which she increases her capacity to shape her life. The empowerment process cannot only improve their skills and access to productive opportunities but also to improve productivity, integrity, and progress in the status of society. The impact of empowering women has a strong influence on the norms, beliefs, and laws regulating these communities (Dandona, 2015). These issues may be particularly important with respect to religious and/or ethnic minorities that are more likely to feel more discriminated.

Civic empowerment means a situation in which every person has the means to actively participate in the public sphere. Democratic society is strengthened, protected, and accountable under this condition. In addition, civic empowerment also includes respect for minority groups' fundamental civil and political rights, including the view that these rights can be exercised openly without fear of retaliation (Dziedzic, et.al., 2008).

Muslims in Georgia. Muslims constitute approximately 11 % of the Georgian population. There are two major Muslim groups in Georgia :

1. *Ethnic Georgian Muslims (Ajars)* - mainly concentrated in the Autonomous Republic of Adjara of Georgia bordering Turkey.
2. *Ethnic Azerbaijani Muslims* - mainly settled along the border with Azerbaijan and Armenia, in rural areas of the Kvemo Kartli region.

There are also other Muslims in Georgia belonging to different groups such as Meskhetian Turks and a smaller number of Kistins (subethnic groups of Chechens) and Avars.

The research examines the civic empowerment of Muslim women in Kvemo Kartli region of Georgia.

LITERATURE REVIEW

Over the years, researchers have studied different forms of women empowerment, including the civic empowerment of minority women. In Georgia, some valuable research has been done regarding gender and religion issues. It is worth nothing that literature concerning religious aspects is mainly focusing on western Georgia, so that majority of studies are done on Ajarian muslim population by foreign scholars (Popoviate, 2014; Preston 2016). There are almost no studies on civic empowerment of Muslim women in Kvemi Karti region of Georgia.

In the literature, a significant number of existing studies have explored factors affecting the empowerment of Muslim women. Depending on certain circumstances, these factors can appear in unique and complex combinations in each state. These factors can be grouped as:

Socio-cultural Factors: The majority of Muslim women are either illiterate or less educated. In addition, women are socially ignored in traditional Muslim society in many instances. This negligence has a huge effect on women's minds and has made them vulnerable in decision making, both in the family and outside. From a cultural viewpoint, there was also a lack of interest in the advancement of women. Some cultural norms in Islamic society often influence women in a negative way. This is especially true with respect to the rigidity of the social constraints of women in their daily activities.

Political Factors: Due to a lack of education, social isolation and various other barriers, Muslim women are not well aware of their political rights and privileges. The political participation needed for equality is, therefore, beyond their influence. All of these clearly demonstrate that it is the social structure of the Muslim community that acts as an obstacle to enabling women to access opportunities, resources, and decision-making processes.

Economic Factors: Majority of females are economically dependent upon men. Lower work opportunities and the absence of possession of property force women to depend on men. This, in turn, poses a significant barrier to the empowerment of women (Goswami, 1998).

In 1989, Kimberlie Crenshaw introduced a theory of intersectionality which claims that individuals are often disadvantaged by various sources of oppression: race, class, gender, identity, sexual orientation, religion, and other marks of identity (Crenshaw, 1989). While this theory was originally claimed as a feminist theory, explaining oppression of women, it seems really expanded out and people then used to explain the discrimination in all parts of society. Intersectional feminism is a branch of feminism that claims how various aspects of discrimination in social and political identity overlap (“intersect”) with gender. Crenshaw wrote about marginalized women in the US. However, the theoretical framework is universally applicable. Patricia Hill Collins has also theorized that we all exist in a matrix of domination where our experiences are determined by structures of gender, race, class, age, religion (Collins, 1990). Crenshaw’s theory can be applied to the subject that is explored, since the research tries to measure civic empowerment of Muslim women in Georgia.

From this point, being minority in the majority society the Muslim women’s civic empowerment is affected by the coexistence of several factors such as ethnic identity, gender and religion.

For an investigation of role of education in empowerment of Muslim women in Georgia several important factors should be taken into consideration: First of all, the issue should be viewed from the **gender** perspective, as being women, they belong to the more vulnerable sex in society. Secondly, Muslim women in Georgia (of Kvemo Kartli region) belong to the **ethnic** minority group in the country. Thirdly, in research of Muslim women in Georgia particular attention should be given to the fact that, unlike the other minorities living in Georgia, being mainly Muslim these women also belong to a **religious** minority group within the country. This intersectionality makes their condition harder and also brings more difficulties to scholars who intend to study this and other similar groups.

Starting with **gender**, according to Peinhopf (2014) the strict division of gender roles typical for Muslim societies place the Muslim (Azeri) women in Kvemo Kartli in a particularly difficult position. Muslim women in Georgia, like many Muslim women in other non-Muslim countries, tend to have traditional gender role attitudes. Such more conventional views are also thought to be rooted in a more patriarchal society of the Muslim countries, as well as adhering to more strict religious norms (Heath, et.al., 2013). Studies show that this kind of religious community maintains a highly patriarchal and conservative gender relations structure. Men continue to control gender roles and serve as the family breadwinner in these cultural and religious systems,

while women have a comparatively subordinated role within the family and take care of household chores, child rearing, and care duties (Aston, et.al, 2007; Dale, et.al., 2002; Shaw, 2000).

Turning to *ethnicity*, studying reasons for gender inequality in Azeri society, Mollaeva (2017) mentions patriarchal systems; the lack of mechanisms at the national level to overcome gender inequality and lack of civil society institutions' development (the women's movement). Regarding the women in Azerbaijan, Mandl (2011) writes that traditional gender roles dominate in Azerbaijani family structure and that in regards to gender relations there is a big gap between the situation in urban and rural areas. The author also notes that some religious practices seem to preserve traditional gender roles, thus, subordination of women and that the Azeri women are often not aware of their rights. Moreover, high intergroup marriage rates within Azeris further maintain traditional attitudes within families and minority communities. Due to the fact that the Georgian Muslim women in Kvemo Kartli are a part of the common Azerbaijani ethnic-cultural system, these factors may affect the studied group, as well. In fact, patriarchal system still prevails in Georgia, especially in rural areas (UN Woman Georgia, 2014; UNDP, 2013; UNFPA, 2014; OXFAM, 2015).

Religion plays an important role in the lives of young people in Georgia today, and the interest in religion is increasing day by day. In Muslim populated regions of Georgia, there are local Islamic religious schools. Although some people assess the involvement of young people in religion positively, pointing out its positive effects on young people, such as keeping them away from crime, leading them to concentrate on good deeds, others argue that some young people are too religious and that it is not necessary to be so interested in religion in such a young age (Dvali and Badasyan, 2014). According to the Caucasian House report (2016), Islam and Traditional way life of Muslims, especially in rural areas, impose restrictions on the social activity of women.

In another vein, scholars have developed a civic education theory to explain the link between education and civic empowerment. According to this theory, through education individuals both get necessary skills to actively engage in socio-political processes, and the knowledge to understand and accept democratic principles. Studies also found that college graduates who took more social science classes have more of a feeling of civic duty (Hillygus 2005). It is also a well-known fact that through educating women, it is possible to educate the whole nation (Akhundov 2007). Educated woman you get an educated nation as the educated women are future mothers who shall bring up an educated generation. Thus, the education is one of the significant ways to increase the civic empowerment of Muslim women in Georgia. The research employs the social dimension of empowerment of women to find out how education may lead to social empowerment of Muslim women in Georgia.

DATA AND METHODOLOGY

While measuring the civic empowerment of Muslim women in Kvemo-Kartli region of Georgia, we employ survey data collected from the latest survey report (2019) of Caucasus Barometer (CB), which is a yearly household survey relating to social, political, and economic issues and it is the most valid survey conducted in South Caucasus region. 2019 CB survey consists of 2317 male and female respondents. For the aim of our work, the focus was made on the female respondents 1492, which is extracted from the total sample. The process of measurement of woman empowerment is a complex issue among the researchers, and there are

no exact instruments to measure women's empowerment. In the study, we used an established technique, namely binary logistic regression, to analyze the level of civic empowerment of Muslim women in Georgia. Unlike the other methods, which are indicating mainly the importance of predictors, the logistic regression technique gives a possibility to researchers to measure the relevance of predictors at the same time it allows to estimate a positive or negative direction of the association between variables.

Dependent variables

There is no agreed definition on what constitutes civic empowerment of woman; however, all authors agree on a fact that civic empowerment of a woman refers to a condition in which woman has the means to engage in the public sphere actively. As dependent variables we have to choose three questions from the CB (Attended a Public Meeting, Signed a petition or a demand, request, Active in online forum discussions) and created a dichotomous indicator variable from each of them coded as 0 for negative response and 1 for positive and run binary logistic regression for each of them separately to measure the relevance and direction of the association between control variables and civic empowerment as a dependent variable.

Individual control variables

Religion

Religion is one of the primary variables in the study. We merged different branches of religious backgrounds of respondents like Sunni and Shia under the one variable 'Muslim', and we also merged other religious respondents under the variable 'Others'. We coded Muslim woman respondents with 1 based on the response of 'Yes' identifying their belonging to the Muslim religion and 0 for respondent's responses 'No' identifying their belonging to other religions.

Age

We included three indicators of age groups as 18-37, 38-56 and 57-91. The age range from 57-91 was chosen as the reference category. The youngest respondents' age in the survey was 18, while the oldest 91.

Residence

A series of indicators shows the place where women live; nominal variable indicators were used, where respondents woman were divided for women living in urban areas and women living in Rural areas and coded 0 and 1 accordingly. In the study, the Urban variable was chosen as a reference category.

EDUCATION CONTROL VARIABLES

Education Level

The education level is the primary independent variable of the study. In work, we included six series category of variables defining the education level of woman respondent. The first category is the respondents with no primary education, and this category also was chosen as a reference category in the models. The second category includes woman respondents with

primary education. The third category is the woman respondents with Incomplete Secondary Education. The fourth and fifth category includes respondents from Secondary and secondary technical education, and the last variable in the education group level includes the respondents with Higher and Postgraduate level of education.

Education Years

In the study, we grouped years of education of respondents into two categories—the respondents that study 12 or fewer years and respondents that have studied more than 13 years. In Georgia, the primary and secondary education consists of 12 years, so the first category also can be considered as respondents with primary and secondary education. The respondents that are studied 12 years or less were chosen as the reference category in the models.

Parents educational level

The role of parents's education level has an enormous effect on children's future development. In the study, the effect of father's education and mother education level were analyzed independently. While measuring fathers' and mothers' education levels separately, we denoted 1 as a respondent who has higher education and 0 for a respondent who as not higher education.

Results and Discussion

A binary logistic regression model is applied to measure the impact of education on Muslim Woman's Civic Empowerment in Georgia. Three dependent variables, *Signed a petition or a demand, request*, *attendant to a public meeting*, and *active online in public discussions* questions were chosen as a proxy for civic empowerment. The predictor variables: *religion, language, age, education level, education of parents, and residence* were chosen in order to estimate their impact on dependent variables.

In Table 1, the dependent variable, "Signed a petition or a demand request," was estimated in three models. In the 1 model, we found that variable Language is statistically significant, and there is a negative relation. An odds ratio (0.349) indicates that Muslim woman who does not know official Language (Georgian) in comparison with a non-muslim woman who knows official Language has less likelihood to participate in a signed petition or a demand request. Age groups (18-37) and (38-56) are also found significant, in comparisons with older groupage, they are more likely to participate in the "Signed a petition or a demand request." The

Table 1.

Dependent variable: <i>Signed a petition or a demand, request</i>	Model 1				Model 2				Model 3			
	B	p	SE	OR	B	p	SE	OR	B	p	SE	OR
Covariates												
Muslim (religion)	-0.541	0.009	0.209	0.580	-0.459	0.32	0.214	0.632	-0.166	0.459	0.224	0.847
Non-Muslim (RC)*												
Doesn't Know official Language	-1.053	0.000	0.266	0.349	-1.005	0.000	0.274	0.366	-0.771	0.006	0.283	0.462
Knows official Language (RC)												
Age Group												
18-37	0.716	0.000	0.172	2.047	0.557	0.002	0.182	1.745	0.456	0.020	0.196	1.577
38-56	0.431	0.001	0.130	1.539	0.298	0.029	0.136	1.347	0.287	0.042	0.141	1.333
57-91 (RC)												
Education Level												
No Primary Education (RC)												
Primary Education									-0.664	0.163	0.476	0.515
Incomplete Secondary Education									-0.523	0.089	0.308	0.593
Secondary Education									-0.186	0.449	0.246	0.830
Secondary Technical Education									-0.108	0.528	0.171	0.898
Higher and Post Graduate Education									1.555	0.014	0.630	4.734
Years of Education												
≥13 years of education									0.764	0.000	0.200	0.466
≤12 years of education (RC)												
Parents Education Level												
Father's Higher Education					0.553	0.002	0.182	1.738	0.346	0.071	0.192	1.414
Father's No Higher Education (RC)												
Mother's Higher Education					0.567	0.003	0.191	1.763	0.380	0.060	0.202	1.463
Mother's No Higher Education (RC)												
Residence												
Rural					-0.016	0.895	0.122	1.016	-0.195	0.031	0.131	1.216
Urban (RC)												
Constant	-0.45	0.501	0.453	0.956	-0.193	0.116	0.082	0.825	-0.200	0.174	0.147	1.222
<i>Classification Accuracy</i>	57.2%				60.9%				65.2%			
<i>Hosmer & Lemeshow Test</i>	<i>p</i> =0.907				<i>p</i> =0.976				<i>p</i> =0.786			
<i>Nagelkerke R²</i>	0.056				0.099				0.164			
<i>-2 Log likelihood</i>	1986.693				1828.829				1740.244			

*Reference Category

"religion" variable is found to be statistically insignificant in the 5% significant level. In model 2, the parents' education level and residence variables were added. It was found that the fathers' and mothers' high education level are statistically significant and odds ratios (OR=1738), (OR=1768) indicates that parents higher education can positively influence

on Muslim woman likelihood on "*Signed a petition or a demand request.*" The residence variable found to be statistically insignificant in model 2. In model 3, the main predictor variables, education level, and years of education variables were added. In the case of education level, only graduate and postgraduate level of education found positively significant, and odds ratio(OR=4.734) indicates that there is a robust positive association with the dependent variable. The years of education also found a positive and significant indication that Muslim woman who has studied more or equals 13 years are more likely to sign a petition or demand request than a Muslim woman who has studied less than 13 years. Model 3 also found that a Muslim woman living in a rural area is less likely than a Muslim woman living in an urban area to sign a petition or demand request (OR=1.216). In model 3, all predictor variables expect religion variables found to be statistically significant; only fathers' and mothers' high education level variables become significant at 10% significant level.

Model 1 in Table 2 illustrates that variables religion, Language, and age groups (18-37),(38-56) all are statistically significant at a 5% level. From these results, it is clear that Muslim women, in comparison with a non-Muslim woman, are less likely to attend a public meeting (OR=0.369). This analysis found evidence for language variable indicating that Muslim women who doest now know the official Language are less likely to attend a public meeting than a

Table 2.

Dependent variable: <i>attendant to public meeting</i>	Model 1				Model 2				Model 3			
	B	p	SE	OR	B	p	SE	OR	B	p	SE	OR
Covariates												
Muslim (religion)	-0.997	0.000	0.219	0.369	-0.891	0.000	0.224	0.410	-0.620	0.007	0.234	0.535
Non-Muslim (RC)*												
Doesn't Know official Language	-1.336	0.000	0.286	0.263	-1.246	0.000	0.291	0.288	-1.045	0.001	0.301	0.352
Knows official Language (RC)												
Age Group												
18-37	0.877	0.000	0.179	2.405	0.724	0.000	0.189	2.063	0.653	0.001	0.202	1.921
38-56	0.485	0.000	0.133	1.625	0.321	0.021	0.139	1.379	0.286	0.048	0.145	1.331
57-91 (RC)												
Education Level												
No Primary Education (RC)												
Primary Education									-1.002	0.044	0.498	0.367
Incomplete Secondary Education									-0.541	0.076	0.305	0.582
Secondary Education									-0.571	0.022	0.249	0.565
Secondary Technical Education									-0.386	0.026	0.174	0.680
Higher and Post Graduate Education									1.589	0.034	0.749	4.899
Years of Education												
≥13 years of education									0.595	0.003	0.200	1.812
≤12 years of education (RC)												
Parents Education Level												
Father's Higher Education					0.522	0.005	0.187	1.686	0.275	0.165	0.198	1.316
Father's No Higher Education (RC)												
Mother's Higher Education					0.732	0.000	0.198	2.079	0.521	0.013	0.210	1.683
Mother's No Higher Education (RC)												
Residence												
Rural					-0.051	0.682	0.124	0.950	0.178	0.183	0.133	1.195
Urban (RC)												
Constant	0.073	0.276	0.067	1.075	-0.059	0.617	0.117	0.943	-0.129	0.599	0.245	0.879
<i>Classification Accuracy</i>	59.1%				61.5%				65.6%			
<i>Hosmer & Lemeshow Test</i>	<i>p</i> =0.567				<i>p</i> =0.708				<i>P</i> =0.494			
<i>Nagelkerke R²</i>	0.098				0.144				0.209			
<i>-2 Log likelihood</i>	1950.269				1786.8				1695.967			

*Reference Category

Muslim woman who knows the official language odds ration indicates negative relation (OR=0.263). The model 2 results in the analysis indicate that fathers and mothers high education level is positive associates with Muslim woman likelihood of attending a public meeting, both of these variables found significant at the 5% level. However, the residence variables found not significant.

In contrast, religion, Language, and age groups (18-37),(38-56) found significant and gives better results than model 1. Model 3, demonstrates that a Muslim woman with higher and postgraduate education are more likely to attend a public meeting than a Muslim woman who has no education (OR=4.899, p=0.034). In contrast, all other group levels of educations (primary, secondary, incomplete secondary, and technical education) found a significant but negative relation. Model 3 findings reveal that Muslim women who studied 13 years or more are more likely to attend a public meeting than a non-muslim woman (OR=1,812 p=0.003). Concerning the parents' higher education impact on Muslim woman empowerment, in the model 3 only mother, a higher education level has a positives impact on a Muslim woman's likelihood of attending a public meeting (OR=1.683 p= 0.013) however, no significant impact of fathers higher education level found. Further, in model 3, religion, Language, and age variables found significant at 5% level while the residence variable found not significant.

In Table 3 , model 1, all four variables found to be significant, and the results are in accordance with previous findings. The religion and language variables are negatively significant (OR=0.503 p=0.001), (OR=0.537 p=0.012), while age factors (18-37) and (38-56) are positively significant (OR=0.725 p=0.000) and (OR=0.363, p=0.000). In model 2 parents higher education level impact on *active online in public discussions* found significant and positive. Father high education level increases the likelihood of Muslim women to be active in online pubic discussions (OR=1,552, p=0.020). The mothers' high education level also has a positive impact on Muslim women participation in active online in public discussions, with a 10% significance level (OR=1.423, p=0.075). Model 3, indicates that the high education and postgraduate Muslim woman in comparison with other education level Muslim women are more likely to engage in active online public discussions, while the Muslim woman with primary, secondary, technical and incomplete secondary education level is less likely to participate in active online discussions.

According to model 3 results, the Muslim woman who studied 13 or more years are more likely

Table 3.

Dependent variable: <i>active in online forum discussions</i>	Model 1				Model 2				Model 3			
	B	p	SE	OR	B	p	SE	OR	B	p	SE	OR
Muslim (religion)	-0.997	0.000	0.219	0.369	-0.891	0.000	0.224	0.410	-0.620	0.007	0.234	0.535
Non-Muslim (RC)*												
Doesn't Know official Language	-1.336	0.000	0.286	0.263	-1.246	0.000	0.291	0.288	-1.045	0.001	0.301	0.352
Knows official Language (RC)												
Age Group												
18-37	0.877	0.000	0.179	2.405	0.724	0.000	0.189	2.063	0.653	0.001	0.202	1.921
38-56	0.485	0.000	0.133	1.625	0.321	0.021	0.139	1.379	0.286	0.048	0.145	1.331
57-91 (RC)												
Education Level												
No Primary Education (RC)												
Primary Education									-1.002	0.044	0.498	0.367
Incomplete Secondary Education									-0.541	0.076	0.305	0.582
Secondary Education									-0.571	0.022	0.249	0.565
Secondary Technical Education									-0.386	0.026	0.174	0.680
Higher and Post Graduate Education									1.589	0.034	0.749	4.899
Years of Education												
≥13 years of education									0.595	0.003	0.200	1.812
≤12 years of education (RC)												
Parents Education Level												
Father's Higher Education					0.522	0.005	0.187	1.686	0.275	0.165	0.198	1.316
Father's No Higher Education (RC)												
Mother's Higher Education					0.732	0.000	0.198	2.079	0.521	0.013	0.210	1.683
Mother's No Higher Education (RC)												
Residence												
Rural					-0.051	0.682	0.124	0.950	0.178	0.183	0.133	1.195
Urban (RC)												
Constant	0.073	0.276	0.067	1.075	-0.059	0.617	0.117	0.943	-0.129	0.599	0.245	0.879
<i>Classification Accuracy</i>	59.1%				61.5%				65.6%			
<i>Hosmer & Lemeshow Test</i>	<i>p=0.567</i>				<i>p=0.708</i>				<i>P=0.494</i>			
<i>Nagelkerke R²</i>	0.098				0.144				0.209			
<i>-2 Log likelihood</i>	1950.269				1786.8				1695.967			

*Reference Category

to participate in active online public discussions (OR=1.560 p=0.025). Model 3 revealed that the Muslim woman who's mother has high education level is more likely to participate in an active online discussion than who's the mother has not got a higher education (OR=1.130, p=0.087). The Muslim woman living in a rural area is less likely to participate in online public discussions than a Muslim woman living in an urban area (OR=1.216 p=0.031).

CONCLUSION

The paper is dedicated to understanding how education affects the civic empowerment of the Muslim women in Kvemo Kartli region of Georgia. Along with education variable, the paper analyses the impact of variables like religion, language, parents' education, age and ruralism on Muslim women's civic empowerment. The work uses the data from Caucasus Barometer related to specific region of Georgia over the period of 2019. A logistic regression model was used to estimate relationship between dependent and independent variables. The findings show a high impact of education and language ability on civic empowerment of Muslim women in Georgia. The paper did not find a significant impact of ruralism on civic empowerment. Graduate and post-graduate education level, as well as parents' high education level were found to positively influence the civic empowerment. There is still a general gap in empowerment between men and women, but the additionally lower level of civic empowerment of Muslim women can be explained to a large degree.

There are avenues for future research. One is to study the effectiveness of affirmative actions in Georgian higher education system, such as 1+4 program, that helps students from minority groups to learn the state language (Georgian) and earn higher education degree.

Another avenue for study is to consider that there might be deeper cultural factors influencing civic empowerment that are difficult to measure quantitatively. It may be effective to do case studies of Muslim families in Kvemo Kartli. In this way, it would be possible to compare families based on the degree of conservatism or national tradition and, therefore, with these qualitative contrasts to differentiate if these factors have an influence on the civic empowerment of women. Both of these kinds of studies provide room for future research on this topic. Possibly such studies may contribute to new policies that help the civic empowerment of the Muslim women in Georgia.

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Process of Acquisition of the Pupils in Learning and its Study Features

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ABSTRACT

The study aims to reveal that the nature and study of this process is important not only for science but also broader. Looking at the study of this paper, we will analyze, among other things, concretize that: the socialization of motives and at the same time the formation of new motives is a characteristic phenomenon for the period of learning the subjects. Also, within this theoretical study, we have considered that human socialization holds a strong stamp of the contents learned during the schooling period.

The study also focuses on the recognition and treatment of the dimension that emphasizes that the difficulty and the easy understanding of the subject is influenced by the psychological point of view of the subject: Thus the content of learning subjects, the ways of their acquisition, the influence they exert in these subjects the development of psychic processes and the formation of some personality traits make the process of learning the subject process with specific characteristics of learning difficulties.

The paper also recognized and compared the basic philosophical thinking of learning, and has also dealt with the main pedagogical thinking about student learning in the lesson. Also in this paper we have addressed the didactic-methodological triangle of students in learning that is directly related to the student learning process, a process that passes and develops in direct communication, school-family-community

Keywords: School, Difficulty, Communication, Character, Personality.

INTRODUCTION

As is generally known to students in learning, it is a vital activity for man, beginner and pre-school students, even as they begin to walk and understand people and things that surround themselves among themselves, have affinities different that make it different from others, because the interest for either toys or for any of its activities is different compared to others, for itself the fact that among them there are many of differences.

Differences are different to the fact that today there are not two children having the same features and affinities, and the same interest, and there are various of difference. Therefore, the immanent need of society requires that the school enable elementary school starters to become masterful and capable of life and independent work for any challenge they expect from society.

When designing this paper, which is of particular importance, it is very important to note that so far nothing concrete has been done in this regard, as it is known that a large number of different factors have been influenced.

With our work I will try to specify the factors but also the forms and possibilities for implementing and applying such a form of learning in our schools.

We will continue to recognize those factors that are effective and have influenced this area of learning so that we know and practice in essence in this area of instruction. Today, many students in schools use a variety of different forms and techniques to teach, and therefore school beggars should provide you with a host of opportunities to express and interpret their school abilities.

"The case of accelerating technology and technology has made it necessary for each child to have the skills in different ways and for this to be offered conditions that in one way or another will be formed and mastered for work.

The topic I have chosen for research answers the immanent needs of the society we are going through today. As is well known, the learning of the subjects requires adaptation of the curriculum as one of these issues is directly related to the teaching course content."

1.1. Historical overview upon process of acquisition in learning

"Learning the courses in general, and learning the content of school courses in particular is a vital activity for the one in general.

This activity continues during the life of man and manifests in various forms, giving particular learning characteristics during different periods of human development.

The new school age is the most fruitful period and at the same time among the most complex periods of learning during the learning process of the pupils in the lesson.

During the pupil's acquisition process, the socialization of motives and at the same time the formation of new motives is a characteristic phenomenon for the learning curriculum, while human socialism has a strong stamp on the contents learned during the schooling period. Many authors dealing with this problematic, in particular: Filip Kums emphasizes: If a pupil learns answers faster than his classmates, he begins to catch monotony, and if he learns it slower than he is demoralized."

Whether there are no better ways to use this natural curiosity of children, or their variety and ability - regardless of the level or type of intelligence of each student individually - that they themselves know things."







"Differentiating schooling by teaching different levels and levels provides the opportunity to accept those requirements. Examining the results of some psychological research, Dr. Radivoj Kvascev points out the need to study whether "certain teaching methods and strategies are more successful for subjects with a personality type, respectively, are they more effective if they follow the educational activity that will build a certain position of the learner personality", emphasizes that there are many differentiated opportunities for added, complementary and regular learning.

The author points out the results of his research of the psychological problems of education and self-education, states that: the results are valuable guides of the scientific founding of the teaching organization at different levels and importance."

Obstructing non-success of pupils with complementary learning is not efficient enough. If there is no success, then we cannot limit the additional or additional exercises to the content that is not approved or is slightly approved for its avoidance.

This requires a whole system of educational measures directed at the formation of qualities, positive motivations, character visas, such as care, responsibility etc."

1.2. Teachers functioning in the teaching levels and different importance in teaching are:

-  *Determining the structure and level of knowledge, development of learning skills, work habits, teaching techniques and practice, motivation and other factors relevant to internal differentiation.*
-  *Assignment of students according to defined levels and structures of knowledge and other aspects of development,*
-  *The elaboration of optimal level exercises,*
-  *Evaluation of student work and promotion for self-evaluation, providing positive, psychological and pedagogical impact,*
-  *Transferring the student from one level to another of the exercises,*
-  *Analysis of student's personal problems and assistance to avoid them during the lesson, etc.*

Starting from the diagnosis of the initial situation, it is necessary to "prepare corrective programs and exercises for groups and individuals in order to enable satisfactory progress of all students in the foreseen aspects of development".

Many authors emphasize the pedagogical importance of stimulating independent knowledge of student activities in differentiated learning. Stimulation involves the overall impact on personality, related to the relationship to learning, its position in the educational process, and the opportunities to realize knowledge at various levels of knowledge and activities.

Then it takes the correction of the lesson, honors the activity of the teacher and the pupils, uses other didactic tools, and warms the tasks and organizational forms of learning, individual aid is provided".

1.3. Development of learning and the process of acquisition

"With the coherent idea and viewpoint of the major changes that have taken place, as a result of the changes made, it can be said that from the point of view of time, we find the beginning of this discipline in the laws of linking ideas between them, the old Greek thinker Aristotle spoke (384-322 b.o.n.e.). In the time that Aristotle's until now the development of psychological thinking on learning and learning of subjects was extended to the field of philosophy, pedagogy, and empirical psychology."

1.4. Basic opinions of the philosophy in the frame of the process of the acquisition.

"Many old philosophers have given ideas and concepts about the role and importance of learning of students in learning. Even according to them (philosophers), philosophical thoughts on learning and learning are related to views and hypothetical attitudes on the human psychic life, especially on the memory process.

"Old Greek philosophy Aristotle, when talking about memory and linking ideas to memory, is considered to be about the learning process, respectively learning."

To the philosophical concept and philosophy of the learning process, John Locke was the foundation of sensory recognition, emphasizing that sensations are the source of human knowledge.

While the empirical beneficiaries take the experience of the knowledge source and treat it as important logical value by not giving proper consideration to the thought of man in the processing of this learning experience in learning. *Rationalization views, led by Rene Descartes (1596-1650)*, also had a significant impact on the learning process, emphasizing the role and importance of thinking for learning and addressing thought as the only basis of cognitive values.

Pedagogical thoughts, directly related to the learning process of learning contents, are very early and numerous. When we are in the role and pedagogical influence about the learning process it is worth mentioning that great contribution in this direction has been given: *Eyquem Micelle de Montaigne (French pronunciation:*

[ekemmi[eldəmɔtɛŋ]) (28 February 1533 - 13 September 1592) was one of the writers most influential French Renaissance, popular for popularization in essays, as a literary genre."

Montaigne tried to remind his generation that wisdom lay in accepting life as it is and in understanding the difficulties of knowing everything. He particularly wanted to direct people's attention to the wealth of human life, which only respect human capacities could make it possible. Johann Friedrich Herbart with the forms and the learning steps as well as the development of the psychic processes during the learning showed the great importance of recognizing psychic development, adapting the content of learning with this development and the stimulating role of learning contents in the discipline of thinking, memory, etc.

"The learning outcomes and the teaching of the school for each pupil, role and weight, also have personality characteristics of the pupils, among which we will mention a range of characteristics, which among other things emphasize:

- *self-esteem,*
- *attitudes,*
- *concern*
- *interdependence,*
- *emotional endurance*

Each of the factors mentioned above has its own unique value in this field because each of the features has a special value and plays a role and priority in this area.

From this I recommend that each teacher should consider these special features because they help and advance the work of differentiated teaching today in our schools."

Viewed from the epic-historical corner, the term learning, you encounter the old scriptures of Albanian, but with a special language expression, and with a wider range of meanings.

"Thus, the implication of John Buzuk meaning has a meaning that extends to the learning of his account that Budi tried to adapt to those who listen to it in order to learn and master the contents of that account.

The expression of acquisition is seen in some places in some of the Pjeter Bogdan's works, "The Band of Prophets", like the mentioned word in the second grade of the lecture II of the work of lat. "Cuneus Prophetarum" we will find those opinions " , they come and come to the roe of feruemites. The same vefct poffi had to be vefoterime ... "(always learning and mindful of the scripture, understanding, if necessary, two more views ."

"The expression learned, understood at the level of development of the Albanian language in the century. XVII, where we find this in Bogdan's mind: "... still be able to learn language ..." These few examples show that learning is the psychological term of native Albanian and early folk Albanians.

This expression we may find it on the dictionary Albanian-Greece by Konstantin Kristoforidhi (*Rilindja Pristina, 1961, p. 242*). While in the Albanian language of the Tirana Institute of Science (*Tirana, 1954, f, 354*), where the meaning of the term of learning is equated with the meaning of the expression learned."

"In a review of theories for teaching and learning processes, the group of authors: Adem Tamo, Edmond Rapti and Theodhori Karaj, (University of Tirana), synthesize that pupil's engagement increases with motivational motives that awaken curiosity, and which reinforce his need for success (*Karaj & Rapti & Tamo, 2005*).

Problem-solving as a process for a problem is an activity of high-level thinking habits (*Woolfolk, 2011*). Developing high-level thinking is an intellectual process for every individual when strength of need, expectation or reward level affects his / her feelings motivating pupils for success (*Karaj & Rapti & Tamo, 2005*).

The effectiveness of applying the techniques according to a certain theoretical learning approach is influenced by the adaptation of the technique to the pupil's learning style, the learning environment, the interaction with the teaching material, the motivation of the learner through behavioral amplifiers. In this context, independent research work is developed within the student-centered learning framework and the teaching techniques for their implementation are classified into the techniques that are driven by this model (*E banks, 2010*)."

"The pupils under the influence of constructive philosophy, is increasingly being regarded as a factor in their learning. Schunk, referring to Piaget, points out that in the learning process, the learner is not just the product of the work of the teacher, but rather the result of the learner's interactive efforts to learn. In this process, the student engages as an actor who assumes roles and responsibilities for learning (*Schunk,2008*)." This attitude expresses the essence of constructive learning theories, which give priority to active learning and the pupil's previous experiences. Learning through independent work is related to the type of discovery learning.

CONCLUSION

The study through factorial analysis concludes that effective implementation of independent work is eight important factors that directly affect the learning process of students in learning. These factors according to (Z. Sina. 2014) are:

- *Depending on the philosophy of learning content,*

- *Depending on the level of qualification of the teacher,*
- *Dependence on the environment,*
- *Depending on the adaptation of the techniques to the learning styles and characteristics of the students,*
- *Depending on student motivation,*
- *Depending on the student's cooperative skills,*
- *Dependence on residence and homework*

Dependent on parent involvement "Delegating responsibilities from the teacher to the pupil, giving it a role in the process does not ease the work of the teacher, but rather makes his work more specialized and more qualitative.

The learning environment factor and parent involvement relate to the support of pupil motivation factor to actively engage in the process by interacting and assuming leadership responsibilities in carrying out the task. "Finally, we affirm that teacher qualification and to change the mentality and the environment by climate and the constructivist atmosphere in partnership with the student and the parent, remains the core of the energy of change.

"Based on the chronological analysis of the work, the process of learning and memory has a long time span of time in the development of Albanian culture and in Albanian language in general. From the analysis of the theoretically-described work, we find its genera in the old Albanian folk mentality, while the first stones in the establishment of the psychological and pedagogical thinking of Albanians, where psychology of learning and memory puts them at the time of development of this thought in the period before the Albanian National Renaissance.

In many parts of the chronological analysis of the work, it was noted that the old history ranging from old Greek philosophers to the major changes that have occurred in the contemporary world always emphasize the need for a more accurate fit in line with the plan and learning curriculum, adapting to the age and level of the learner at all times.

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Eurasian Economic Union and Turkish Eurasian Integration

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ABSTRACT

Turkey today with its Eurasian intentions and Middle Eastern ambitions seeks to play the role of a kind of bridge between Islam and Christianity, the West and the East. During the past decades, Turkish sociopolitical thought united Eurasianism in a unique way with; Pan-Turkism, Pan-Islamism, Turkism and neo-Ottomanism - each of which offered its own path to regional leadership for Turkey. Attempts to integrate into Eurasia, led to many questions about Turkish foreign policy, there is also various tasks that Turkey will have to achieve in order to become an important figure in the East and West. The cooling of relations with the EU is the cause of the process of Turkish Eurasian integration and this, in turn, makes Ankara closer and closer to Moscow. The energy relations of the countries are a guarantee of future cooperation. Moscow is a key and necessary point in the Eurasian integration of Turkey and this forces Ankara to keep good economic and political relationship with Moscow. This study analyzes a brief regional policy of Turkey to the Eurasian region; special attention is paid to Eurasian model of Turkey ; its importance and place in foreign policy of country .The balance of power policy of Turkey in relations with the West and East is also considered on the examples of the Turkish-Russian rapprochement and the cooling of relations with the West. Also mentioned Turkish Eurasian attempts on the example of deep historical and cultural ties of Turkey with Central Asian countries and existing dilemmas in their relations. In conclusion, it is examined and given prediction of the future way of Turkish Eurasian integration .

Keywords: EAEU, Eurasianism, Russian Eurasianism, Turkish Eurasianism, Turkish Dilemma.

INTRODUCTION

Turkey today with its Eurasian intentions and Middle Eastern ambitions seeks to play the role of a kind of bridge between Islam and Christianity, the West and the East. During the past decades, Turkish sociopolitical thought united Eurasianism in a unique way with; Pan-Turkism, Pan-Islamism, Turkism and neo-Ottomanism - each of which offered its own path to regional leadership for Turkey. Attempts to integrate into Eurasia, led to many questions about Turkish foreign policy, there is also various tasks that Turkey will have to achieve in order to become an important figure in the East and West. The cooling of relations with the EU is the cause of the process of Turkish Eurasian integration and this, in turn, makes Ankara closer and closer to Moscow. The energy relations of the countries are a guarantee of future cooperation. Moscow is a key and necessary point in the Eurasian integration of Turkey and this forces Ankara to keep good economic and political relationship with Moscow. On the other hand, these steps all separate Turkey from the West and the integration projects in Eurasia have become for Turkey the most realistic alternative to the endless EU accession process. Eurasian attempts of Ankara can also be described as a lever of pressure on the EU in order to obtain political and economic preferences. In Turkish Eurasian integration, the Central Asian countries also play a vital role.

They have deep historical and cultural ties with Turkey. Ankara actively uses good relations with the Turkish-speaking countries of Central Asia to achieve its interests in the region. Despite the good relations with the Eurasian countries, the Turkish Eurasian way contains many questions and tasks that Turkey will have to solve in order to successfully integrate into the region and not damage relations with the West.

Eurasian Economic Union and Eurasianism

1.1 Creation and Perspectives of EAEU

Idea of EUEU first was launched in 1994 by the President of Kazakhstan camp N.A. Nazarbayev at Moscow State University Lomonosov. In 1999 was concluded Treaty on the Customs Union and the Single Economic common space of Russia, Belarus and Kazakhstan, and in 2000 the idea was formed in the Belarusian capital.

Customs Union was the first step towards the formation of a union wider type - the Eurasian Economic Union (EAEU) of the former Soviet republics. If the works of Russian scientists in relation to "Eurasianism" were historical and geographical approaches, the idea of N. Nazarbayev is of a different nature. He formulated the main practical idea of his version of Eurasianism in the book "Strategy of Independence" as follows: EAEU is a union of equal independent states aimed at the realization of the national-state interests of each participating country and the existing cumulative integration potential. As conceived by the Kazakh president, the Eurasian Union was supposed to unite the potentials and revive transport communications of the Eurasian countries, which would allow them to function as a "transit corridor" between the East and the West and act as an intermediary between the two continents in their trade and economic interaction. The Eurasian model of development Kazakhstan is more suited to the Turkish model of integration in the region. The Russian classical model of Eurasianism is more typical of the interests of the Russian nation than on the integration of other countries in the region. The Turkish model of Eurasianism has always been aimed at cooperating with Turkish-speaking countries such as Kazakhstan and Kyrgyzstan, rather than with Russia which puts its interests above the interests of partners. Although the union was created by the initiative of Kazakhstan but the main locomotive of integration in the post-Soviet space is Russia and which requires direct cooperation primarily with her.

The format of the Customs Union and the Common Economic Space became the basis for the transition to a higher level of integration - the Eurasian Economic Union (EAEU), which implies the transformation of the post-Soviet space into a new, more influential geopolitical object and a new quality compared to the CIS. The functioning of the union should lead to an increase in commodity turnover, an increase in domestic and foreign investment, and help reorient the economy from a predominantly raw material model to high-tech sectors. Individual countries should also receive their special advantages. The project of the Eurasian Union is quite promising. Demonstration of big desire to join the union of such powers as India, Iran and Turkey is a confirmation of this. The idea of a "transit corridor" between the East and the West and mediation between the two continents in their trade and economic interaction interested Turkey, which became a candidate member in 2015.

There are also prerequisites for the future approach of the EEU with the Chinese project of the Silk Road Economic Belt, given that some of the participants in this project are in the EEU, and the goals of the two projects overlap, they can complement each other and interact, but only

when developing the rules such interaction. Otherwise, there may be a mutual absorption of one project by another.

1.2 Stages of Eurasianism

In aim to better understand Eurasian region and real aims of EAEU in first case Eurasianism doctrine should be analyzed. Reason of creation Eurasian Economic Union is related with doctrine and concept of Eurasianist vision of the region. The last century, the concept of Eurasian doctrine was transformed several times.

Eurasianism divided mainly in three stages:

Classical Eurasianism (1920s-30s) Nicolay Trubitskoy

Soviet-era Eurasianism (1950s-90) Lew Gumilyov

Neo-Eurasianism (1990s-) Alexander Panarin, Alexander Dugin.

Idea of Eurasianism was born after the WWII when Russian empire collapsed and Bolsheviks came on the power with new vision development doctrine of the country. This period was very hard for Russian nation as they were involved in the WWI, Russian, revolution happened and this lead to civil war. Czar Alexander II was executed together with family members and this had negative impact on the psychology of Russian nation. At that hard times for Russian nation Concept of Classical Eurasianism were created in Bulgaria (1921) by group of young intellectuals such as; linguist Nikolai Trubitskoy, geographer and economist Peter Savitsky, historian and religious thinker George Florovsky, compositor Peter Suvchinsky. This concept of political, philosophical and political centered on the idea that Eurasia-defined as the former Soviet space mines Baltics, Mongolia and some parts of northwest China-has independent civilizational identity and development path. The goal of Eurasianism was "to create a new Russian ideology capable of comprehending the origins in Russia, events and indicating to the younger generation goals and methods of action," wrote Peter Savitsky [1]. The Eurasians did not raise the problem of choosing the eastern or western path of the state's development, but a qualitatively different solution of the problem - the creation of a special variant of the development of Russia (based on Euro-Asian integration) - Eurasian civilization..

The exit to nomadism, to the Mongolian theme of the Eurasians, occurred during Gumilyov. In the popular science brochure "The Heritage of Genghis Khan" (1925), he showed that the statehood of Russia - Eurasia was built not only by Russians, but also by other peoples inhabiting Russia, and that a great role here belongs to the heritage inherited from the empire of Genghis Khan. Key point in Gumilyov Eurasianism approach is anti-nationalism and friendship of nations by sense of belonging to one geographic area. This new idea in Eurasianism were supported by Soviet government, because idea was about unity and brotherhood of the nation inside the state which was similar with communist ideology. L. Gumilyov was the first to raise his voice in defense of the originality of the Turkic-Mongolian history, the first to speak out against the Eurocentric concept of the Tatar-Mongol yoke, the eternal struggle against the nomads. He was still in his youth, in the early 1930s, when he worked in Tajikistan as a malarial scout. And on the title page of his book "The Ancient Turks" are these words: "I dedicate this book to our brothers - the Turkic peoples of the Soviet Union." He wrote the truth about the people of these countries. "I personally," he said, "close contacts with the Kazakh, Tatars, Uzbeks showed that it is easy to be friends with these people. They

must be sincere, benevolent and respect their customs. After all, they themselves do not impose their own style of behavior on anyone” [2].

In the USSR, the classic Eurasian texts of the first Eurasianists were in special protection, all their scientific study was impossible. Interest in Eurasianism was revived in the post-Soviet era. Post-Soviet time, the Eurasian doctrine is divided into two parts. On the one hand, the classical traditional teachings of A. Panarin, and on the other hand the radically ultra nationalist neo-erosion of A. Dugin. If, in the case of Panarin, there is a natural reunion of the national spiritual culture, then the “neo-Eurasian” political-ideological version of Dugin seems to be an obvious arbitrary backtrack from the classic post-revolutionary Eurasianism. In general, Dugin's neo-Eurasianism has radically changed compared to the authentic Eurasianism of the 20s – 30s of the last century, because Duginism lost its philosophical and ideological diversity, degenerated into the agitation and propaganda teaching of the right-wing political masses.

1.3 Eurasianism in Turkey

In Turkey in the mid-2000s. began to acquire fame and popularity of the idea of neo-Eurasia. In 2003, the translation into Turkish of the well-known book of A. G. Dugin “Basics of Geopolitics” [3] (today it has already passed eight editions in Turkey). The increased interest in Eurasianism in Turkey has allowed a number of researchers to talk about “Turkish Eurasianism” as a new geopolitical discourse, different from Russian neo-Eurasianism [4]. Indeed, a careful analysis of the Eurasian rhetoric in Russia and Turkey clearly shows the presence of obvious discrepancies in the understanding of the “Eurasian project”. So, if A.G. Dugin consistently spoke about the “Eurasian Empire” headed by Russia, then in the rhetoric of Turkish nationalists, Eurasianism implied an anti-Western project, the main purpose of which was to protect the Turkish “national state”. Turkish Eurasianism does not have historical and philosophical and theoretical foundations, unlike Russian Eurasianism, which is based on a powerful ideological and theoretical basis, which rooted in the beginning of the 20th century.

It is also important that Turkish sociopolitical thought is by no means unified in its interpretations of Eurasianism. Obvious differences exist in the approaches to the political content of "actual Eurasianism" in Turkey. Ultra-nationalists led by D. Perinçek were closer to the idea of an alliance with the neo-Eurasianists of Russia for the sake of creating an anti-Western "geopolitical bloc." At the same time, right-wing nationalists acted with an apology for Pan-Turkic Eurasianism, anti-Russian in essence and seeing as its goal the restoration of Turkey's historical influence on the Caucasus and Central Asia region. It is noteworthy that one of the leaders of Turkish nationalists D. Bahçeli constantly criticized Russian neo-Eurasian projects, calling Eurasianism of A.G. Dugin “Euro-Russia” [5].

1.4 Turkish model of Eurasianism

Within the continuum of the post-bipolar world, the concepts of Eurasia and Eurasianism in Turkey dynamically changed with demonstration amazing flexibility. In the 1980s and until the mid-1990s. Eurasia was associated almost exclusively with the Turkic republics of Central Asia and the Caucasus. This was the time when the para-state ideology was Turk-Islamic synthesis, and Turkism was used by Ankara as a tool for promoting Turkey's influence in the region.

The first wave of interest in Eurasianism began after the emergence in 1991 of new independent Central Asian and Caucasian republics that are close to Turkey ethnically and linguistically (Azerbaijan, Kazakhstan, Kyrgyzstan, Turkmenistan, Uzbekistan) and the desire to define new foreign policy orientations and goals in conditions of the post-bipolar world - all this contributed to a new interpretation of Eurasianism in Turkey [6]. In the early 1990s, inspired by the prospect of transferring the “Turkish model” to the friendly Turkic republics, Turkey did not. It was only the first state that recognized the independence of the post-Soviet republics, but also sought to act as their main political and economic partner. The ideas of Eurasianism and Eurasia became an integral part of the rhetoric of the Turkish leadership [7]. Thus, Prime Minister Suleiman Demirel spoke of Eurasia as “Turkish World stretching from the Adriatic to the Great Wall of China” [8].

An example of the state policy of Eurasian integration is the creation in 1993 in Turkey of the foundation for supporting economic, social and cultural research “Eurasia is one” (“Avrasya-Bir”), the goal of which was the expansion of Turkish influence (“promotion of Turkishness”) and strengthening social and cultural relations between Turkey and the Turkic world¹¹. With the support of the foundation, the quarterly scientific journal “Eurasian Dossier” (“Avrasya Dosyası”) was published, and in 1999 the Eurasian Strategic Research Center was established (Avrasya Stratejik Araştırmalar Merkezi - ASAM) [9].

The geography of Turkish Eurasia was a territory with a large substrate of the Turkic population and Turkish foreign policy contained elements of Pan-Turkism. But at the same time, official Ankara rejected the charges of Pan-Turkism as “unreasonable” [10].

Turkism — if not Pan-Turkism — has played a key role in Turkish politics in the post-Soviet space. In contrast to Pan-Turkism, which has a completely distinct charge of expansionism, Turkism looked like a softer, ideological ideology, based primarily on the spiritual and cultural unity of the Turks and the Turkic world [11]. As a consequence of this national Eurasian foreign policy, the organization of the Turkish Union was founded in 2009 together with Azerbaijan, Kazakhstan and Kyrgyzstan in the city of Nakhichevan. Thanks to the established council, Turkey has access to mutual relations and cooperation with the Turkic countries and peoples. For Ankara, the organization has become an instrument of influence on the European continent, Central Asia and the Caucasus.

TURKISH BALANCE POWER POLICY

For Turkey, as the leader of Turkic integration to the Central Asian direction became especially important after the cooling of relations with Europe and the USA. The number of contradictions between Turkey and the European Union is constantly growing, and the chances for successful European integration are reduced. Even Turkey’s attempt to use the Syrian refugee problem to obtain a visa-free regime and obtain a number of privileges did not materialize, bringing with it only additional problems and dissatisfaction of the parties with each other. Thus, integration projects in Greater Eurasia have become for Turkey the most realistic alternative to the endless EU accession process.

2.1 Cold Relations with EU

Since 1987, Ankara has applied for membership, and in 1999 acquired the status of an official candidate for membership. Despite the obvious advantages of integration, the EU is not in a

hurry to accept Turkey into the family of European countries, limited just with agreements and associations. In recent years, relations between Turkey and the European Union have deteriorated. Trying to keep Turkey as an ally, the EU delayed Turkey's integration process with promises and promoted social and economic reforms that would have taken Turkey a step closer to Europe. The question in the relationship arrived in 2004, when almost a dozen countries that did not pass the preparatory path became members of the EU. This was the reason for dissatisfaction in Turkey. Another cause of indignation and in the result of turning into a crisis in relations between the EU and Turkey occurred in 2016.

With the loud flow of refugees to the European Union from Syria, an agreement with Turkey was signed in haste on March 18, 2016, in which Ankara acts as a deterrent at the borders with Europe and regulates the flow of refugees. The European Union, in turn, pays Ankara 3 billion euros for the maintenance of refugees. In return, Turkey demanded that the EU provide a visa-free regime for Turkish citizens and speed up negotiations on Turkey's future EU membership. Ankara has a lever of pressure on the EU in order to obtain political and economic preferences [12].

At the Istanbul UN Summit in 2016, Turkish President Recep Tayyip Erdogan threatened the European Union with canceling the refugee agreement in case a visa-free regime would not be introduced for Turkish citizens. In the interview ministry of foreign policy of Turkey Mr.Cavusoglu said in an interview for German newspaper that "If visa liberalization does not follow, we will be forced to back away from the deal"[13]. In the current situation, the "historical" transaction on the migration crisis between Turkey and the European Union reached the highest level of mutual threats and claims.

The consequences of the unsuccessful military coup on July 16, 2016 and the mass arrests of the military, deputies, public figures, scientists and journalists involved in the coup attempt were a new reason for the deterioration of European-Turkish relations. EU reaction to such arrests came quickly. EU members came down with accusations against the Turkish authorities in violation of international law, the absence of the presumption of innocence, argued that the lists of those arrested on charges of plotting a coup had been drawn up in advance. The EU's position was such that mass arrests and threats to return the death penalty are not the kind of reaction that should have taken place after an attempt of a military coup, Frederica Mogherini accused the Turkish authorities of gross violation of the principle of the rule of law and stated on her speech in Brussel: "No country that still foresees the death penalty can become a member of the European Union" [14].

The European Union acted as a united front, condemning the Turkish leadership. Such statements by EU representatives significantly reduced Ankara's enthusiasm for integrating into the family of European nations. In turn, the Turkish authorities accused the European Union of interfering in the internal affairs of the country, complicity with terrorism and blackmail. President Erdogan has repeatedly stated in his speeches that Turkey does not intend to wait any longer; "If they are not acting sincerely we have to find a way out. Why should we wait any longer? We are talking about 54 years" [15].

These crises contributed to changing the course of Ankara's foreign policy towards the east and accelerating the integration of such organizations as the Shanghai Economic Cooperation, the Turkic Council and of course in the Eurasian Economic Community, with which members Turkey has close relations.

2.2 Turkey's rapprochement with Russia

Turkey, with its Eurasian intentions, seeks to play the role of a kind of bridge between the interaction of Islam and Christianity, the West and the East. Such a role is geopolitically and practically prepared by the Russian Federation, which for centuries carried out the intercommunication of Orthodoxy and Islam and became the territory of interconnection between the West and the East. In this coincidence of the geopolitical purposes of Russia and Turkey, there are also prerequisites for the interpenetration of the cultures of both peoples, the exchange of values and peacekeeping. But competition for priority is not excluded.

In the early 2000s, a transitional period between Russian-Turkish relations and competition with a multi-faceted partnership. This requires cooperation and the fight against terrorism, as well as interests in trade and energy. Transition from multifaceted to strategic partnership. The beginning of this process was laid in 2009. Tangible successes in the development of bilateral relations between Moscow and Ankara pushed the Turkish media to new interpretations of the “Eurasian project”. Some journalists began to say that Russian-Turkish relations are an example of an “emerging alliance” against the West and Washington’s unipolar foreign policy. Others - saw Moscow’s desire to include Turkey in the so-called the “Eurasian axis” created by Russia, China, India and Iran. This was confirmed in part by the information on the desire of Ankara to obtain the status of an observer state in the SCO. These facts contributed to the emergence of new interpretations of Eurasianism in Turkey, which began to acquire an increasingly anti-Western sound and was perceived as a possible geopolitical project of Russia and Turkey.

At the 56th session of the UN General Assembly in New York, the foreign ministers of Russia and Turkey signed an “Action Plan for the Development of Cooperation between the Russian Federation and the Republic of Turkey in Eurasia”. This document was of key importance for close Russian-Turkish cooperation in international organizations both on regional issues in Eurasia, and on many global problems. The key point in this document was that there was marked a transition of Russian-Turkish relations from bilateral cooperation to the regional [16].

- Energy Security

The outlook for the development of Russian-Turkish relations is largely determined by the huge resource potential of Russia and the geographical position of Turkey.

Turkey is a promising transport corridor, sea and land, connecting European consumers and suppliers of energy resources of the Caspian, Central Asian and Middle Eastern regions, controlling the strategically important Bosphorus and Dardanelles. Russia seeks to export its raw materials to the West through the territory of Turkey. Turkey, in turn, gets the opportunity to benefit from the transit of Russian energy [17]. Currently, energy remains a long-term priority area of Russian-Turkish cooperation.

2009 was a significant date in the development of Russian-Turkish energy relations. During the working visit of the Prime Minister of the Russian Federation V.V. Putin’s visit to Turkey and as a result of meetings with Former President of Turkey A. Gul and Ex-Prime Minister R.T. Erdogan, the leaders of the two countries signed a protocol on cooperation in the field of nuclear energy and an intergovernmental agreement on cooperation in the peaceful uses of atomic energy [18]. The parties also showed a desire to negotiate in many areas, including such difficult issues for Russian-Turkish relations as the South Stream gas pipeline and the Samsun-Ceyhan pipeline [19].

- Transformation of bilateral relations

Since 2011, disagreements over events in the Middle East related to the Arab Spring and situation around Ukraine which resulted with annexation of Crimea, had negative influence on bilateral relations. Since 2011, differences in the Middle East events related to the onset of the Arab Spring have begun to negatively influence bilateral relations. The situation around Ukraine also had its negative impact. With regard to the Syrian conflict, Turkey took a position with the Western bloc, which was a supporter of the change of power of Bashar Assad. In his speeches, Erdogan accused Assad on bloodshed and the killing of his own citizens. “How could we embrace a future with the president of Syria who killed close to 1 million of his citizens? Once again, I clearly want to say [Assad] is a terrorist who leads state terror. There is no peace in Syria now and won’t be with Assad,” [20]. On the other hand, since the very beginning of the civil war in Syria, Russia insisted on a political settlement of the crisis, opposes the forcible change of the regime of Bashar al-Assad, as well as against foreign intervention. Turkey has repeatedly accused the fact that Russian planes are subject to intense bombardment of the Syrian opposition and the place of residence of the Syrian Turkmen, who have support for the Turkish government [21].

The culmination of the crisis in relations between the countries became a downed Russian Su-24 bomber in November 2015. From that moment, the transformation of Russian-Turkish relations began, and after these events, the deterioration of Russian-Turkish relations created a huge number of new intractable problems both in bilateral relations and in the region as a whole. The deterioration of relations directly affected almost all areas of cooperation, including energy. There was a real threat of freezing or, even worse, shutting down two major energy projects: The Akkuyu NPP and the Turkish Stream gas pipeline [22]

2.3 Role of Turkic Countries

Turkey and the countries of Central Asia are territorially rallying the Eurasian space. It draws the attention of many countries as a promising development region. It’s no accident that Kazakhstan recently launched an initiative to create a platform for Eurasian and Euro-Atlantic security, arguing that the Eurasian partnership is a new phenomenon in world politics.

Kazakhstan considers the Eurasian space as a platform for a fruitful dialogue for the benefit of all, that is, a win-win platform. Astana seeks to connect to this idea Turkey, China, India. Kazakhstan seeks to convey to the capitals of these countries the idea of the colossal potential of Eurasia as a new geopolitical region of the world. In addition, Turkey is also looking towards the Shanghai Cooperation Organization, which covers a large part of the Eurasian space, whose members are also Kazakhstan, Uzbekistan and Kyrgyzstan. Kazakhstan plays a very important role as an intermediary and an investigator of the Turkish Eurasian space. In the summer of 2012, Ankara, with active support Astana and Moscow became a partner in negotiations in the SCO, and since the end of 2012 President of Turkey Recep Tayyip Erdogan has repeatedly declared Turkey’s readiness to join the SCO.

In addition, the desire of Turkey to enter the Shanghai Cooperation Organization, Turkish-speaking countries such as Kazakhstan, Uzbekistan and Kyrgyzstan, which are also members of this organization, play the role of an intermediary in Turkey’s accession to the organization. Kazakhstan played a very important role of an intermediary and an initiator of the Turkish Eurasian space. In the summer of 2012, Ankara, with the active support of Astana and Moscow, became a partner in the negotiations in the SCO.

President of Turkey Recep Tayyip Erdogan has repeatedly declared Turkey's readiness to join the SCO. Also role of another Turkic speaker country Azerbaijan is very important for Turkey as main partner and regulator relations with Eurasian region. Especially in Turkish-Russian relations Azerbaijan is plays important role of mediator in case of crisis.

2.5 Turkish dilemma

Analyzing Turkey's political and national interests, Ankara's desire for the Eurasian Union and Russia can be called a political bluff. Considering all the mentioned arguments and facts, we can say that Turkey's policy is to keep the balance between the West and the East taking advantage of the conflict situation between them. Turkey is still hesitating with her choice on which spectrum she will move on.

A good example of the Turkish dilemma in Eurasian integration is relations of rapidly developing China. This dilemma mainly consists of two aspects, on the one hand, it is advantageous economic relations, and on another side repressions of China toward Turkish-speaking minority whom have kinship with the Turkish people. Turkey understands the current situation, and trying to keep a balance in relations between the countries. Of course, Chinese repressive policy towards the local Uygur which are Muslims and ethnically Turkic people, and this is the reason for the deterioration of relations between countries. But without having any levers of pressure nor military, neither economic Turkey leads sensitive policy toward this issue. Turkey clearly does not want to lose a partner with global projects due of ethnic policies of China, but strives to achieve a settlement of the conflict, because Turkey does not want to lose its weight in the Turkish and Muslim world. From the ancient times Turkey was considerable part of the historical Silk Road, and many of the country's settlements were founded along the route, roughly 35 kilometers apart from each other – a day's distance by caravan during the road's heyday. China's One Belt, One Road (OBOR) and Russia's Eurasian Economic Union (EEU) are both initiatives that are designed to create common spaces for trade and investment in Asia. In that sense, each project could create a trading network in Central Asia that links East and West via Turkey, fulfilling once more the country's former economic role as a "bridge" nation. Turkey is well poised for the task – it already has the largest fleet of articulated lorries in Europe, modern highways, active ports, one of the most important air travel hubs in Europe, and a fast-developing railway network. Ankara is now tracking these projects with an eye to widening its logistical outreach.

CONCLUSION

The Eurasian integration of Turkey goes through not simple stages of development. The priority of Ankara's foreign policy is a balance between west and east, and the goal of becoming a bridge between the two sides. The prospects of the Eurasian Union inspire Turkish authorities because both the Eurasian Economic Union and Turkey are trying to be intermediaries between the west and the east. Common goals of the two sides is the real reason for the application of Turkey to this organization. Analyzing the historical stages of the recent decades of Turkish integration into Eurasia, we clearly see Turkish uncertainty and indecision situation on the foreign policy of the country. Several crises in relations between Western and Eastern countries create an image of an unstable partner, which in turn slows the integration of Turkey into various alliances. With the development of nationalism and neo-Ottomanism in Turkish society, pushing the country towards rapprochement with the east and the Turkic world of Central Asia. Considering the perspective of the Eurasian Economic Union, the historical importance of Central Asia and the strategic importance of Europe, we can assume that Turkey will continue to stick a balanced policy with respect to both sides, by playing the role of a bridge between east and west.

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A Multimethod Approach to Develop Future dietitians' Competences in Community-based Practice

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ABSTRACT

Recognition of health and nutritional status of individuals in the community is essential for health care providers, whose goal is to improve community's health through preventing and managing diseases. Early training to practice dietetic profession in community settings throughout first cycle dietetic programs is important to develop learners with confidence and improve their competencies in the field of nutrition.

The purpose of this research paper is to enhance future dietitians' competencies of nutritional assessment in community settings using preschool children in specific concern, and by applying a multimethod approach. The participants chosen for this study are forty-three female future dietitians of King Abdulaziz University (KAU) Clinical Nutrition Program. Those female future dietitians were enrolled in the study in the academic year 2015-2016 to attend the Searching Evidence-Based Information (SEBI) Education and Training Intervention Program and are the registered juniors in the course assessment of nutrition status.

The research begins by explaining the role of the of the clinical dietitian and the health practitioners' patterns in assessing children's nutrition and growth as demonstrated in various studies in Saudi Arabia and around the world. This is followed by presenting the objective of the study, research study participants, research setting, study design, data collection phases, data analysis, and finally discussion of results and findings.

Keywords: Community Health, Future Dietitians' Competencies, Multimethod Approach, Clinical Nutrition, School Children Nutrition And Growth Patterns.

INTRODUCTION

Recognition of health and nutritional status of individuals in the community is essential for health care providers, whose goal is to improve community's health through preventing and managing diseases (Nasr et al., 2016). Early training to practice dietetic profession in community settings throughout first cycle dietetic programs is important to develop learners with confidence and improve their competencies in the field of nutrition (Aljaaly, 2019). The faculty members of the King Abdulaziz University (KAU) Clinical Nutrition Program (CLN) followed the university's mission statement, "Community Responsibility: Knowledge Development, Research, Innovation and Entrepreneurship" while educating and training their dietetic students (Aljaaly, 2018).

Aljaaly (2019) explained that to grow the profession of the future Saudi dietitians, they need to improve the practical skills connected to the profession. This will enhance their opportunities to have clinical placements and further to have better chances for future employment, involvement in areas of health education, research, and community.

Saudi recent qualitative research on practiced dietitian, defined some items that are required to promote dietitians' knowledge and skills (Aldubayan, Aljuraiban, & Aldisi, 2019). The defined items in the year 2019 included communication and counselling, evidence-based practices,

dealing with paediatric patients, the need of research skills to be applied and integrated into evidence-based practice. All the defined items are recognized in this study.

The aim of this research study is to enhance future dietitians' competencies of nutritional assessment in community settings using preschool children in specific concern, and by applying a multimethod approach.

The research begins by explaining the role of the clinical dietitian as a member of the medical team and based on the health practitioners' patterns in assessing children's nutrition and growth as demonstrated in various studies in Saudi Arabia and around the world. This is followed by presenting the objective of the study, research study participants, research setting, study design, data collection phases, data analysis, and finally discussion of results and findings.

1. IMPORTANCE OF DIETITIANS COMPETENCIES – A BACKGROUND

Barker (2008) posited that in developed countries; education programs have documented a growth of the dietetic profession. Those education programs are mainly regulated by national dietetic organizations such as the British Dietetics Association and Academy of Nutrition and Dietetics. The Saudi Dietetic Association (SDA) was formed to become a local and regional character reference in the clinical nutrition field (Aljaaly, 2016). The SDA changed its name recently to the Saudi Society for Clinical Nutrition (SSCN). The role of SSCN in regulating and maintaining the profession is not yet defined (Aljaaly 2016). In comparison to European agencies, the Saudi dietetic education continues to be under evaluated in the language of specializations offered by higher education in the Kingdom of Saudi Arabia i.e. learning, training, and practicing skills are in progression. (Aljaaly, 2016).

Juniors are expected to enter to the dietetics programs with no significant background information and experience in the file. Therefore, to demonstrate their competence, they require several practice opportunities and varying lengths of time (Winterfeldt, Bogle & Ebro, 2013; Clark, & Drinka, 2000; Adkins, 2017). Kearns, Mavin & Hodge (2017) elucidated that facilitators could work as evaluators on competence of practice skills, tasks or activities, to determine whether their trained students completes all convenient skill or competency independently within a sensible timeframe and to make sure if students produced an accurate results of their practical skills.

Charney (2008) and Field & Hand (2015) clarified that the assessment of nutrition status of individuals and community is part of a comprehensive evaluation process and it is the initial step in defining client's nutrition status classification and assessment of nutritional status. It also clarifies how several nutrition-related conditions could be identified by the conduct and interpretation of anthropometric measures, which includes classification of weight status (Moore, Singer, Qureshi, M. & Bradlee, 2008).

2. CHILDREN NUTRITION PRACTICES

Himes (1999) explained that health practitioners use anthropometry as a non-invasive and reliable tool of assessment to describe the growth patterns and body composition of children. Good training, adherence to methods and procedures in conducting anthropometric measurements and ensuring their reliability and validity is important for dietetic practitioners (de Onis et al. 2004; WHO, 2008). The Body Mass Indicator (BMI) or Quetelet Index, is calculated using weight and height measurements. It is used as a routine in health care and in-school health (WHO 2005). The BMI measure is used to assess whether a child's weight is appropriate for his or her height. A growth standard validates healthy growth of children under

normal healthy environment. Since girls and boys grow differently, growth standards incorporate different growth charts and tables for boys and for girls to assess growth and development of children (Cashin & Oot, 2018).

Introducing educational and practice approach to learn, practice, and develop skills in critical thinking is important in the field of nutrition and dietetics, particularly with relation to assessment of population's nutrition status (Goodman et al, 2018; Charney & Peterson, 2013). Despite health professionals' reliance on web-based health information, some consider searching evidence-based medical information (SEBMI) as a difficult task and need extensive training and practice in developing related skills (Metzger & Flanagan, 2011). SEBMI uses medical search engines and databases such as Medical World Search, PubMed, EMBASE (EXCERPTA MEDICA), Cochrane database of systematic reviews, EBM Online, and Up to Date (Sriganesh, 2005; Hunter & Cohen, 2006; Falagas, et al., 2008).

Dudley, D. A., Cotton, W. G., & Peralta, L. R. (2015) illuminated that preschool is a vital setting to improve children's nutrition and health and they were used in modeling healthier eating choices amongst children. Consumption of fruit and vegetables, sugar consumption, energy intake and nutritional knowledge were the most considered in their reviews.

A multilevel-environmental influence on food choice and lifestyle of individuals, including children were evidenced by Popkin, et al. (2005); Benjamin-Neelon, S. E. (2018). Evaluating the preschool physical environment, where pre-schoolers can access food and perform physical activities is important to define. This is to come across risk factors that could impact the nutrition status of the children (Corvalán, et al., 2017; Larson, Ward, Neelon, & Story, 2011). Societal levels of environment or Macro-systems consider policies in providing food, facilities, and chances for physical activities (Risica, et al, 2019).

Furthermore, preschool environment was considered by policy makers as a setting to improve children's health. The most previous researchers used preschools and their playground in their intervention studies to evaluate their impact generally on children's health, lifestyle, intellectual and social consequences (Broekhuizen, Scholten, & De Vries, 2014). On the other hand, Saudi studies has objectively analysed data related to food and beverages in school canteens using the UK Food Standards Agency (FSA) Nutrient-Profiling (NP) model (Rayner, 2017), to classify food/ beverage items to either High in Saturated Fat, Sugar or Salt (HFSS) or non-HFSS. The result of those Saudi studies indicated that 67.5% (n = 40) of the analysed items were HFSS (Al-Jaaly, Khalifa & Badreldin, 2016).

Alwehaibi, H. U. (2012) reported that programs to promote critical thinking among Saudi non-medical female students was previously conducted documenting significant improvement in critical thinking of participants. Nevertheless, the author of the current research study believes that when this study was conducted, evidence-based medical education centred on searching electronic databases and research in a countryside community setting relating to preschool children was not introduced to undergraduate dietetics students in Saudi Arabia at early stage. Particularly, when considering learners' feedback throughout the program.

Based on all the above, and based on the importance of integrating theory, practice and research in addition to the use of scientific base clinical practice at early stages of education, this research study reports on the results of delivering a multimethod dietetic education approach. The research approach used evidence-based searching and researching with the aim of developing students' competences in practice of nutrition assessment in community settings.

3. RESEARCH OBJECTIVES

As mentioned earlier, the main purpose of this research study is to enhance future dietitians' competencies of nutritional assessment in community settings using preschool children with specific concern as healthy eating and growth of children could be affected by many personal and environmental factors, and by applying a multimethod approach. The following are the three objectives to assist in achieving the study's purpose:

1. To evaluate Joiners knowledge, practice, and usefulness of an educational and training intervention program for Searching Evidence-Based Information Approach (SEBIA) in developing student knowledge practice in SEBI using electronic databases.
2. To practice and enhance competencies in assessing the nutritional status of preschool children in community settings by conducting a fieldwork visit to a countryside kindergarten.
3. To further assess the effects of these efforts based on students' feedback about their experience of searching, researching and practice Evidence-Based Information of nutrition assessment throughout the time of students' enrolment and after completing the clinical nutrition program.

4. RESEARCH STUDY PARTICIPANTS

The participants chosen for this study are forty-three female future dietitians of KAU clinical nutrition program. Those female future dietitians were enrolled in the study in the academic year 2015-2016 to attend the SEBI education and training intervention program and are the registered juniors in the course assessment of nutrition status.

Thirty- five juniors (81.4%) completed the pre-portion of the SEBI survey, 34 (79%) completed the post-portion of the SEBI survey. All the 43 registered juniors in the course participated "under facilitators close supervision" in conducting a fieldwork visit in Garan Kindergarten to assess children nutritional status. Moreover, the performed practice skills of each student were assessed and marked by the course facilitators.

In the academic year 2017-2018, the junior students became seniors, and 43 senior students were enrolled to complete a practice-based recall survey about the tasks performed in the fieldwork work when they were juniors through the professional skills in nutrition and dietetics course.

After, completing the internship, graduated students in the academic year 2018-2019 were asked to complete a feedback survey concerning their reflection about the whole program. Students completed questions related to their practice of the present study. Moreover, the average graded marks for the EBMI and field visit assignments were considered (scored 5% for each assignment).

5. RESEARCH SETTING, STUDY DESIGN AND DATA COLLECTION PHASES

This section describes the research methodology and design which is based on the literature review conducted and the three research objectives mentioned above.

Research Study Design and Settings

The study is a multistage action research observational study. The study settings were as follows: The Clinical Nutrition Department of King Abdulaziz University, the KAU library in the Female Medical Centre, Garan Kindergarten School in Khulays City of Saudi Arabia. Khulays is a countryside area and governorate in Makkah Province, in Western Saudi Arabia.

Development of Survey Questionnaire

Development of survey questions of the two conducted surveys in this study were guided by the current literature. Surveys' questions for the Juniors' pre-post EBMI survey was reviewed by KAU's Librarians and one expert in evidence-based education. The Seniors' recall survey questions were reviewed by two academic staff in the same program. Reviewers were asked to review surveys based on their proficiency.

Training Conducted before Field Visit

Before the fieldwork trip, course facilitators provided students with extensive trainings, to ensure their readiness to take children's measurements precisely using the following steps:

- Students observed the course facilitators on performing measurements of height, weight, and BMI, once or twice, followed immediately by practicing with assistance and supervision and practice on colleagues.
- Assigned juniors for this task were carefully trained to measure children's height and weight on standardized methods and precise equipment, which were borrowed from the skill lab of the nutrition department before conducting the fieldwork visit.
- Simulated practice sessions by faculty staff were conducted to ensure each junior can complete tasks and practice skills independently.

The following are the different phases/cycles utilised while designing and conducting this research study.

Phase One - Juniors' evidence-based medical searching information (SEBMI) approach

A within subjects' study design with pre- and post-intervention evaluation surveys was used to assess students searching strategies and critical thinking skills in SEBMI related to assessment of nutrition status. The surveys included questions related to searching of Web pages and other online databases. An orientation and comprehensive training program for students of the KAU's first cycle dietetics program in the use of computerized database information searching systems was conducted for one academic day by the Librarians of the University Female Medical Center's library.

After completing the training program, junior students were required to carry out an assignment that included databases search for information. The assignment's title is "searching the literature in assessing the nutrition status of pre-school children in Saudi Arabia", which is allocated 5% of the total course marks. The preliminary results of this part of the study was presented and shared with international colleagues and the attendees of the International Conference Clinical Nutrition Week (CNW) in Orlando, Florida, USA that was held in February 18–21, 2017.

Furthermore, a pre-survey was conducted before the educational and training intervention sessions by Librarians. The post-survey was carried out after completing the assignment by Juniors. The post survey aimed to evaluate the effectiveness of the SEBMI educational and training intervention approach in increasing juniors' knowledge, attitudes, and use of evidence-based concepts. The average total mark for the completed assignment was used to assess if the students met the relevant learning.

Phase Two - Juniors' fieldwork visits to assess competencies in the assessment of nutritional status of preschool children

Forty-three juniors measured anthropometric and food consumption during school hours for 85 preschool children, in which 48 were girls and 37 were boys. Additionally, evaluation of the school environment was conducted. The marks allocated for this task was 5% of the total course marks. The aim of this community-based visit was for students to practice assessment of the nutritional status using anthropometric and dietary measures of assessment. Also, to train and encourage juniors in delivering speech to the public on healthy patterns.

The course facilitators observed the students during the fieldwork visit to a Kindergarten in the countryside of Jeddah. Tasks allocated for all juniors included anthropometric measurements, plotting of growth charts, evaluation of school physical environment using the accessed food and performed PA at school.

Additionally, a presentation on healthy eating was delivered to mothers/caregivers and the school administration and teaching staff by the course facilitators, with the assistance of juniors.

The following list explains the Juniors' role in the visit in details:

- Juniors conducted anthropometric measurements of height, weight, and calculated BMI on 85 preschool children. This helped juniors in applying all the theory they learned in the course practically i.e. applying their training of conducting anthropometric measurements, plotting measurements on growth charts and interpreting results.
- Juniors' practice in plotting of growth charts and interpretation of children growth status.
- WHO reference data was used to assess growth and nutritional status of children. BMI for age charts was also used as an indicator to assess weight status of preschool children from birth to 5 years (0 to 60 months), considering three conditions: wasting, overweight and obesity.
- To interpret the growth status of each child, the 2006 WHO Child Growth Standards was used. The standards used were based on the growth charts, which are sex specific. Course facilitators instructed joiners to adhere to the taught measuring methods. Facilitators, randomly repeated some of the anthropometric measures that was conducted by students, to ensure the reliability and accuracy of measurements.
- Juniors' evaluation of physical environment: food accessed and physical activities (PA)
- Juniors with facilitators had reviewed polices on availability of school canteen, observed lunchboxes, and reported its inclusion of less healthy food/drink items e.g. sugary drinks, soft drinks, fruit and fruit-flavoured drinks, sweets, chips.
- Playground of school: Juniors assessed the school playground about its surface area, availability of sufficient space to play, play equipment, and play space. The total time for play and PA activities was also noted.

Evaluation of juniors on the conducted fieldwork visit's activities was as follows:

A rubric was constructed to evaluate juniors on their practiced skills of anthropometric and dietary measures of assessment. Rubric items included:

- Ensure confidentiality and obtain the child and mother/caregiver agreement before measuring or dealing with the child.
- Select appropriate method for communication with the child.
- Responsibility and accountability to act in a manner appropriate to the practiced skill.
- Consideration of safety, ethics, and professional practice of a dietitian.

- Record accurate data, plotting on charts, interpretation of data, explanation to mothers/client the growth and nutrition status of the child based on anthropometric and dietary measures. Communicate effectively face-to-face with the school staff, peers, children, and all other individuals.

The rankings for each rubric item included **3 scores**: Not achieved, achieved at a beginner level, achieved at a competent level.

- The average mark for the whole visit was also reported (out of 5 marks).
- During the fieldwork, facilitators evaluated students competence and skills in taking measures, interpreting them, and summarized juniors tasks and activities to determine whether each one completed the required skills independently all the time, within a practical timeframe to produce accurate results.
- The fact that the dietetic students are juniors and they are in the stage of applying some skills, which will help them in developing some competences including assessment of weight status and food habits, through the conduct of anthropometric measurements and checking school polices and lunchboxes, was made very clear to school administration and mother / care givers.

Phase Three - Seniors' recalls and evaluation of the performed tasks in the fieldwork visit when they were joiners

To assess the effectiveness of the applied efforts in searching the literacy and practical skills in assessing nutritional status of preschool children, the researcher used the same participating dietetic students. Accordingly, after two academic years, the same students were asked to recall their previous assigned tasks in Garan Kindergarten project when they were juniors by answering survey questions.

The aim of this survey-based assignment was to assess students' recollection of their practiced skills in the school. The survey for seniors was developed and conducted through another course that is called "Professional Skills for Dietetics", which is parallel to the assessment course. The survey was conducted during class and seniors were given a limited time to complete the survey in class.

6. DATA ANALYSIS METHODS

Data management and descriptive analysis were mainly performed using SPSS PASW Statistics for Windows (version 21). The SEBI-related pre and post surveys were used to assess juniors' data about the knowledge and practice of the approach.

The use of the recall survey was to assess seniors' recall of the performed tasks, gained skills and competencies in the fieldwork visit. Responses related to the experience and skills of graduated students in searching, researching and practicing of EBI, throughout the CLN program.

Descriptive analysis was used to measure frequencies and percentages in all surveys at all stages. Responses to all surveys were through multiple choice, Likert scale, and open-ended questions that was changed to close-ended questions and grouped for the purpose of analysis. Furthermore, Wilcoxon test was used to calculate the significant difference between pre and post orientation measurements of juniors who agreed to participate in the evidenced-based research survey.

7. ETHICAL APPROVAL

An ethical clearance from the Ethics and Research Committee at the KAU Faculty of Medical Applied Sciences was obtained. Confidentiality was always guaranteed for students at all stages by not collecting any identification details (coding numbers were used). Respondents gave their agreement to answer questionnaires for all surveys after knowing the aim of each survey.

8. RESEARCH ANALYSIS

This section analysis the use of the multimethod approach, to enhance competencies in assessing nutritional status of pre-schoolers based on the objectives of the study mentioned earlier.

Evidence-based Searching Approach for Junior Students

Forty-three junior dietetics students (all year two students) of the academic year 2015-2016 were invited to be enrolled in the study. Only 35 students (i.e. 81%) agreed to participate in the survey. The surveys included questions about participants' use of different search engines and the use of different databases to find information.

Refer to **Table 1** showing participated juniors' response to the pre and post questions of the survey. Mostly, all students have their own computers and internet connection at home, in which 86% use internet for more than one hour per day for study purposes.

Looking at the effectiveness of the orientation, training program and conducted search-based assignment showed an increase of participants' use of different computerized searching facilities. The results for before and after measurement of each student showed that students significantly increased the use of some databases such as Science Direct (P=.013), Eric (P=.018), CINAHL Plus (P=.058), CABI (P=.003), Medline (P=.002). However, no significant increase in other databases such as ProQuest and UpToDate databases.

Juniors reported that, their gained experience in searching the databases was used in completing the present assigned work on searching the literature about the nutritional status for preschool children assignment by only (44%, n=15), all assignments related to the assessment course only (11.8%, n=4), and assignments related other courses, which were going vertically with the assessment course and (47%, n=16).

Students used their searching experience in assignments related to the psychology, pathology, and nutrition during lifecycles courses (**refer to Table 2**).

The average mark for reported searching-based assignment, which was completed and marked for the 43 juniors was 3.95 out of 5 (Total mark 5.0).

TABLE 1 Joiners response to the pre and post surveys of the search-based orientation, training session and conduct of assignment about literature review of nutritional status of preschool children.				
Total no. of Junior students = 43	Respondents for the Pre-questionnaire = 35	Respondents for the Pre-questionnaire = 34		
General Information				
Do you have access to computer/ laptop/ iPad at home?	Pre-questionnaire		Post-questionnaire	
	Yes	34	97.1%	34
No	1	2.8%	0	0.0%

Do you use the Internet at home?	Yes	35	100.0%	34	100.0%
	No	0	0.0%	0	0.0%
If yes, for what purpose are you using the internet	Social	7	19.4%		
	Academic	3	8.3%		
	Personal	2	5.6%		
	For all above reasons	23	65.7%		
How frequent do you use the Internet? (Check only one).	Never or > 1 hour/month	3	8.3%	2	5.9 %
	About 1 hour/day	0	0.0%	2	5.9 %
	Several hours/week	1	2.8%	4	11.8%
	> I hour/day	31	86.1%	26	76.5%
How many years have you been using the Internet?	1-2 years	0	0.0%	0	0.0%
	3-5 years	1	2.8%	0	0.0%
	5+ years	34	94.4%	34	100.0%
Use of search engines for academic/personal purpose					
Using Yahoo search engines for academic purposes.	Never	31	86.1%	25	73.5%
	Rarely	0	0.0%	7	20.6%
	Sometimes	2	5.6%	2	5.9%
	Usually	1	2.8%	0	0.0%
	Always	1	2.8%	0	0.0%
Using Google search engines for academic purposes.	Never	23	63.9%	0	0.0%
	Rarely	7	19.4%	0	0.0%
	Sometimes	4	11.1%	1	2.9%
	Usually	0	0.0%	4	11.8%
	Always	1	2.8%	29	85.3%
Using Alta Vista search engines for academic purposes.	Never	1	2.8%	27	79.4%
	Rarely	0	0.0%	6	17.6%
	Sometimes	0	0.0%	1	2.9%
	Usually	1	2.8%	0	0.0%
	Always	33	91.7%	0	0.0%
Using others search engines for academic purposes.	Never	31	86.1%	27	79.4%
	Rarely	0	0.0%	6	17.6%
	Sometimes	2	5.6%	1	2.9%
	Usually	1	2.8%	0	0.0%
	Always	1	2.8%	0	0.0%
Using Yahoo search engines for personal purposes	Never	26	72.0%	27	79.4%
	Rarely	7	19.4%	4	11.8%
	Sometimes	1	2.8%	3	8.8%
	Usually	1	2.8%	0	0.0%
	Always	0	0.0%	0	0.0%

Using Google search engines for personal purposes	Never	0	0.0%	1	2.9%
	Rarely	0	0.0%	2	5.9%
	Sometimes	2	5.6%	0	0.0%
	Usually	1	2.8%	5	14.7
	Always	32	88.9%	26	76.5%
Using Alta Vista search engines for personal purposes	Never	34	97.1%	29	85.3%
	Rarely	0	0.0%	3	8.%
	Sometimes	0	0.0%	0	0.0%
	Usually	0	0.0%	1	2.9%
	Always	0	0.0%	1	2.9%
Using others search engines for personal purpose.	Never	33	91.4%	30	88.2%
	Rarely	1	2.8%	0	0.0%
	Sometimes	0	0.0%	0	0.0%
	Usually	1	2.8%	0	0.0%
	Always	0	0.0%	4	11.8%
Do you use Eric database to find your information?	Never	34	94.4%	26	76.5%
	Rarely	0	0.0%	2	5.9%
	Sometimes	1	2.8%	5	14.7%
	Usually	0	0.0%	0	0.0%
	Always	0	0.0%	0	0.0%
Do you use Illumina database to find your information?	Never	34	94.4%	27	79.4%
	Rarely	0	0.0%	6	17.6%
	Sometimes	1	2.8%	1	2.9%
	Usually	0	0.0%	0	0.0%
	Always	0	0.0%	0	0.0%
Use of databases					
Do you use Up to Date database to find your information?	Never	20	55.6%	15	44.1%
	Rarely	0	0.0%	4	11.8%
	Sometimes	9	25.0%	4	11.8%
	Usually	6	16.7%	6	17.6%
	Always	0	0.0%	5	14.7%
Frequencies of criteria used in evaluating information on the Web.	Easy to understand the content of the Website	10	27.8%	1	2.9%
	Credentials of individual authors	0	0.0%	3	8.8%
	Information is corroborated against another source	0	0.0%	2	5.9%
	Date of publication/date	0	0.0%	3	8.8%
	Information last updated publisher/affiliations of the Website.	1	2.8%	0	0.0%
	None (criterion)	2	5.6%	0	0.0%
	All above choices	0	0.0%	4	11.8%
	More than one choice	22	61.1%	19	55.9%
Loadings on the web self-efficacy scale	Clicking a hyperlink to open another webpage in a Web browser.	4	11.4%	1	2.9%
	Reading the content of information provided in a Website	4	11.4%	6	17.6%

	Download information or materials provided on a website	0	0.0%	6	17.6%
	Using keywords to search information on WWW	2	5.6%	2	5.9%
	> one choice	24	66.7%	16	47.1%
	All above choices	1	2.8%	3	8.8%
Use of database to find information					
Do you use Science Direct database to find your information?	Never	29	80.6%	17	50.0%
	Rarely	2	5.6%	5	14.7%
	Sometimes	1	2.8%	6	17.6%
	Usually	2	5.6%	4	11.8%
	Always	1	2.8%	2	5.6%
Do you use CABI database to find your information?	Never	34	94.4%	22	64.7
	Rarely	1	2.8%	7	20.6%
	Sometimes	0	0.0%	1	2.9%
	Usually	0	0.0%	1	2.9%
	Always	0	0.0%	3	8.8%
Do you use Medline database to find your information?	Never	33	91.7%	18	52.9%
	Rarely	0	0.0%	3	8.8%
	Sometimes	0	0.0%	5	14.7%
	Usually	2	5.6%	3	8.8%
	Always	0	0.0%	5	14.7%
Do you use ProQuest database to find your information?	Never	32	88.9%	31	91.2%
	Rarely	0	0.0%	0	0.0%
	Sometimes	0	0.0%	1	2.9%
	Usually	3	8.3%	0	0.0%
	Always	0	0.0%	2	5.6%

SOURCE: Author's Table

TABLE 2 Joiners response to the conducted after completing and submitting the search-based assignment on literature review of nutritional status of preschool children.					
Total no. of Junior students = 43	Respondents to this survey questionnaire = 34 students				
The use of search engine					
In which courses did you use your gained experience in the search engine	Nutrition assessment course only CLN240	19	55.9%		
	Nutrition assessment course & other courses	15	44.1%		
How many times did you use the search engine?	Once	12	35.3%	2	5.9 %
	1-2 times	9	26.5%	2	5.9 %
	3-4 times	8	23.5%	4	11.8%
	> 4 times	5	14.7%	26	76.5%

What are the topics that you searched about?	Nutrition status in completing the present preschool children assignment only	15	44.1%		
	All assignments related to the nutrition assessment course	4	11.8%		
	All assignment related to this course and other courses	16	47.1%		

SOURCE: Author's Table

1. Juniors' conducted a fieldwork visit, to assess the nutritional status of preschool children and the physical environment of the school and competencies was assessed as 5% of the total course marks.
2. The average mark for all students in assessed competencies of anthropometric and dietary measures was (completed by the 43 juniors was 4.2 out of 5).
 - The average rank for juniors' competences in conducting anthropometric, plotting on growth charts, interpreting of results and dietary measures for 85 preschool children, in which 48 were girls and 37 were boys (refer to **Table 3**).
 - Results showed that most juniors (81.4, n=35) achieved competencies at a competent level. The remainder of the junior students either achieved competencies at a beginner level or did not achieve at all, which indicate that they require further work to achieve competency through their enrolment in the program.
 - Juniors' evaluation for school physical environment and strategies: school environment and policies regarding health, nutrition and lifestyle of preschool children was reviewed by juniors. Reports were provided based on the following measures:
 - o School canteen and children lunchboxes: Based on Saudi Ministry of Education (MoE) polices, Kindergarten schools, no school canteens are permitted, and children must bring their lunchboxes from home.
 - o The school was recognizing the importance of consuming healthy food for children and have taken extreme measures to educate mothers/ caregivers on healthy eating and lifestyle for their children.
 - o To promote healthy eating habits, the Garan School implemented early morning policing in its entrance to check children 'lunchboxes to ensure the inclusion of healthy food/drink items that are not high in fats, sugar and salt (Non-HFSS) such as dairy products, fruits and vegetables.
 - o School always ensured there is no soft drinks and/or fast food brought into school.
 - o The school policy required teachers to watch children and be sure that they consume their healthy lunch.
 - o The school had sufficient space for children to play. The playground includes open field, play equipment, and play space on the physical activity level of children at primary schools.
 - o All these conditions help children to play and perform suitable physical activities for at least 40 minutes during the school day. All performed activities are done under schoolteachers' close supervision.

TABLE 3 Based on the rubric of evaluation: Average of total ranks for competencies at all levels for conducted measures.

Rank of competencies	Number	(%)
Not achieved competencies	2	4.65
Achieved competencies at a beginner level	6	13.95
Achieved competencies at a competent level	35	81.4

SOURCE: Author's Table

4. Seniors students' recalls and evaluation of the performed tasks in the fieldwork visit when they were joiners.

Most of the senior students i.e. 95% (41 out of 43 participants) were able to recall their previous tasks in the fieldwork visit (**refer to Table 4**). Some of the senior students (65%, n= 28) were hoping to perform different tasks than the ones they were assigned for. Results showed that 25 seniors (i.e. 58%) prefer to work in clinical settings. This outcome demonstrates that even though all seniors liked and believed in the importance of their previous community-based performed task and their belief in the importance of gaining confidence at an early stage in the profession by participating in the community, this did not enhance their desire to work as a community dietitian.

TABLE 4 Students recalls and evaluation of their performed tasks in the fieldwork visit when they were joiners (Respondents = 43 senior students)

Recall your role and assigned task within the visiting team in the conducted fieldwork visit at Garan school when you were junior. Achieved/ Not achieved	Achieved (95.3%, n= 41)	Not achieved (4.7%, n=0.0)
Hoping to be assigned for different task in the previously performed fieldwork visit Yes/NO	Yes: (65%, n= 28)	No: (35 %, n=15)
Conducted task enhanced desire to work in a community-based work Yes/NO	Yes: (100%, n= 43)	No: (0.0 %, n=0)
Welling to use this experience in future profession work Yes/NO	Yes: (100%, n= 43)	No: (0.0 %, n=0)
Confidence gained in using this assigned fieldwork practice in future profession work that is community or public health-based	Yes: (100%, n= 43)	No: (0.0 %, n=0)
Conducted task allowed you to take the decision to work as community dietitian rather than as clinical dietitian. Yes/NO	Yes: (42%, n= 18)	No: (58.0 %, n=25)

SOURCE: Author's Table

In relation to the academic year 2018-2019, the 43 graduated students responded to the survey that aimed to evaluate the whole program and included a question about reflections and experience on searching EBMI, early conduct of research and exposure to the community. Results showed that students were in general “very satisfied” about the experience and their response scored 4.31 out of 5 (The Rating and Ranking Levels of Satisfaction used in the survey: Not at all Satisfied,” “Partly Satisfied,” “Satisfied,” “More than Satisfied,” “Very Satisfied,” and numbering was 1 to 5 as an interval scale) .

9. RESEARCH DISCUSSION AND FINDINGS

The study was conducted using a multimethod approach to develop junior dietetics students’ competences in the assessment of nutrition status for 85 preschool children of both genders. Students were enrolled in the academic year 2016-2017. The multimethod approach included Juniors searching of EBMI and researching Garan Kindergarten school in Khulays City of Saudi Arabia, and the recalling of competent practice by students two years following their experience searching EBMI and the filed visit.

Evidence-based education and practice thoughts are existence in health profession education programs. In the medical education field, reviewing literature on topics functions as source material for course and licensing examinations, teaching assignments, and research studies (Straus, Glasziou, Richardson, & Haynes, 2018). Dietitians’ practice of critical thinking and decision making, should illustrate their handling of literature search and considers the best available evidence about the needed skills before the practice. This help students to identify multiple approaches to address problems and consider organizational goals and understand the environment of practice (Worsfold, & Barnhill, 2015).

Research Study Findings

- The results of the present study demonstrate the effectiveness of evidenced based taught searching and training program at early stage. Based on the delivered orientation and training program on searching databases by Liberians, who were experts in searching databases, students significantly increased the use of some databases, which helped them to search the assigned homework for searching the literature about the nutrition status of preschool children in Saudi Arabia and to summarize results in tables. The preliminary results of the phase one of this study that is related to the SEBMI was presented at the International Conference Clinical Nutrition Week (CNW) in Orlando, Florida, USA that was held in February 18–21, 2017 (**Figure 1**).
- The practices of searching EBMI assisted students to complete other assignments in other parallel courses.
- Juniors’ through this experience learned to ask and answer hypothetical questions and investigates new perspectives before and during they conducted the fieldwork visit.
- This study helped students to enhance their research practice and skills competencies of nutritional status for preschool children. This is evidenced through the high mark scores in the conducted searching-based work and field visit. In comparison with previous reports, 18% of the same program graduates (n=33 of 188) concerning the research status and profile of research, showed that clinical practice (48%) was the most learned area throughout the program, followed by research (45%), which was mostly done in health and disease area (Aljaaly E, 2016b).
- Assessing individuals’ nutrition status and physical environmental risk factors that could influence nutrition status of preschool children are important to recognise and to

tackle problems related to children health and nutrition status at early stage (Story, 2011, (Broekhuizen, Scholten, & De Vries, 2014).

- The participant juniors in the field visit, assessed the school physical environment based on the accessed and consumed food at school, and the school playground. The Garan's school physical environment, which was well controlled by administration had a well-equipped, large enough playground size, allowing children to have appropriate time and space to play. All these conditions in addition to the school implementation of strategies for healthy eating inside the school, is expected to enhance children consumption of healthy food, better chances for communication and performance of physical activities, and could positively influence children food patterns and levels of physical activity outside school and in holidays time as well (Broekhuizen, Scholten, & De Vries, 2014).
- To improve nutrition status of populations, nutrition education and counselling are required to be conducted by students and dietitians. Parents and teachers were found to have important roles in preventing childhood obesity. Therefore, educating them on healthy food patterns for children will enrich their knowledge and support to children (Lee & Choi, 2013), (Natale et al, 2014) and (Cant & Aroni, 2008).
- The visiting team to Garan Kindergarten realized the importance in educating mothers and school staff on healthy eating for children and applied a well-structured education program to ensure the control of the negative influence of the physical environment on children food patterns and lifestyle. The education sessions included information on simple guidelines for healthy eating, healthy food, and lifestyle patterns. Juniors prepared the education information; and all materials was carefully reviewed by facilitators before delivering the information. A simulated classed were conducted before the school visit, to ensure juniors understanding and readiness to deliver the presentation to the public and guided by facilitators during the session.
- Ability of students successively, recall previous practices skills and related events is important for profession progression and could reflect their satisfaction about previous experience (Ericsson, 2006), (Harrison, Lawson & Wortley, 2005).

FIGURE 1 The presented poster at the International Conference Clinical Nutrition Week (CNW) in Orlando, Florida, USA that was held in February 18–21, 2017 include the table for reported the searched literature for SEBI.

Teaching Evidence-based Search Practices and Critical Thinking Skills in Nutrition Assessment for Junior Dietetic Students in Saudi Arabia

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INTRODUCTION

- Evidence-based education and practice thoughts exist in health profession education programs.
- In medical education, the literature also functions as source material for teaching assignments. Evidence-based education is not being introduced for undergraduate dietetics students in Saudi Arabia at early stage, particularly when concerning nutrition assessment.

PURPOSE

- The study aimed to evaluate the effectiveness of the teaching and training approaches by Liberians in increasing dietetics students' use of evidence-based concepts by requiring them to use database search for information.

METHODS

- Within subjects design including pre- and post-test evaluation surveys was used to assess students' use of different searching engines in Evidence-Based Information (EBI) related to nutrition assessment.
- An orientation and training program for students in the use of computerized database information searching systems for one academic day was conducted by Liberians at the university medical center's library.
- After the training program, students were asked by the course instructor to do an assignment titled "searching the literature in assessing the nutrition status of pre-school children in Saudi Arabia"
- Settings:** AHPGS- accredited clinical nutrition undergraduate program at King Abdulaziz University in Saudi Arabia. AHPGS: Accreditation Agency in Health and Social Sciences is a European Agency that is based in Germany and has specific criteria for providing accreditation (AHPGS, 2012). AHPGS: Accreditation Agency in Health and Social Sciences is a European Agency that is based in Germany and has specific criteria for providing accreditation.
- Participants:** Forty-three junior dietetics students (all year two students) at the academic year 2015-2016 were enrolled in the study and response rate was 81%.
- The surveys included questions about participants' use of different search engines and the use of different databases to find information.
- Data management and descriptive analysis were performed using SPSS PASW Statistics for Windows (version 18).
- Wilcoxon test was used to calculate the significant difference between pre and post orientation measurements. Confidentiality was guaranteed for students who agreed to participate in the survey by not collecting any identification details (coding numbers was used) and respondents gave their agreement to answer both questionnaires after knowing the aim of the survey.

Clinical Nutrition Department – 2nd Year/2nd Semester

NUTRITIONAL STATUS ASSESSMENT COURSE

CODE/NO. (CLN 240)

First Assignment (5%)

Information Search Practices concerning "The Nutritional Status Assessment of Preschool Children in Saudi Arabia"

Deadline for Submission **2nd of Feb 2016**

Methods to be used in completing this assignment are:

- Students will be divided into 9 groups (5 students per group)
- Each group will work on searching published resources through Online Databases, Digital Library Catalogues, printed Library Catalogues, etc.
- Division of 1-3 students/group concerning "The Nutritional Status Assessment of Preschool Children in Saudi Arabia"
- Define Reference Data used to assess the nutritional status for participants: e.g. CDC, WHO, Saudi Charts, Caswell, etc.
- Define Conditions & Diseases concerned for assessment: e.g. Weight status, obesity, CVD, Nutritional deficiencies, etc.
- Report Results: found about the nutritional status.
- Write References: Write Name of author's, Journal's name, Year of publication, Issue & Volume
- Define administrative retrieval systems for your search (search engines used)
- Work will be presented as a written & oral report.

The assignment provided to students

Question	Answer	Question	Answer
1. What is the nutritional status of the child?	Underweight	4. What is the nutritional status of the child?	Underweight
2. What is the nutritional status of the child?	Underweight	5. What is the nutritional status of the child?	Underweight
3. What is the nutritional status of the child?	Underweight	6. What is the nutritional status of the child?	Underweight

Sample of student's completed assignment

RESULTS

- All students have their own computer and internet connection at home, 86% use internet for more than one hour per day for their studies.
- Looking at the effectiveness of the orientation and training program in increasing participants' use of different computerized searching facilities, the results for before and after measurement of each student showed that students significantly increased the use of some databases such as: **Science Direct (P=.013), Eric (P=.018), CINAHL Plus (P=.058), CABI (P=.003), Medline (P=.002).**
- No significant increase in others such as ProQuest and UpToDate databases.**
- The average mark for the assignment achieved by students scored 3.5 out of 5 (very good), which confirm the effectiveness of the Liberian training program in enhancing the students' use of different searching engines in EBI in the field of nutrition and dietetics services.

CONCLUSION & RECOMMENDATIONS

- Connecting academic activities such as assignments to database searching brought about an increase in the awareness and use of computerized database information searching systems.
- The organization of training programs in the use of EBI by the library and information-science staff is effective for junior dietetics students in gathering and implementing evidence-based information on the assessment of nutritional status.
- This is the first study to evaluate Saudi dietetic student outcomes related to the practice of searching EBI in dietetic training education.

Ethics:

An ethical clearance from the Ethics and Research Committee at the Faculty of Medical Applied Sciences in King Abdul-Aziz University was obtained.

Conflict of Interests

The authors declare no competing financial interests

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SOURCE: Author previous poster presentation (Aljaaly, 2019)

CONCLUSION

This research study conducted a multimethod project to help future dietitians to relate theory to practice and professionalism in a community-based setting and to assess their recall of gained experienced. One of the main contributions of this study in the field is introducing searching databases for undergraduate dietetics students in Saudi Arabia at an early stage, particularly when concerning assessment of nutrition status which has not been done before.

The study further connected academic activities such as assignments to database searching, which brought about an increase in the awareness and use of computerized database information searching systems for the participants.

The research result demonstrated the training programs through the use of EBI in the library and the assistance of information-science staff is effective for junior dietetics students in gathering and implementing evidence-based information on the assessment of nutritional status. Additionally, the research results confirmed that introducing critical thinking education and practice approach to learn, practice, and develop practice skills is important in the field of nutrition and dietetics.

Community-based programs enable students to expand their perceptions on society and develop respect for diverse population in different age groups.

Future research studies in medical and dietetics education are suggested to include early clinical experience and longitudinal integration in different scopes of practice, which will be very valuable in promoting effective and lifelong learning and competences.

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The Impact of IFRS Adoption as Control Variable on the Stock Market-Growth Nexus: Model Countries Germany and Poland

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ABSTRACT

The purpose of this paper is to investigate the theoretical association between stock market development and economic growth before and after the adoption of international financial reporting standards (IFRS) as control variable, in 2005 in Europe. In this study, quantitative research is considered for Germany and Poland over the period 1993-2016, which means that the relationship between the rate of economic growth as dependent variables and financial development level, real GDP per capita and gross investment as independent variables. In order to achieve the objectives of the study, Autoregressive Distribution lag (ARDL) and ECM model are considered. The findings suggest that stock market development has affected economic growth in both sample countries of Germany and Poland, but with different degrees of impact. In addition, the relationships have been moderated by the 2005 mandatory adoption of IFRS in the stock markets of the two countries; however, the effects vary across countries.

Keywords: Stock Market Development, Economic Growth, and IFRS Codes

Jel classifications: E44: Financial Markets and Macro economy, O11 Macroeconomic analyses of economic development.

INTRODUCTION

Economic growth has been at the heart of almost all previous macroeconomic studies and remains a key focus. The issue is studied on both theoretical and empirical grounds. Not only economists, but also scholars in the other fields such as finance and business are also interested in economic growth (see, for instance, Cooley and Prescott, 1995; Fioramonti, 2017; Law and Singh, 2014; Şendeniz-Yüncü et al., 2016). The variables determining economic growth are commonly expected to be consumption, investment, government spending, net exports, inflation, financial stability level, the condition of financial expansion of the economy, and financial institution quality (see Pradhan et al., 2015; Romer, 2012). This paper does not investigate all the potential elements which determine economic growth. Rather, the purpose of this study is to consider the association between financial developments, in particular stock market development and economic growth in Germany and Poland by considering the adoption of International Financial Reporting Standards (henceforth IFRS) codes in 2005. Precisely, the paper examines whether stock market development has affected on economic growth before and after the adoption of IFRS codes as control variable in Germany and in Poland. The causal relationship between economic growth and financial development is widely studied in the

literature (see, for example, Law and Singh, 2014; Mukhopadhyay et al., 2011; Ngare et al., 2014; Oskooe 2010; Pradhan et al., 2015; Pradhan et al., 2017; Thumrongvit et al., 2013). Moreover, the adoption of IFRS is empirically seen to have a significant impact on the stock market performance (see Alaliand Foote, 2012; Armstrong et al., 2010; Hamberg et al., 2011; Nouri and Abaoub, 2016); however, its moderating influence on the finance-growth relationship is rarely investigated in the literature.

Economic growth denotes upsurge in productivity on an aggregate level. Stock markets have the capability to make vital contributions to the economy of a country because of the large amount of capital invested in those markets (Alfaro, Chanda, Kalemli-Ozcan and Sayek, 2004). Countries with stock markets are more likely to grow in comparison to those without stock markets (Ngare et al., 2014). Therefore, performance of the stock market could have an influence on the economy. It is expected that the association between economic growth and stock market development will be positive, i.e. robust stock market development is expected to enhance economic growth and vice versa. Most scholars in the fields of finance and economics agree that stock markets are influential on economic growth (see Cooray, 2010; Enisan and Olufisayo, 2009; Ngare et al., 2014). Pradhan et al. (2017) emphasised that stock market development influences economic growth through raising equity capital for investment and raising debt. However, several studies have failed to identify a causal relationship between stock markets and economic growth (see, for instance Eng and Habibullah, 2011; Fink et al., 2009; Mukhopadhyay et al., 2011). Therefore, this current study is an attempt to further investigate this proposed relationship between stock market development and economic growth.

On the other hand, the stock market itself is likely to be affected by factors such as rules and regulations. Companies listed on any stock market need to have adequate compliance with the regulations stipulated by that stock market. Companies listed on stock markets must frequently disclose their financial activity information, every three months for example, in the form of financial statements and reports. In order to prepare financial information in a homogeneous form, aimed at helping users in making rational financial decisions (Abdullah, 2013), companies are obliged to follow certain standards and principles. The two major types of accounting frameworks are Generally Accepted Accounting Principles (GAAP) and IFRS. GAAP are local sets of principles, whereas IFRS are new and internationally applicable standards. IFRS began as an attempt to harmonise the numbers and information of accounting across countries, aiding companies with the process of producing more understandable and comparable financial information (Abdullah and Tursoy, 2019; AlaliandFoote, 2012). Since high quality accounting information can cause a firm's value to increase (Zhu and Niu, 2016; Osundina et al., 2016) and the stock market index is the average value of capitalised stocks, therefore, stock market performance will ultimately develop.

Examining the finance-growth nexus, this study inspects the effect of stock market development on economic growth in Germany and Poland over the period between 1993 and 2016. The research divides the sample period into two smaller periods of 12 years; 1993-2004 and 2005-2016. The purpose of this separation is to compare the expected relationship between stock market and economic growth before and after the adoption of IFRS as control variable in those countries. The sample includes one developed country, Germany, and one developing country, Poland, with the aim of comparing the results of those two different economies. Both countries adopted IFRS codes in 2005 to replace their local GAAP in their stock markets. This paper addresses three research questions. First, does stock market development enhance economic growth? Second, does IFRS adoption as control variable in stock markets influence the expected relationship of stock market-economic growth? (i.e. is stock market performance enhanced by IFRS adoption and, in turn, does this lead to more economic growth over the second half of the period?) Third, is there any differences regarding the expected effect on the two countries of

the sample, namely Germany and Poland? The investigation of this subject will be significant in that it can provide plausible answers for questions which have not previously been answered.

1.1 Econometric Methodology and Applied Model

In this study, quantitative research is considered, which means that the relationship between the rate of economic growth as dependent variables and financial development level, real GDP per capita and gross investment as independent variables. In the econometric analysis using the given parameters, the Augmented Dickey Fuller Test (ADF), In order to achieve the objectives of the study, Autoregressive Distribution lag (ARDL) and ECM models are considered with serial correlation (LM) test, and stability test are employed for investigating the relationship and significance between these variables.

The extended version of the multiple regression model is as follows:

$$YPCGi,t = \beta_0 + \beta_1 YPCRi,t + \beta_2 GIi,t + \beta_3 MC_{i,t} + \beta_4 ML_{i,t} + \beta_5 TR_{i,t} + \beta_6 IFRSi,t + \varepsilon_{i,t} \quad (1)$$

Dependent variable:

YPCG: growth rate of real GDP per capita

Control variables:

YPCR: natural logarithm of per capita real GDP (YPCR is used instead of RGDP)

GI: natural logarithm of gross investment to GDP

IFRS: dummy variable for the IFRS adoption as control variable, which takes a value of 1 post and 0 prior to IFRS adoption.

Independent variables:

MC: natural logarithm of market capitalisation ratio

ML: natural logarithm of value traded ratio

TR: natural logarithm of turnover ratio

In any scenario, our test of hypothesis is

Ho: $\gamma = 0$ Yt has a unit root and becomes non-stationary

H1: $\gamma \neq 0$ Yt is significant and becomes stationary

And for residuals,

Ho: null hypothesis: $\gamma = 0$ Yt residuals are not serially correlated and normally distributed

H1: alternative hypothesis: $\gamma \neq 0$ Yt residuals are serially correlated, and are not normally distributed.

2. LITERATURE REVIEW

The theoretical part of this study is a combination of two different areas of the literature. The first part illustrates the theoretical and empirical literature to show the relationship between stock market development and economic growth. On the other hand, the second part demonstrates the argument about the impact of IFRS adoption on the performance of stock markets. The study attempts to provide plausible evidence to build a relationship between the adoption of IFRS on one hand and the stock market-growth relationship on the other hand.

2.1. Stock market and economic growth

One of the key indicators of economic growths is financial development (Pradhan et al., 2017). Literature suggests that financial development and economic growth might lead each other simultaneously (Sanogo and Moussa, 2017). In another word, both economic growth and financial performance seem to have an impact on each other. The expected relationship has been investigated from both points of view. However, the precise nature of this relationship yet remains undetermined. Oskooe (2010) studied the association between economic growth and stock market performance. The study claims that the level of real economic activity has a crucial impact on the movement of stock prices. Nevertheless, this effect is only found in the long run. On the other hand, the influence of financial development on economic growth has also not been neglected. Empirical evidence from prior studies has illustrated the existence of a positive long-run association between economic growth and financial development indicators. In the empirical literature, Marques et al. (2013) found evidence of a granger causality and claimed that economic growth was positively influenced by stock market development in Portugal during 1993-2011. This is consistent with the findings of Cooray (2010), who investigated a cross section of 35 developing countries between 1992 and 2003. Şendeniz-Yüncü et al. (2016) also highlighted similar relationship in developed countries. The logic is that policy procedures applied to expand activity, liquidity and size of stock markets can further increase economic growth.

Moreover, the hypothetical relationship between financial development and economic growth is explained by the “supply-leading” hypothesis in the literature. This hypothesis supposes that financial development is a significant factor in the determination of economic growth. This paper builds the argument based on the proposition of Law and Singh (2014) “more finance, more growth”. Generally, prior studies have supported the claim that a financial system that is well-developed will cause economic growth to enhance. Levine and Zervos (1998) found a significant association between them, claiming that financial markets provide crucial provision for economic growth. However, Law and Singh (2014) focused on the exact level of financial development that would bring an optimal enhancement to economic growth. They suggest that there is no guarantee that financial development would always bring enhancement to economic growth. They emphasised that financial development positively affects growth “only up to a certain threshold”; after that, it tends to have a negative impact. This suggests that identifying the optimal level of financial resources and its efficient controlling to create activities are essential in guaranteeing the impact of stock market development for economic growth since it is empirically found that more finance does not constantly bring more growth.

Financial development indicators are grouped into four categories in the literature. Although one financial performance indicator, stock market performance, has been widely used in the recent literature (see, for instance, Cooray, 2010; Enisan and Olufisayo, 2009; Ngare et al., 2014; Pradhan et al. 2014), scholars have also investigated other important indicators of financial performance, such as bond market development, banking sector development and insurance market development. The study by Pradhan et al. (2017) combines all the four indicators in one research equation. It investigates the relationship between financial development and economic growth in seventeen ASEAN Regional Forum countries during 1991-2011. The findings of these studies conclude that the four financial development indicators are cointegrated with economic growth.

The four financial performance indicators have also been studied individually in the literature in order to determine their distinct impact on economic growth. The connection between stock market development and growth has been investigated by researchers for example; Carp, 2012; Kolapo and Adaramola, 2012; Ngare et al., 2014; Osamwonyi and Kasimu, 2013; Pradhan et al. 2014; Tachiwou, 2010(see Table 1 for an overview). Additionally, Menyah et al. (2014) studied the association of banking sector development and economic growth. Moreover, Chen et al. (2012) examined and found a significant impact of insurance market development on

economic growth. Finally, Thumrongvit et al. (2013) explored the relationship between economic growth and bond market development. Thus, financial development indicators can be seen as potential factors in the explanation of economic growth. Apart from the research conducted by Menyah et al. (2014) and Osamwonyi and Kasimu (2013), all other researchers found significant relationships between the financial development indicators and economic growth. Menyah et al. (2014) found partial support for the finance-growth nexus in some of 21 studied African countries between 1965 and 2008. Osamwonyi and Kasimu (2013) failed to find empirical evidence to support the presence of relationship between economic growth and stock market development in Ghana and Nigeria during 1989-2009, whereas they observed a relationship in Kenya during the same period. These contradictory results might be explained by the level of investment in the financial markets of different countries.

Table 1: Summary of prior studies on the stock market enhance-economic growth relationship

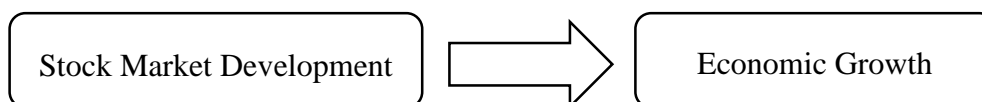
Author(s), year	Sample	Duration	Stock market variables	Key findings
Pradhan et al., 2017	ASEAN Regional Forum countries	1991-2011	Market capitalization, stock turnover ratio, stock traded value, and number of listed securities	Development in stock market is significant in the determination of long-run economic growth
Peia and Roszbach, 2015	22 advanced economies	1973-2011	Stock turnover ratio and stock market capitalization over GDP	Stock market development has an impact on economic growth.
Kolapo and Adaramola, 2012	Nigeria	1990-2010	Transactions' value, new issues, listed equities, government stocks and market capitalization	A long-run association is found
Tachiwou, 2010	West African monetary union	1995-2006	Size of share traded over GDP and stock market capitalization over GDP	Both long-run and short-run relationships are found
Fink et al., 2009	9 EU-accession countries	1996-2000	Stock market capitalization/GDP	No significant relationship is found

Source: created by authors

Therefore, this study assumes that stock market development is positively correlated to economic growth (see figure 1) and the hypothesis is as follows:

H₁. Stock market development leads to real GDP growth in Germany and in Poland.

Figure 1: Supply-leading model for stock market development and economic growth



2.2. Stock Exchange Market and IFRS

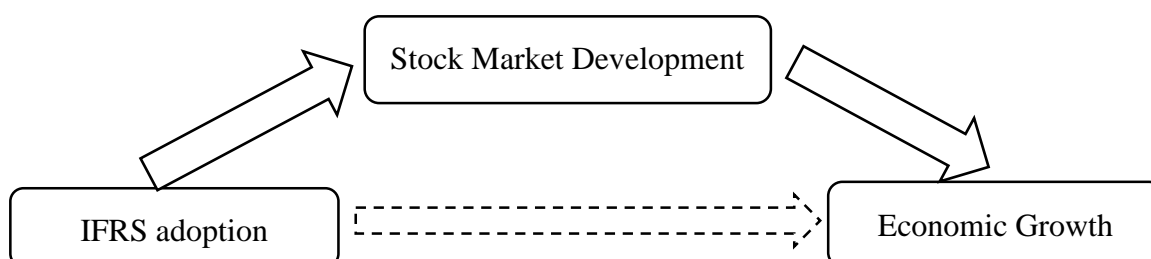
The adoption of IFRS codes by stock markets in different countries has generated a controversial debate in the field of finance and accounting. According to the IFRS official website, 144 jurisdictions oblige publicly listed companies to disclose under IFRS standards by 2018. IFRS began as an attempt to harmonise the data and information of accounting across countries. The main objective behind the IFRS standards is to help companies to produce more

understandable and comparable financial data to internal and external users of accounting information (Alali and Foote, 2012). The information, then, would be disclosed to stock markets through financial statements and the market reacts accordingly. Khanagha (2011) asserts that there is empirical evidence that financial and accounting information is value relevant. The more the information is relevant, comparable and reliable, the more the return on the shares of the company issuer. Consequently, the value of the stock market will be increased, since the value of a stock market is calculated based on the weighted average of various stocks. In other words, stock market performance develops when financial information with standard quality is disclosed.

Empirical studies suggest that IFRS adoption has increased the value relevance of accounting information (see, for instance, Malaquias et al., 2016; Abdullah, 2013), and this leads to higher return on stock market equities (Abdullah and Turspy, 2019). Nouri and Abaoub (2016) found that the performance of emerging capital markets is significantly and positively associated with IFRS use. Therefore, it can be claimed that the adoption of IFRS increases stock market performance. European countries replaced local GAAP and adopted IFRS codes in 2005. Cordazzo (2014) found that IFRS adoption has modified the magnitude of the key financial performance in the stock markets of both Germany and Italy. Similarly, Armstrong et al. (2010) found that stock market performance has been positively influenced by IFRS adoption in Europe. The reason could be with the objectives of IFRS which aims to bring efficiency, accountability, and transparency to financial markets worldwide which in turn cause investment level to rise.

Accordingly, the proposed influence of stock market development on economic growth is expected to develop by the adoption of IFRS. Hence, IFRS adoption plays a moderating role on the relationship. Additionally, it is argued that economic growth is positively affected by financial development up to a certain level of development and later the impact is likely to be negative. Empirical evidence was found to support this proposition by Law and Singh (2014), although this research mostly employs the variables which tend to measure banking sector development instead of stock market development. In terms of considered countries level of development, the impact of IFRS adoption on the relationship might be dissimilar. Therefore, there is a possibility that the expected relationship between economic growth and stock market development would be modified after the adoption of IFRS codes. In other words, the supply-leading hypothesis would be different post-IFRS in comparison to the pre-IFRS period.

Figure 2: The moderation model of the supply-leading hypothesis



Therefore, this study assumes that the association between economic growth and stock market development would alter after IFRS adoption in comparison to the pre-IFRS period (see figure 2) and the hypothesis is as follows:

H₂. Stock market development -growth relationship will be improved by IFRS adoption.

3. METHODOLOGY

In this study Germany as a developed country from the west and Poland as a developing country from the east of the continent is considered. The reason for considering two different countries with regard to their level of development is to be able to compare the obtained results, because it is assumed in the literature that the finance-growth relationship could be different based on level of financial development. In this study quantitative research is based on the ARDL method is employed for testing the impact of IFRS on the growth.

In this study, the Eurostat IMF data mapper, the central statistics office in Poland, Statistisches Bundesamt in Germany and OECD statistics are used for multiple linear regression model and the estimation realised by using the ARDL method.

3.1. Limitations of this study

The sample of the study covers the period between 1993 and 2016 with 192 observations in total. Based on the adoption of IFRS, the sample is divided into two subsamples of 12-years, which would motivate the comparison purpose by giving two equal time-periods. The first period is prior to IFRS adoption, whereas the second is post IFRS adoption. The presence of stock market and data availability for a sufficient period before IFRS adoption was also considered for sample selection. Consequently, this limits our research sample because the developing countries have been relatively late to officially establish their stock markets.

In order to provide adequate observations for each period, we follow 10:1 rule which requires 10 observations for each observed variable (Hsiao, 2014). Therefore, we collect quarterly data instead of annual data. Another reason for choosing quarterly data is that companies normally disclose their financial statements, which provide financial and non-financial information on their performance and position, on a quarterly basis. It is argued that stock market performance directly reacts to the release of financial information (Abdullah, 2013). Since we consider the adoption of IFRS and this requires quarterly disclosure in order to enhance stock market development (Alali and Foote, 2012), we should consider quarterly data in this investigation. Therefore, the data for economic growth rate of real GDP per capita, real GDP per capita, gross investment to GDP ratio and stock market development variables were collected from the Federal Reserve Bank database. The Global Economy database is also used as there is some missing observations.

3.2. Model Specification

Our research model is following King and Levine (1993), Law and Singh (2014) who suggest a linear relationship between financial development and economic growth based on the following equation:

$$YPCG_{it} = \beta FIN_{it} + \gamma X_{it} + \varepsilon_{it} \quad (1)$$

Where $YPCG_{it}$ is the rate of economic growth for country I at time t , FIN_{it} is the financial development level for country I at time t , X represents a vector of controls (real GDP per capita and gross investment). ε_{it} is the error term.

3.2.1. Economic growth

Consistent to the previously conducted research (see Enisan and Olufisayo, 2009; Ngare et al., 2014), the study utilises growth in GDP per capita, which is denoted as YPCG, in order to measure economic growth. Thus, growth in GDP per capita is the dependent variable of our research model. Nevertheless, it is believed that some other factors could have a significant influence on the determination of economic growth. It is therefore recommended to include some of those important variables in the regression model. Otherwise, the model is likely to suffer from simultaneous bias (Gujarati, 2009) and the causality relationship between stock market development and economic growth could be biased. Consequently, we employ two

variables used by Ngareet al. (2014). The first is the natural logarithm of real GDP per capita (denoted as YPCR), which proxies the development level in a country. The second is gross investment (denoted as GI) as a percentage to GDP, which measures the share of investment in GDP.

3.2.2. Stock market development indicators

Variables to measure stock market development are independent variables in the specified model of this research, which are assumed to explain the change in economic growth along with the vector of controls. There are several variables used to determine stock market development in the literature. Consistent with previously conducted studies (see Boubakari and Jin, 2010; Cooray, 2010; Ngare et al., 2014), the current research uses variables that measure the size, activity and liquidity of the stock market in order to capture stock market development. The natural logarithm of stock market capitalisation ratio as a percentage to GDP is used to measure the market size. It is calculated by dividing the sum value of listed shares over the GDP, and is denoted as MC. The natural logarithm of total value traded ratio to GDP is used to measure activity, which is calculated by simply dividing the sum value of shares traded on the stock market over the GDP and is denoted as ML. The natural logarithm of turnover ratio measures the level of stock market liquidity with regard to its size. Therefore, it is seen as an efficiency indicator and it is calculated by dividing the whole value of shares traded on the stock market over market capitalisation and is denoted as TR. Here, we augment the growth model with the indicators of stock market development. Thus, the model to investigate the sample is as follows:

$$YPCG_{it} = \beta_0 + \beta_1 YPCR_{it} + \beta_2 GI_{it} + \beta_3 MC_{it} + \beta_4 ML_{it} + \beta_5 TR_{it} + \beta_6 IFRS_{it} + \varepsilon_{it} \quad (2)$$

Where YPCG represents the growth rate of per capita real GDP; YPCR represents the natural logarithm of per capita real GDP, which proxies the level of development; GI is the natural logarithm of gross investment to GDP ratio; MC is the natural logarithm of market capitalisation ratio; ML is the natural logarithm of value traded ratio; TR is the natural logarithm of turnover ratio (see Table 2 for an overview); ε is the error term, $i = 1, \dots, N$ for the country and $t = 1, \dots, N$ for time period (see table 2).

IFRS is the dummy variable for the IFRS adoption, which takes a value of 1 post and 0 prior to IFRS adoption. It is added to the model for testing the second hypothesis of the paper. In the literature, it is empirically observed that stock markets develop with regard to IFRS adoption. It is also shown that stock market development causes economic growth to enhance. Therefore, we expect that stock market development would increase because of IFRS adoption and this would then lead to increased economic growth in comparison to the period prior to IFRS adoption. Additionally, the two sample countries should be considered individually; therefore, the specified regression model will be tested for each one separately. It is revealed in the literature that stock markets may not enhance economic growth in developed countries to the same extent as in developing countries.

Table 2: Definition of stock market development variables

Variables	Measures	Definition
MC	Size	Stock market capitalization for listed companies, expressed as a percentage of GDP.
ML	Activity	Total value of stocks traded, expressed as a percentage of GDP
TR	Liquidity	Turnover ratio of stocks traded, expressed as a percentage modification in the turnover ratio in the stock market.

Source: Created by authors

However, this equation can only represent the long-run relationship between financial development and economic growth. Thus, Johansen (1988) cointegration test is used to differentiate between long-run and short-run associations in the model. To control for dissimilarity in the variable cointegration order, I(0) and I(1), an error correction term is derived based on ARDL model proposed by Pesaran et al. (2001). The ARDL form of our research model can be written as follows:

$$\begin{aligned} \Delta YPCG_{it} = & \beta_0 + \sum_{i=1}^p \mu_1 \Delta YPCG_{i(t-1)} + \sum_{i=0}^q \mu_2 \Delta \ln YPCR_{i(t-1)} + \sum_{i=0}^q \mu_3 \Delta \ln GI_{i(t-1)} \\ & + \sum_{i=0}^q \mu_4 \Delta \ln MC_{i(t-1)} + \sum_{i=0}^q \mu_5 \Delta \ln ML_{i(t-1)} + \sum_{i=0}^q \mu_6 \Delta \ln TR_{i(t-1)} \\ & + \gamma_0 YPCG_{i(t-1)} + \gamma_1 \ln YPCR_{i(t-1)} + \gamma_2 \ln GI_{i(t-1)} + \gamma_3 \ln MC_{i(t-1)} \\ & + \gamma_4 \ln ML_{i(t-1)} + \gamma_5 \ln TR_{i(t-1)} + \gamma_6 IFRS_{it} + \omega_{it} \end{aligned}$$

Where Δ denotes the first difference of the variable; the explanatory variables are allowed to be purely I(0) or I(1) or cointegrated; $\mu_1 - \mu_6$ and $\gamma_0 - \gamma_5$ illustrates short-run and long-run relations respectively; β_0 is the constant term; p, q are optimal lag orders; and ω_{it} is white noise.

4. RESULTS INTERPRETATION

In analysing the data, a pooled time series model is utilised. In such models, error terms could be corresponded after some time (autocorrelation). Under circumstances of both autocorrelation, the ordinary least squares (OLS) estimators of the coefficients are fair-minded and dependable. Obviously, these are required properties. The issue related to the utilization of OLS rests on the assessed fluctuations of the regression coefficients. The main goal is to discover reliable evaluations of the variance covariance matrix. Fiondella & Puliafito (2016) demonstrated that such steady evaluations can be found by subjecting the first informational collection to a twofold log conversion.

4.1 Unit Root Test Results

In the unit root test of which Augmented Dickey Fuller (ADF) is considered for Poland and Germany- the results observed show that dependent value YPCG and were significant and were affected by independent values YPCR, GI, MC, ML, TR values where become stationary at first difference for considered period for both countries.

Table 4.1: Unit Root Test Result for YPCG, YPCR, GI, MC, ML, TR Poland 1993 and 2016

Variable	Augmented Dickey-Fuller	
	Level	First differentiation
	Trend and Intercept	Trend and Intercept
YPCG	-6.251840* (0.0000)	--
YPCR	--	-8.674284* (0.0000)
DGI	--	-6.517218* (0.0000)
DMC	--	-7.854832* (0.0000)
DML	--	-5.260454* (0.0000)
DTR	--	-7.016135* (0.0000)
DIFRS	--	-9.642489* (0.0000)

*/**/*** indicates stationary at 1% / 5% / 10% respectively.

Source: Estimated by authors

The estimated Augmented Dickey Fuller (ADF) test results in Poland, for dependent variable YPCG, which is higher than the test critical values at level, was estimated as 6.251840. Considering the independent variables, YPCR value was 8.674284, which becomes stationary for the first differentiation at 1%. The GI estimated value was -6.517218 and it becomes stationary for the first differentiation at 1%. Similarly, the MC estimated current account value was -7.854832 and becomes stationary for the first differentiation at 1%. The estimated ML value was 5.260454, which becomes stationary at the 1% level for the first differentiation. Finally, the estimated TR value was 7.016135 and becomes stationary for the first differentiation at 1%. The estimated results indicate that the OLS results can be considered for the selected sample period. (See Table 4.1)

The ADF unit root test results in Germany, for dependent variable YPCG, are estimated as 3.907577 for the level at 1%. Considering the independent variables, YPCR value was 8.390082, which becomes stationary for the first differentiation at 1%. The GI estimated value was 5.544784 and it becomes stationary for the first differentiation at 1%. Similarly, the MC estimated current account value was -7.292667 and becomes stationary for the first differentiation at 1%. The estimated ML value was -6.035109, which becomes stationary at the 1% level for the first differentiation. Finally, the estimated TR value was 5.414985 and becomes stationary for the first differentiation at 1%. The estimated results indicate that the OLS results can be considered for the selected sample period. (see Table 4.2)

Table 4.2: Unit Root Test Result for YPCG, YPCR, GI, MC, ML, TR Germany 1993 and 2016

Variable	Augmented Dickey-Fuller	
	Level	First differentiation
	Trend and Intercept	Trend and Intercept
YPCG	-3.907577* (0.0158)	--
DYPCR		-8.390082* (0.0000)
DGI	--	-5.544784* (0.0001)
DMC	--	-7.292667* (0.0000)
DML	--	-6.035109* (0.0000)
DTR	--	-5.414985* (0.0000)
DIFRS		-9.642489* (0.0000)

*/**/** indicates stationary at 1% / 5% / 10% respectively.

Source: Estimated by authors

When we consider the residuals for the introduced model following conditions are expected to be realised for this model -as in the residual hypothesis defined- then it is assumed to be best fitted. The model should not be serially correlated, it should be normally distributed. Due to this reason we need to estimate following tests for controlling the effects of independent variables on dependent variable so called residual.

4.2 Lag Length Estimation

We need to determine the lag structure which was performed using VAR for the variables in levels. These results are presented in table 4.3. The Akaike Info criterion (AIC) is preferred for using sample size less than 60. Therefore SIC values not considered but lowest AIC values are preferred for this model. As in table shown the lowest lag values is observed for length lag 5 for Germany and for Poland, which we use for this model.

Table 4.3: Lag Length Selection Criterion

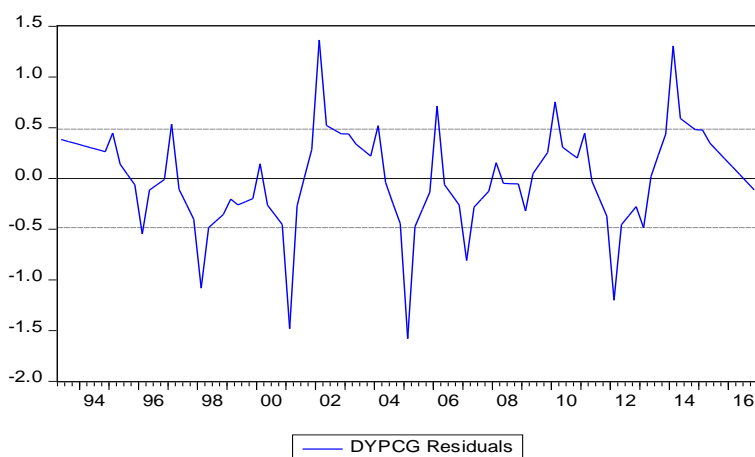
Lag	for Germany		for Poland	
	AIC	SIC	AIC	SIC
1	2.480517	2.832249	1.650439	2.002171
2	2.461863	2.979276	1.721918	2.239331
3	2.488745	3.174014	1.834293	2.519561
4	1.215209	2.070557	1.688420	2.543767
5	1.211958	2.239658	1.632098	2.659798
6	1.333591	2.535966	1.726578	2.928952

Source: Authors' Calculation

4.3 The Distribution of the Residuals

In Figure 4.1, the distribution of the residuals is illustrated. It is observed that there is some skewness in the residual at 2001 and at 2004, which can be ignored or excluded. Indeed, such skewness, unless corrected, will render the estimation of this model ineffective. Therefore, this can be corrected either by excluding that year using log transformation or by introducing dummy variables.

Figure 4.1: Residuals for Poland

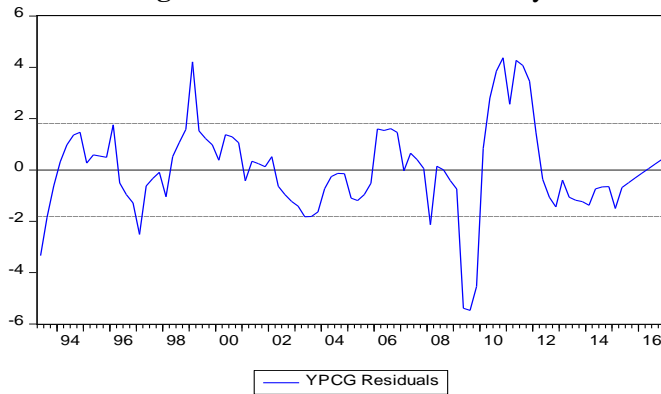


Source: Estimated by Authors

In Figure 4.2, the distribution of the residuals is illustrated. It can be seen that there is some skewness for Germany in the residual at 2008. This skewness is corrected by excluding that year from the estimations.

The researcher believes this crisis is the reason for the large residual variation in this period and, however as in the Cusum test illustrated for Germany and for Poland there was no problem for the model it was stable. The result of the analysis is shown in figure 4.1 and 4.2

Figure 4.2: Residuals for Germany

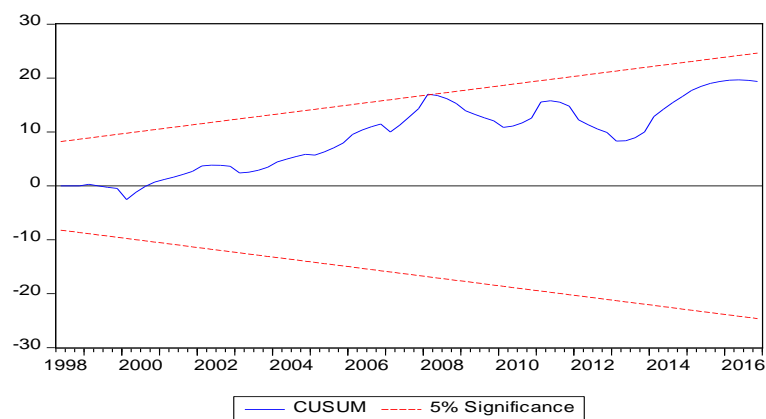


Source: Estimated by Authors

4.4 The Cusum Test

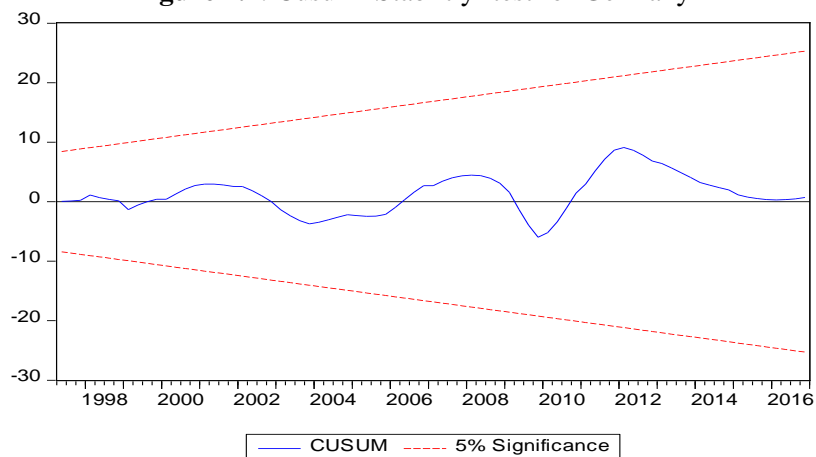
The Cusum test, we employed the stability of test for estimating the stability of model for Poland and for Germany. For Poland and for Germany stability of regression tests became stable; the parameters were also considered becoming stable and the dependent variable YPCG has stability for both countries (see Figures 4.3 and 4.4).

Figure 4.3: Cusum -Stability- test for Poland



Source: Estimated by Authors

Figure 4.4: Cusum- Stabilitiy- test for Germany



Source: Estimated by Authors

4.5 LM Test Results

When we consider the residuals for the considered model following conditions are expected to be realised for the model as in the residual hypothesis defined- then it is assumed to be best fitted. The model should not be serially correlated, it should be normally distributed.

H₀: error term has constant variation

H₁: error term has no same variation

The LM test results are interpreted on the table 6 the probability Chi square is above 5% which is more than 0.05 for Germany 0.6598 and for Poland 0.1917. We can then accept the null hypothesis for both countries. This implies residuals are not serially correlated, which is desired for our considered model.

Table 4.4: Serial Correlation LM test results for Germany and for Poland

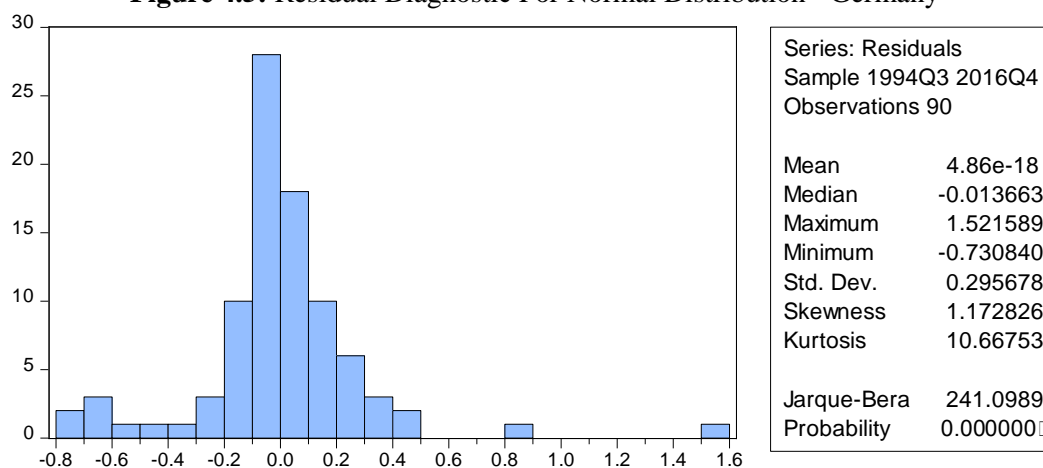
For Germany			
F-statistic	0.419166	P. value F(3,41)	0.6598
Obs*R-squared	1.455484	P. value Chi-Square(3)	0.4830
For Poland			
F-statistic	1.706374	P. value F(3,41)	0.1917
Obs*R-squared	5.644767	P. value Chi-Square(3)	0.0595

Source: Estimated by authors

4.6 The Normal Distribution Histogram

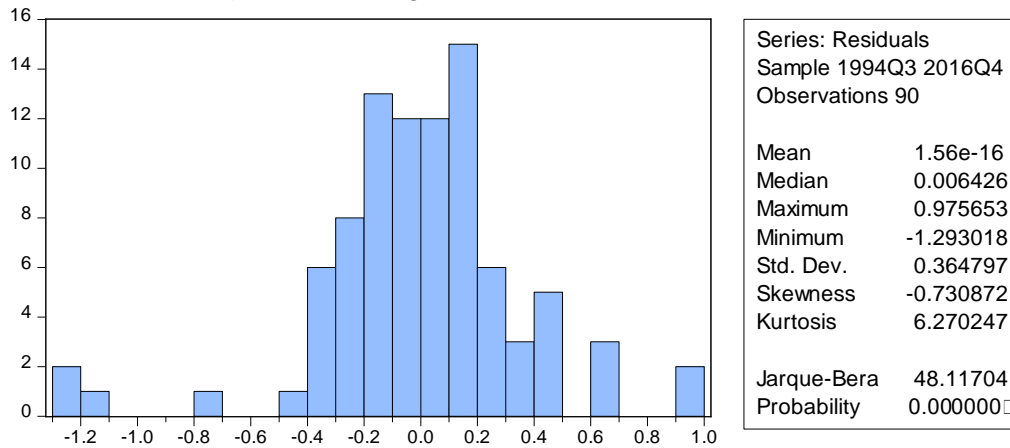
In Figure 4.5 and 4.6, the normal distribution histogram for Germany and Poland are illustrated. The P values of Jarque Berrais lower than 0.05 for both countries. This means that the null hypothesis can be rejected and alternative hypothesis is accepted. The residuals are not normally distributed for Poland and for Germany. It can be concluded that the estimated model is serially correlated.

Figure 4.5: Residual Diagnostic For Normal Distribution - Germany



Source: Estimated by Authors

Figure 4.6: Histogram for normal distribution Poland



Source: Estimated by Authors

4.7 Interpretation of Descriptive Statistics

Table 4.5 illustrates the descriptive statistics for the dependent variable (GDP growth per capita), the two added independent variables of YPCR and GI, and the three measurements of stock market development. The values of the correlation coefficients between variables indicate no multicollinearity problems in the data set, as the observed values are less than 80 per cent (Disatnik and Sivan, 2016; El-Dereny and Rashwan, 2011).

Table 4.5: Descriptive Statistics and Zero-Order Correlations

	Mean	s.d.	YPCG	YPCR	GI	MC	ML	TR
1. YPCG	2.71	1.61	1.00					
2. YPCR	9.94	0.28	-0.05	1.00				
3. GI	1.15	0.53	-0.11	0.73	1.00			
4. MC	3.37	0.42	-0.01	0.59	0.18	1.00		
5. ML	3.23	0.52	0.15	0.24	-0.06	0.73	1.00	
6. TR	4.39	0.35	0.21	-0.25	-0.16	-0.34	0.31	1.00

N=192

Correlation coefficients are significant at 0.05 Source: Estimated by Authors

4.8 Granger Causality Test

In this investigation, bidirectional causality between DMC and DYPCR were observed. These results support the ARDL estimation results. As can be observed in the table 4.6, it is found that DYPCR Granger cause YPCG but YPCG does not Granger cause DYPCR. YPCG Granger causes DYPCG and YPCG does Granger DTR. DML Granger cause YPCG and YPCG Granger does not cause DML. DTR granger does not cause YPCG but DML granger causes YPCG. DGI granger does not cause YPCG. DMC granger cause and DYPCR granger cause DMC. There is also bidirectional causality between DML and DTR. DYPCR does not granger causes DML. Finally, DMC granger also causes DML. (See table 4.6)

Table 4.6: Pairwise Granger Causality Tests for Germany

Null Hypothesis:	F-Statistic	Prob.
DYPCR does not Granger Cause YPCG	3.80812	0.0038
YPCG does not Granger Cause DYPCR	1.91877	0.1005
DTR does not Granger Cause YPCG	38.4903	8.E-20
YPCG does not Granger Cause DTR	2.91360	0.0182
YPCG does not Granger Cause DML	0.71323	0.6153
YPCG does not Granger Cause DMC	1.32523	0.2621
DGI does not Granger Cause YPCG	0.11334	0.9891
YPCG does not Granger Cause DGI	0.05860	0.9977
DTR does not Granger Cause DYPCR	0.16350	0.9752
DYPCR does not Granger Cause DTR	0.11104	0.9896
DML does not Granger Cause DYPCR	1.17994	0.3265
DYPCR does not Granger Cause DML	0.69594	0.6281
DMC does not Granger Cause DYPCR	3.62716	0.0053
DYPCR does not Granger Cause DMC	2.94478	0.0173
DGI does not Granger Cause DYPCR	0.42621	0.8291
DYPCR does not Granger Cause DGI	0.06026	0.9975
DML does not Granger Cause DTR	3.60955	0.0054
DTR does not Granger Cause DML	4.31577	0.0016
DMC does not Granger Cause DTR	2.67702	0.0275
DTR does not Granger Cause DMC	0.91725	0.4743
DGI does not Granger Cause DTR	0.06037	0.9975
DTR does not Granger Cause DGI	0.61244	0.6906
DMC does not Granger Cause DML	5.50154	0.0002
DML does not Granger Cause DMC	0.73904	0.0008
DGI does not Granger Cause DML	0.50196	0.7739
DML does not Granger Cause DGI	1.98568	0.0898
DGI does not Granger Cause DMC	0.87716	0.5004
DMC does not Granger Cause DGI	1.06494	0.3862

Source: Estimated By Authors

As can be seen in the table 4.7, there is bidirectional causality between DMC and DML. There is also granger causality DYPCR causes DML and ECT. DML also granger cause DGI, DYPCG granger causes DGI, ECT granger causes DYPCG for Poland. Most of the parameters do not cause granger to each other. Such as DGI granger does not cause YPCR, DYPCG granger does not causes DYPCR, DML and DTR. And DMC granger also does not cause DML. (See table 4.7)

Table 4.7: Pairwise Granger Causality Tests for Poland

Null Hypothesis:	F-Statistic	Prob.
DYPCR does not Granger Cause ECT	0.00037	1.0000
ECT does not Granger Cause DYPCR	0.29968	0.9155
DYPCG does not Granger Cause ECT	0.94236	0.4589
ECT does not Granger Cause DYPCG	5.83324	0.0001
DTR does not Granger Cause ECT	0.01566	0.9999
ECT does not Granger Cause DTR	0.09900	0.9920
DML does not Granger Cause ECT	0.08657	0.99865
ECT does not Granger Cause DML	0.32786	0.893678
DMC does not Granger Cause ECT	0.02839	0.9996
ECT does not Granger Cause DMC	0.53743	0.7473
DGI does not Granger Cause ECT	0.00367	1.0000
ECT does not Granger Cause DGI	1.46635	0.2111

1.0000

0.9115

0.9941

0.8

DGI does not Granger Cause DYPCG	3.06738	0.0139
DYPCG does not Granger Cause DYPCR	1.16372	0.3345
DYPCR does not Granger Cause DYPCG	0.27342	0.9264
DTR does not Granger Cause DYPCR	0.16304	0.9753
DYPCR does not Granger Cause DTR	0.04044	0.9991
DML does not Granger Cause DYPCR	16.0976	6.E-11
DYPCR does not Granger Cause DML	4.24847	0.0018
DMC does not Granger Cause DYPCR	6.24700	6.E-05
DYPCR does not Granger Cause DMC	7.89415	5.E-06
DGI does not Granger Cause DYPCR	0.30710	0.9073
DYPCR does not Granger Cause DGI	0.25143	0.9379
DTR does not Granger Cause DYPCG	0.03821	0.9992
DYPCG does not Granger Cause DTR	0.04767	0.9986
DML does not Granger Cause DYPCG	0.03173	0.9995
DYPCG does not Granger Cause DML	0.19598	0.9632
DMC does not Granger Cause DML	1.72975	0.1374
DML does not Granger Cause DMC	4.75225	0.0008
DGI does not Granger Cause DML	11.0264	5.E-08
DML does not Granger Cause DGI	3.42520	0.0075

Source: Estimated by Authors

4.9 Wald Test results

In the table given below the Wald test results illustrated for both countries. As seen in the table 4.8 calculated F-statistic value is 2.903937 for Germany and for Poland it is 2.178298, which are more than upper and lower values of pesaran at 5 %. Therefore, we reject null and accept alternative hypothesis. This has meant, we have long run association between parameters (see table 4.8).

Table 4.8: Results of Wald test

Test Statistic	for Germany		for Poland	
	Value	Probability	Value	Probability
F-statistic	2.903937	0.0160	2.178298	0.0596
Chi-square	17.42362	0.0078	13.06979	0.0419

Source: Estimated by Authors

From these results we can develop long run and short run model. As given in equation 1 the original model which is given for long run we will calculate now the residuals for applying the error correction term (ECT) in the given model for both countries separately.

4.10 Error Correction Model (ECM)

In order for the ECT to be performed and interpreted well, it is expected to be a negative and also statistically significant for the model. The ECT result speed up adjustment of system towards to equilibrium. In the tables 4.9 and 4.10 error correction model results are illustrated for Germany and for Poland after applying the error correction term to the lag 5 which is considered for this model estimation following results are obtained. The ECT value is negative and it is significant for both countries. This mean the whole system can get back to equilibrium at the speed of 33.0 percent for Germany and 45% for Poland. (See table 4.9 and table 4.10)

Table 4.9: Understanding relationships for YPCG, YPCR, GI, MC, ML, TR- by using the error correction model (ECM) for Germany -for Direct Effects-

Dependent Variable :	DYPCG		
	Coefficient	t-Statistic	P. value
C	0.605343	0.560911	0.5773
YPCG(-1)	-0.175892	-2.150323	0.0363
YPCR(-1)	9.02E-06	0.622646	0.5363
GI(-1)	-0.186130	-0.451000	0.6539
MC(-1)	-0.018551	-0.540357	0.5913
ML(-1)	0.017920	0.589264	0.5583
TR(-1)	-0.006016	-0.514173	0.6094
ECT(-1)	-0.330395	-0.870520	0.3881
R-squared	0.924139		
Adjusted R-squared	0.869103		
S.E. of regression	0.387481		
Schwarz criterion	2.301384		
Akaike info criterion	1.238820		
F-statistic	19.48346		
Prob(F-statistic)	0.000000		
Durbin-Watson stat	2.110278		

Source: Estimated by Authors

Table 4.10: Understanding relationships for YPCG, YPCR, GI, MC, ML, TR-by using the error correction model (ECM) for Poland-for Direct Effects-

Dependent Variable :	DYPCG		
	Coefficient	t-Statistic	P. value
C	0.466177	1.315853	0.1941
YPCG(-1)	-0.159039	-1.881055	0.0657
YPCR(-1)	-7.20E-05	-0.571003	0.5705
GI(-1)	0.214502	0.639401	0.5254
MC(-1)	0.028249	0.658163	0.5134
ML(-1)	-0.046320	-0.787800	0.4345
TR(-1)	0.003898	1.043085	0.3018
ECT(-1)	-0.455620		
R-squared	0.687076		
Adjusted R-squared	0.460053		
S.E. of regression	0.471892		
Schwarz criterion	2.695551		
Akaike info criterion	1.632987		
F-statistic	3.026458		
Prob(F-statistic)	0.000138		
Durbin-Watson stat	2.102783		

Source: Estimated By Authors

According to the serial correlation LM test results our model has stability. We accept the null hypothesis because the probability value for Germany is 0.9708 and for Poland it is 0.6949. These values are greater than 0.05 this has meant the model has no serial correlation for both Germany and Poland see table 4.11.

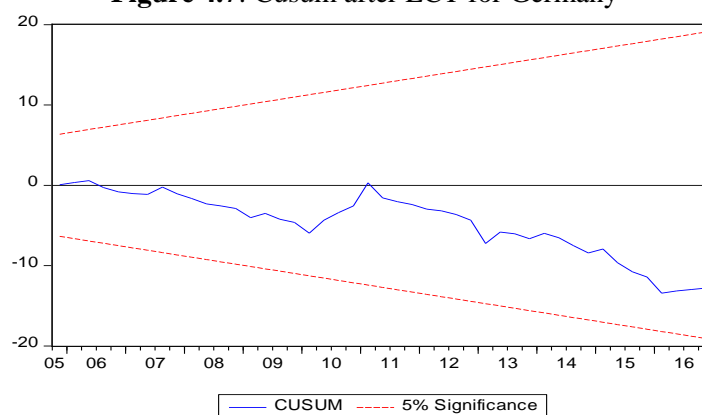
Table 4.11: Breusch-Godfrey Serial Correlation LM Test: for lag 5 after ECT

for Germany			
F-statistic	0.029607	P.value F(2,49)	0.9708
Obs*R-squared	0.107421	P.value Chi-Square(2)	0.9477
for Poland			
F-statistic	0.366699	P.value F(2,49)	0.6949
Obs*R-squared	1.312445	P.value Chi-Square(2)	0.5188

Source: estimated by authors

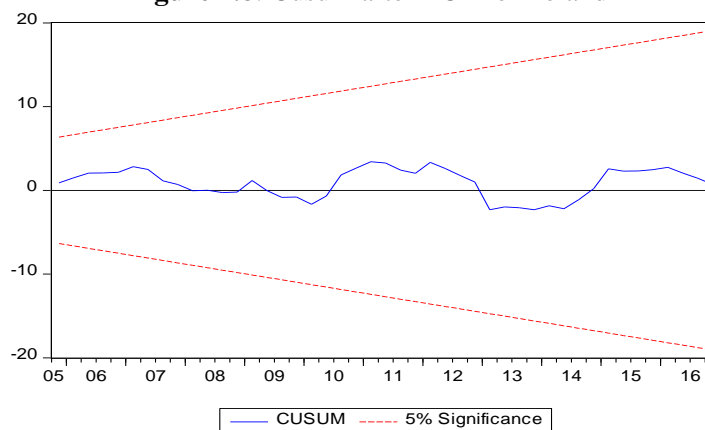
Now we question the stability after the ECT considered. The Cusum test, we employed the stability of test for estimating the stability of model for Germany and for Poland after ECT considered. For both countries stability of regression tests became stable; the parameters were also considered becoming stable and the dependent variable YPCG has stability for Germany and for Poland (see Figure 4.7 and figure 4.8).

Figure 4.7: Cusum after ECT for Germany



Source: Estimated By Authors

Figure 4.8: Cusum after ECT for Poland



Source: Estimated by Authors

Now we will consider the dummy variable IFRS to see how the model will be developed.

Table 4.12: Wald Test results after the dummy variable considered

	for Germany		for Poland	
	Value	P. value	Value	P. value
F-statistic	2.261391	0.0443	2.193317	0.0506
Chi-square	15.82974	0.0267	15.35322	0.0317

Source: Estimated by Authors

As seen above on the table 4.12, estimated F-statistic value is 2.261391, for Germany and 2.193317 for Poland. These values are more than higher than the upper and lower values of pesaran at 5 %. Therefore, we reject null and accept alternative hypothesis. This has meant, we have still long run association between parameters when the IFRS dummy variable considered. Now we shall develop the model where IFRS considered for ERC. As seen on the table above, a result speed up adjustment towards long run equilibrium the whole system is getting adjusted at the speed up 32.0 percent towards long run equilibrium for Germany and for Poland it is estimated as 40.8 percent. There is no short run causality running from independent variable to dependent variable. (See table 4.13 and 4.14)

Table 4.13: Error Correction Model for Moderation Effects When IFRS Considered- for Germany

Dependent Variable :	DYPCG		
	Coefficient	t-Statistic	P. value
C	2.426014	2.108722	0.0400
YPCG(-1)	-0.210321	-2.759203	0.0081
YPCR(-1)	-3.60E-05	-1.842502	0.0713
GI(-1)	-0.286002	-0.748811	0.4575
MC(-1)	-0.030307	-0.950627	0.3464
ML(-1)	0.022186	0.790091	0.4332
TR(-1)	-0.008375	-0.774268	0.4424
D_IFRS(-1)	0.810629	3.155631	0.0027
ECT(-1)	-0.324026	-0.925669	0.3591
R-squared	0.936739		
Adjusted R-squared	0.888660		
S.E. of regression	0.357365		
Schwarz criterion	2.170197		
Akaike info criterion	1.079671		
F-statistic	19.48346		
Prob(F-statistic)	0.000000		
Durbin-Watson stat	2.102783		

Source: Estimated by Authors

Table 4.14: Error Correction Model for Moderation Effects When IFRS Considered - for Poland

Dependent Variable :	DYPCG		
	Coefficient	t-Statistic	P. value
C	1.551699	3.274606	0.0019
YPCG(-1)	-0.157040	-2.014565	0.0493
YPCR(-1)	-0.000154	-1.289089	0.2033
GI(-1)	0.080519	0.257922	0.7975
MC(-1)	-0.026960	-0.623314	0.5359
ML(-1)	0.031769	0.533321	0.5962
TR(-1)	-0.001279	-0.335293	0.7388
D_IFRS(-1)	1.285463	3.162042	0.0027
ECT(-1)	-0.408582	-1.362545	0.1791
R-squared	0.739224		
Adjusted R-squared	0.541034		
S.E. of regression	0.435068		
Schwarz criterion	2.170197	2.170197	
Akaike info criterion	1.079671	1.079671	
F-statistic	3.729873		
Prob(F-statistic)	0.000009		
Durbin-Watson stat	2.116525		

Source: Estimated by Authors

Now we can consider the short run causality between parameters for Germany. As seen on the table 4.15 first we consider the YPCR of which probability value is 0.3817, then DGI of which probability value is 0.2835, and DMC with probability value 0.1563, following to this DML is considered with the probability value 0.7106 and then DTR is estimated with the probability value which is 0.7845. The estimated p values become higher than the 0.05, thus null hypothesis cannot be rejected but we accept it. This means the model has no serial correlation. For all independent variables from lag 1 to lag 5 jointly can causes YPCG.

Table 4.15: Wald Test Result for Short Run Causality between parameters for Germany

Wald Test Short run results for YPCR:		
Test Statistic	Value	Probability
F-statistic	1.082187	0.3817
Chi-square	5.410936	0.3678
Wald Test Short run results for DGI:		
F-statistic	1.289192	0.2835
Chi-square	6.445959	0.2652
Wald Test Short run results for DMC		
F-statistic	1.681442	0.1563
Chi-square	8.407211	0.1352
Wald Test Short run results for DML:		
F-statistic	0.585929	0.7106
Chi-square	2.929644	0.7108
Wald Test Short run results for DTR		
F-statistic	0.486761	0.7845
Chi-square	2.433806	0.7864

Source: Estimated by Authors

On the table 4.16, short run causality running for YPCR, DGI, DML, DMC, DTR to YPCG for Poland is illustrated. As seen on the table 4.16, we estimate the probability values for YPCR of which is 0.7175, then DGI of which the P value is 0.3785, and DMC with probability value 0.3245, following to this DML is considered with the probability value 0.7414 and then DTR is estimated with the probability value which is 0.8088. The estimated p values for considered variables for Poland become higher than the 0.05, thus null hypothesis cannot be rejected but we accept it. This means the model has no serial correlation. For all independent variables from lag 1 to lag 5 jointly can causes YPCG

Table 4.16: Wald Test Result for Short Run Causality between parameters for Poland

Wald Test Short run results for YPCR:		
Test Statistic	Value	Probability
F-statistic	0.576688	0.7175
Chi-square	2.883442	0.7179
Wald Test Short run results for DGI:		
F-statistic	1.088176	0.3785
Chi-square	5.440882	0.3645
Wald Test Short run results for DMC		
F-statistic	1.196307	0.3245
Chi-square	5.981537	0.3080
Wald Test Short run results for DML:		
F-statistic	0.544798	0.7414
Chi-square	2.723989	0.7424

Wald Test Short run results for DTR		
F-statistic	0.453468	0.8088
Chi-square	2.267340	0.8111

Source: Estimated by Authors

5. FINDINGS

In terms of stock market development and output growth, hypothesis 1 states that economic growth will be directly affected by stock market development in both Germany and Poland. Information provided in Table 4.9 and table 4.10 demonstrates the results of direct effects for the influence of stock market development on economic growth for both countries. Table 4.9 shows that market capitalisation; turnover ratio and value of stock traded all have impact on economic growth (GDP growth per capita) in Germany.

The direct effects result for Poland and for Germany is illustrated in table 4.9 and table 4.10. The ECT value is negative and it is significant for both countries. This mean the whole system can get back to equilibrium at the speed of 33.0 percent for Germany and 45% for Poland. However, stock market development has a 92.4 per cent (R square value) impact on economic growth for Germany, which is less than Poland (R square value) is 68.7% for Germany after the adoption of IFRS.

The result of the IFRS dummy variable for moderation effect indicates that IFRS adoption has a statistically significant impact (-0.408582) 40% on the association between economic growth and stock market development in Poland and it is higher than Germany which is 32.4%. But stock market development has a 73.9 per cent (R square value) impact on economic growth which is less than Germany(R square value) is 93.6% for Germany after the adoption of IFRS. Regarding to the estimated ECM where IFRS considered for ERC. As seen on the table above 4.13 and 4.14 results indicate that speed up adjustment towards long run equilibrium the whole system is getting adjusted at the speed up 32.0 percent towards long run equilibrium for Germany and for Poland it is estimated as 40.8 percent. Adjusted R^2 values show that the independent variables can explain as 88.86 per cent change in economic growth in Germany, while they can only explain 43.50 per cent in Poland.

The moderation Models Hypothesis 2 states that stock market development will have a direct effect on output growth, which will be moderated by IFRS adoption. In table 4.13 for Germany and in table 4.14 for Poland, a dummy variable is added to the proposed research model to capture the moderating impact of IFRS adoption on the relationship between economic growth and stock market development

The estimated p values for considered variables for Poland as similar to Germany become higher than the 0.05, thus null hypothesis cannot be rejected but we accept it. This means the model has no serial correlation. For all independent variables from lag 1 to lag 5 jointly can causes YPCG.

Regarding to the Table 4.14 and 4.15 Wald test results for short run causality it can be concluded that estimated P values for considered variables for Poland and for Germany become higher than the 0.05, which support to acceptance of the null hypothesis. This means the model has no serial correlation. For all independent variables from lag 1 to lag 5 jointly can causes YPCG.

Taken together, these findings are likely to provide support for Hypothesis 2, which expected an impact of IFRS adoption on the association between economic growth and stock market development. However, according to the argument proposed by Law and Singh (2014), we expected that the impact would be higher for developing countries in comparison to the developed countries. Contradictory to the findings of Law and Singh (2014) and the expectations of the current research, the results show a positive sign for both Germany and Poland. The positive sign could be due to factors such as the level of compliance of which staff

training for turn over ration, foreign asset ownership in capital market, and size of the firm are becoming important determinants to IFRS after its adoption.

CONCLUSION

The aim of this research was to progress theoretical and empirical investigation in the finance-lead growth theory. We began by highlighting the hypothetical relationship between economic growth and stock market development. The purpose was to investigate whether stock market development has a significant influence on the determination of economic growth, which could be theoretically explained by the supply-leading theory or finance-lead growth hypothesis. The study contributes to the literature by adding a moderation variable to the theoretical model, which is IFRS adoption in Europe in 2005. The aim was to study the effect of IFRS adoption on the association between economic growth and stock market development. Hence, the study contributes significantly to the literature because it integrates a new variable to the previously conducted model. This might give a new insight to both researchers and practitioners in the field of macroeconomics in which new regulations in the stock market could play a major role on the stock market and ultimately on economic growth.

We began by highlighting the hypothetical relationship between economic growth and stock market development. The purpose was to investigate whether stock market development has a significant influence on the determination of economic growth, which could be theoretically explained by the supply-leading theory or finance-lead growth hypothesis. Hence, the study contributes significantly to the literature because it integrates a new variable to the previously conducted model. This might give a new insight to both researchers and practitioners in the field of macroeconomics in which new regulations in the stock market could play a major role on the stock market and ultimately on economic growth.

The findings of current study show a positive sign for both Germany and Poland could be due to factors such as the level of compliance of which represents the turnover ratio related to the performance of the staff, value of stock traded for enlarging capital market, foreign asset ownership, and size of the firm are becoming important determinants to IFRS after its adoption, which Alfaraih (2009) also stated that it is to be important.

This research shows that economic growth for both Germany and Poland are influenced by financial development which represents by market capitalisation, turnover ratio and value of stock traded. This result is consistent to the findings of previous empirical studies (see, for example, Peia and Roszbach, 2015; Pradhan et al., 2014). It is argued that stock market development can influence economic growth through raising equity capital for investment and raising debt (Pradhan et al., 2017). Moreover, Bencivenga et al., (1996) cited in Boubakari, A. & Jin D. (2010) claim that equity markets are able to increase capital's average productivity which can in turn enhance growth via decreasing the cost of liquidity.

However, the impact of financial development on growth is stronger for Poland. The reason could be that Poland's finance is less developed than Germany's finance in accordance with the measures of activity, liquidity and size of its stock market. This also supports our expectation based on the argument proposed by Law and Singh (2014) which argue that the impact of financial development upon economic growth is slower in a well-developed country compare to less developed ones.

In addition, IFRS adoption affects the finance-growth nexus. IFRS is empirically found to bring more financial development (Alali and Foote, 2012; Hamberg et al., 2011; Nouri and Abaoub, 2016) since it can positively affect stock market performance. This impact of IFRS has been highlighted by Armstrong et al., (2010) when they maintain that IFRS can support firms with the process of producing more understandable and comparable financial information. Therefore, IFRS positively affects stock market performance and, in turn, leads to higher economic growth.

These results can give an insight to both researchers and investors by comparing two financially different countries, namely Germany and Poland, from the same continent and considering some regulatory changes in the financial markets such as compliance to IFRS.

The findings suggest that stock market development has affected economic growth over the period 1993-2016 in both countries, but with different degrees of impact. It is also found that IFRS adoption has a different level of impact on the relationship for each country. In other words, the relationship has been influenced by the adoption of IFRS in the stock markets of the two countries. Therefore, we found empirical evidence to accept our two research hypotheses. However, the findings of this paper have some limitations. One of the limitations is the extent of generalisation, because this study is conducted on a sample of two countries. Therefore, the results are limited and may not be able to predict the relationship in other countries around the world or even in Europe. This could be a recommendation for future studies to investigate a larger number of countries from the same continent in order to be able to generalise the findings to the whole continent. Additionally, this study does not consider the level of compliance to IFRS codes in the sample countries. Thus, future studies may also add the level of compliance to IFRS codes to their model in order to overcome this limitation.

Declarations:

On behalf of the authors, the corresponding author states that there is no conflict of interest.
Not applicable

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Online resources:

- OECD database <http://www.oecd.org>
- IMF Data base <http://www.data.imf.org>
- IECONOMICS databases, <http://ieconomics.com/i/V1fo1Baag1603>
- Central Statistical Offices Poland, <http://stat.gov.pl/en/topics/labour-salaries/>
- Statistisches bundesamt, <https://www.destatis.de/DE/Startseite.html>
- Das Statistik Portal <http://de.statista.com/>
- World Bank data: <http://data.worldbank.org/indicator/FI.RES.TOTL.CD> (Total reserves),

Eser Sahibinin Manevî Haklarından Eseri Kamuya Sunma/Sunmama Hakkı

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ÖZET

Bir fikir ve sanat ürününün 'eser' olarak kabul edilmesi için kanunda geçen eserlerden biri olması ve sahibinin özelliğini taşıması gerekmektedir. Sahibinin hususiyetinin hangi eserlerde mevcut olduğu konusunda farklı görüşler vardır. Doktrinde bulunan bir görüşe göre; sadece, bağımsız bir çalışmadan ortaya çıkan tüm fikirlerin ve sanat eserlerinin sahibinin özelliğini taşır. 5846 sayılı Fikir ve Sanat Eserleri Kanunu'nda eser sahibinin hakları, mali haklar ve manevî haklar olarak ikiye ayırmıştır. Bu çalışmanın amacı, eser sahibinin manevî haklarından biri olan eseri kamuya sunma hakkını incelemektir. Konu, Türk hukuk sisteminde yer alan düzenlemeler dahilinde anlatılacaktır. İlk olarak eser ve eser sahibi kavramları açıklanacak olup Fikir ve Sanat Eserleri Kanununa göre eser sahibinin hakları üzerinde durularak mali haklar ve manevî haklar genel olarak ele alınacaktır. Ardından eseri kamuya sunma hakkı eser sahibine sağladığı yetkilerinin çerçevesi çizilecektir. Umuma arz hakkı, Bern Sözleşmesi'nde bulunmadığı için birçok ülkede yürürlükte olan yasalarda da umuma arz hakkı yer almamaktadır. Dolayısıyla bazı devletlerde bu hakk mevcut olmadığı için makalemizde detaylı bir şekilde incelemeye çalışılacaktır.

Anahtar Kelimeler: Eser, Eser Sahibi, Eseri Kamuya Sunma/Sunmama Hakkı

One of the Moral Rights of the Author: The Right to Publish/not to Publish the Work

ABSTRACT

In order for an intellectual and artistic product to be accepted as a 'work', it must bear the characteristics of its owner and enter one of the types of work listed in the law. There are various opinions about what it means to have the characteristics of its owner. According to one view in the doctrine; however, all intellectual and artistic products created as a result of an independent work bear the characteristics of their owner. Law No. 5846 on Intellectual and Artistic Works (FSEK), has defined the rights of the owner of the work in a limited way by dividing them into two as financial rights and moral rights. The purpose of this study is to examine one of the moral rights of the owner of the work, the right to present the work to the public. The subject will be explained within the regulations in the Turkish legal system. Firstly, the concepts of work and owner of the work will be explained, and financial rights and moral rights will be discussed in general, focusing on the rights of the owner of the work according to the Law on Intellectual and Artistic Works. Then, the framework of the authorities granted to the owner of the work to present the work to the public will be outlined. Since the right to present the work to the public is not included in the Bern Convention, the laws in force in many countries do not include this right. Therefore, since this right does not exist in some states, our article will be examined in detail.

Keywords: Work, Author, The right to publish/not to publish the work.

GİRİŞ

5846 sayılı Fikir ve Sanat Eserleri Kanun'unumuzun (FSEK) 1/B (a) maddesine göre: "Eser: Sahibinin hususiyetini taşıyan ve ilim ve edebiyat, musiki, güzel sanatlar veya sinema eserleri olarak sayılan her nevi fikir ve sanat mahsulleri" olarak tanımlanmaktadır.

Bir fikir ve sanat ürününün 'eser' olarak kabul edilip koruma altına alınabilmesi için:

- a) Sahibinin hususiyetini taşıması ve
- b) Kanunda sayılan eser türlerinden birine girmesi, gerekmektedir.

Sahibinin özelliğini taşımasının ne anlama geldiği konusunda çeşitli görüşler vardır. Bir görüşe göre; ancak yaratıcı bir fikri çalışma sonucu meydana getirilen fikir ve sanat eserlerinin sahibinin özelliğini taşıdığını kabul etmek gerekir. Diğer bir görüşe göre ise; sahibine izafe edilebilen ve müstakil bir çalışmanın sonucu olan bütün fikir ve sanat eserlerinin sahibinin özelliğini taşıdığını kabul etmek gerekmektedir (ÖZDİLEK. 2002, s. 68)

Fikir ve Sanat Eserleri Kanununa göre aranacak ikinci unsur, yaratılan fikir ya da sanat ürününün m. 1/B (a) bendinde sayılan eser türlerinden birine dâhil olması gerektiğidir. Kanun dört ana eser grubu belirlemiştir:

- a) İlim ve Edebiyat Eserleri (m. 2)
- b) Musiki Eserleri (m. 3)
- c) Güzel Sanat Eserleri (m. 4)
- d) Sinema Eserleri (m. 5)

Fikir ve Sanat Eserleri Kanunu'na göre bir fikir ve sanat eserinin sahibi, eseri meydana getiren kişidir (m.1/B (b)). FSEK m. 13/I, eser sahibinin haklarını, mali haklar ve manevî haklar olarak ikiye ayırarak sınırlı bir şekilde belirlemiştir.

FSEK eser sahibinin manevî hakları şu başlıklar ile düzenlenmiştir:

- a) Eseri kamuya sunma hakkı (umuma arz hakkı) (m. 14),
- b) Eserin sahibi olarak tanıtılma hakkı (adın belirtilmesi yetkisi) (m. 15/I),
- c) Eserde değişiklik yapılmasını önleme hakkı (men etme yetkisi) (m. 16 ve m. 17/II),
- d) Eserin aslına ulaşma yetkisi (eser sahibinin malik ve zilyede karşı haklar) (m. 17). (CEBE vd., 2014, s. 124)

FSEK eser sahibinin mali haklarını şu başlıklar altında düzenlemiştir:

- a) İşleme Hakkı (m. 21)
- b) Çoğaltma Hakkı (m. 22)
- c) Yayma Hakkı (m. 23)
- d) Temsil Hakkı (m. 24)
- e) İşaret, Ses ve/veya Görüntü Nakline Yarayan Araçlarla İletim Hakkı (m. 25). (ALBAYRAK, 2013, s. 56-57)

Bu çalışmanın amacı eser sahibinin manevî haklarından sadece eseri kamuya sunma hakkını anlatmaktır.

LİTERATÜR

Bu çalışmanın amacı eser sahibinin manevî haklarından sadece eseri kamuya sunma hakkını anlatmaktır. Çalışmamızın konusu ile ilgili farklı kitaplar, makaleler ve yüksek lisans tezleri yazılmış. Konuya ilişkin yazılan kitaplar, makaleler ve yüksek lisans tezleri karşılaştırmalı olarak incelenecektir.

METODOLOJİ

FSEK m. 13/I, eser sahibinin haklarını, mali haklar ve manevî haklar olarak ikiye ayırarak sınırlı bir şekilde belirlemiştir. Bu çalışmanın amacı, eser sahibinin manevî haklarından biri olan eseri kamuya sunma hakkını incelemektir. Konu, Türk hukuk sisteminde yer alan düzenlemeler dahilinde anlatılacaktır. İlk olarak eser ve eser sahibi kavramları açıklanacak olup Fikir ve Sanat Eserleri Kanununa göre eser sahibinin hakları üzerinde durularak mali haklar ve manevî haklar genel olarak ele alınacaktır. Ardından eseri kamuya sunma hakkı eser sahibine sağladığı yetkilerinin çerçevesi çizilecektir.

BULGULAR

Eseri kamuya sunma/sunmama hakkına ilişkin yazılan kitaplar, makaleler ve yüksek lisans tezleri karşılaştırmalı olarak incelenerek Türk hukuku bağlamında çözüm önerileri ortaya konmaya çalışılmıştır. Yani, kamuya sunma, yani umuma arz eserin belirli sayıda veya dar bir çerçevede değil, belirsiz ve geniş bir çerçevede topluma açıklanmasını gerektirir. Eser yayımlanarak, sahneye, ekrana, mikrofona konularak, sergilenerek, seslendirilerek ya da internette erişime hazır hale getirilerek umuma arz edilebilir.

1. ESERİ KAMUYA SUNMA HAKKI

Eseri kamuya sunma hakkı, AB hukukunda ‘Yayınlama Hakkı Yetkisi’ olarak ifade edilmektedir. Yayınlama hakkı Bern Sözleşmesi’nde öngörülmemektedir ve dolayısıyla pek çok ülke mevzuatı bu hakkı öngörmemektedir. (TÜRK, 2008, s. 21) Eserin kamuya (umuma) arzı FSEK m. 14’te düzenlenmiştir. Bu kavram eser sahibinin eserini umuma arz edip etmeyeceği, yayımlanma zamanına ve tarzına ilişkin olarak sahip olduğu münhasır yetkiyi kapsar. (TEKİNALP, 1999, s. 155) Ancak umuma arz, bir kere yapılabilecek olan hukukî bir fiildir ve eser sahibinin iradesine bağlı olarak gerçekleşebilir. (UYGUR, 2004, s. 49)

Kanunun deyişi ile “umuma arz” yani eserin kamuya sunulması eserin yayımlanması veya diğer bir yoldan aleniyete kavuşturulmasıyla olur. (EREL, 2009, s. 137) Alenileşme ve yayımlama, birbirinden farklı kavramlardır. FSEK m. 7’de bu kavramları şu şekilde tanımlamıştır; Alenileşme, bir eserin hak sahibinin rızası ile umuma arz edilmesidir. Yayımlama ise, bir eserin çoğaltma ile elde edilen nüshalarının hak sahibinin rızasıyla ticaret mevkiine konulması anlamına gelir. Aleniyet için fikri hukuk bakımından iki unsurun varlığı gerekir: fiilî unsur, yani eserin fiilen umuma arz edilmiş olması ve iradî unsur, yani sahibinin eseri alenileştirme hususundaki niyeti. Aleniyetin fiilî unsuru çeşitli şekillerde gerçekleşebilir; mesela bir şiirin alenen okunması. Aleniyetin iradî unsuru, eser sahibinin eserini kamuya sunma hususundaki niyetidir. (EREL, 2009, s. 104-105) Başka birinin eseri kamuya arz etmesi durumunda eser aleni hale gelmiş sayılmaz ve bu durum eser sahibinin manevî haklarına tecavüz teşkil eder. (SULUK vd., 2005, s. 325)

Kamuya sunma, yani umuma arz eserin belirli sayıda veya dar bir çerçevede değil, belirsiz ve geniş bir çerçevede topluma açıklanmasını gerektirir. Bunun sonucu olarak eserin aile, akraba, belirli meslek mensupları arasında tanıtılması, umuma arz olarak değerlendirilemez. Örneğin, bir doktora tezinin jüri üyelerine dağıtılması ve bunların önünde savunulması umuma arz değildir. (KAYA, 2008, s. 20) Aynı zamanda bir edebiyat ya da müzik eseri müsveddelerinin

ya da notalarının yalnızca incelemek üzere bir ya da birkaç kişiye verilmesi kamuya sunma anlamı taşımaz. (BEŞİROĞLU, 2002, s. 169) Eser yayımlanarak, sahneye, ekrana, mikrofona konularak, sergilenerak, seslendirilerek ya da internette erişime hazır hale getirilerek umuma arz edilebilir. Eserin herhangi bir şekilde, bir grup şahsın bilgisine sunulması yeterlidir. (TEKİNALP, 1999, s. 153)

Eserin kamuya sunulması, münhasıran eser sahibine ait bir yetkidir (FSEK m. 14/I). Bunun yanı sıra, eser sahibi eserin kamuya sunulması hakkını, başkasına da devredebilir. Devredilecek kişi bir gerçek veya tüzel kişi olabilir. (TEKİNALP, 1999, s. 153)

Uygulamada, genellikle, kamuya sunma yetkisi, eser üzerindeki mali hakkı devralan kişiye bırakılmaktadır. Gerçi, eser sahibi, mali hakkını devretmekle birlikte, eserin kamuya sunulması hakkını kendisinde saklı tutmuş olabilir. (GÖKYAYLA, 2000, s. 143)

Eserin umuma arzedilmesi veya yayımlanma tarzı, sahibinin şeref ve itibarını zedeleyecek mahiyette ise eser sahibi, başkasına yazılı izin vermiş olsa bile eserin gerek aslının gerek işlenmiş şeklinin umuma tanıtılmasını veya yayımlanmasını menedebilir. Menetme yetkisinden sözleşme ile vazgeçmek hükümsüzdür. Diğer tarafın tazminat hakkı saklıdır (FSEK m. 14/III). Vazgeçmenin haklı sebebe dayanması gerekir. Haklı sebep, eser sahibinin şahsi düşünceleri ve duygularına göre belirlenmez. Objektif olarak, eser sahibinin şeref ve itibarı zedelenecek olmalıdır. (EREL, 2009, s. 138)

Eser sahibi eserini kamuya sunmadan ölebilir ve hayattayken bu hakkın nasıl kullanılacağını belirtmiş olabilir. Bunu hayattayken yapmamışsa, ölümünden sonra vasiyeti tenfiz memuru, bu tayin edilmemişse, sırayla sağ kalan eşi, çocukları, mansup mirasçıları, anne-babası ve kardeşleri tarafından eser kamuya sunulabilir (FSEK m. 19/I).

Henüz alenileşmemiş bir eser, eser sahibinin rızası olmaksızın veya arzusuna aykırı olarak çoğaltılmış nüshaların yayımı yoluyla kamuya sunulursa tecavüzün ref'i davası açılabilir (FSEK m. 67/I). Başlamış ve devam etmekte olan bir tecavüzün durdurulması amacıyla açılacak bu dava sonucu, hâkim gerekli göreceği tedbirlerin alınmasına, mesela çoğaltılmış eser nüshalarının toplattırılmasına karar verebilir (FSEK m. 66/IV). (EREL, 2009, s.138) Hakkın kullanılmasının tehlikeye girdiği ve henüz bir tecavüzün olmadığı fakat tecavüz tehlikesinin bulunduğu durumlarda, tecavüzün men'i davası açılabilir (FSEK m. 69). Tecavüz meydana gelmiş ve bu yüzden bir zarar ortaya çıkmışsa, maddi ve manevî tazminat davası açılabilir (FSEK m. 70). (GÖKYAYLA, 2000, s. 145)

Eseri kamuya sunma hakkı eser sahibi ve haleflerine şu yetkileri sağlar:

- a) Eseri Kamuya Sunup Sunmama Konusunda Karar Verme Yetkisi
- b) Eseri Kamuya Sunma Zamanını Belirleme Yetkisi
- c) Eserin Kamuya Sunulma Tarzını Belirleme Yetkisi
- d) Eserin Muhtevası Hakkında Bilgi Verme Yetkisi

1.1 Eseri Kamuya Sunup Sunmama Konusunda Karar Verme Yetkisi

Eser sahibi, eserin kamuya sunulması konusunda karar verebilecek tek kişidir. Vasiyeti tenfiz memurunun veya belirtilen mirasçıların eseri kamuya sunma hakkını kullanabilmeleri için, eser sahibinin bu konuda açık veya zımnî iradesinin bulunması şarttır. Eğer eser sahibi, hakkını kullanmamış ve ölümünden sonra da hakkını kullanılmamasını istemişse, manevî hak eser sahibinin ölümüyle birlikte sona erer. Artık, hakkın kendisi sona erdiği gibi, kullanma imkânı da ortadan kalkar. (GÖKYAYLA, 2000, s. 145)

Diğer taraftan eğer eser sahibi, kamuya sunma hakkını kullanmazsa ve eser, memleketin kültürü bakımından önemli görülüyorsa Kültür ve Turizm Bakanlığı, eser sahibine tanınan hakları kendi namına kullanabilir (FSEK m. 19/V). (KARAHAN vd., 2009, s. 72)

1.2 Eseri Kamuya Sunma Zamanını Belirleme Yetkisi

Eser, ancak sahibi arzu ettiği anda kamuya sunulabilir. Çünkü eserin açıklanma zamanı, eserin başarısında önemli rol oynayabilir. (AYİTER, 1981, s. 115) Örneğin, bazı kimseler, bir yazarı, olayları çok geç takip etmekle, herkesçe malum olan şeyleri yazıp çizmekle, bu sebeple eserin güncelliği ve orijinalliği bulunmadığı gibi sözlerle itham edebilirler. Bu tür tenkitler kuşkusuz eser sahibinin şahsiyetini zedeleyebilir. (ATEŞ, 2003, s. 136)

FSEK m. 14/I hükmünde, eserin “yayımlama zamanı”ndan ifadesi kullanılmışsa da, bunu eserin diğer yollardan alenileştirilmesinde de anlamak gerekir. (EREL, 2009, s. 139) Eser sahibi dilerse, kamuya sunulma zamanı yetkisini başkasına devredebilir. Eğer hakkın kullanılması başkasına devredilmişse, bunun kararlaştırılan zamanda kullanılması gerekir. Eğer zaman kararlaştırılmamışsa, uygun bir zamanda, eser kamuya sunulmalıdır. Eser sahibi açısından uygun olmayan bir zamanda eserin kamuya sunulması, eser sahibinin manevî haklarını ihlal anlamını taşır. (GÖKYAYLA, 2000, s. 146) Eserin zamanında kamuya sunulmamış olması eser sahibine sözleşmeden cayma hakkı verir (FSEK m. 58). (EREL, 2009, s. 139)

1.3 Eserin Kamuya Sunulma Tarzını Belirleme Yetkisi

FSEK m. 14/I, eserin kamuya sunulma tarzını da eser sahibinin belirleyeceğini öngörmektedir. “Eserin kamuya sunulma tarzı” deyimini ise, eserin kamuya sunulma biçimi, yani “şeklini” ve kamuya sunulacak “mekânı” ifade eder. Örneğin, tiyatrodaki sahnelenmek üzere kaleme alınmış bir edebî eserin, eser sahibinin muvafakati alınmadan beyaz perdeye aktararak sinema eseri yapılmasına cevaz olmamalıdır. (ATEŞ, 2003, s. 137) Eser sahibi bu yetkinin kullanılmasını başkasına bırakmış olsa bile, eser onun şeref ve itibarını düşürecek tarzda kamuya sunulamaz. (Suluk vd., 2005, s. 328) Aksi takdirde eser sahibi ve yakınları yetkiliyi menedebilir. Şartları varsa, eserin aslının veya işlenmiş şeklinin yayınlanması, sergilenmesi, gösterime konulması vs. sahibi tarafından önlenebilir. (TEKİNALP, 1999, s. 155)

1.4 Eserin Muhtevası Hakkında Bilgi Verme Yetkisi

Bütünü veya esaslı bir kısmı alenileşmemiş olan yahut ana hatları herhangi bir suretle henüz umuma tanıtılmayan bir eserin muhtevası hakkında ancak o eserin sahibi malumat verebilir (FSEK m. 14/II). Bu hükmüyle FSEK eser henüz kamuya sunulmadan önce içeriği ile ilgili olarak bilgi verme hakkını eser sahibine münhasır kılmaktadır. (AYİTER, 1981, s. 117) Eserin muhtevası hakkında bilgi verilme, eserin kamuya sunulması aşamasından önce gerçekleşen ve eserin kamuya tanıtılmasını amaçlayan bir eylemdir. Bu yüzden eserin muhtevası hakkında bilgi verilmesi, eserin kamuya sunulmasından daha dar bir yetkidir. Muhteva hakkında bilgi verme, eserin üçüncü şahıslar tarafından izah, eleştiri ve alıntısına imkân vermeyecek şekilde olmalıdır. (EREL, 2009, s. 140)

Eserin belirsiz kişilere tanıtılması gerekir. Yoksa eser sahibinin belirli kişilere ve özellikle yakınlarına eser hakkında bilgi vermesi, bu yetkinin kullanıldığı anlamına gelmez. (GÖKYAYLA, 2000, s. 147) Ayrıca, eser sahibinin kamuya sunma hakkını devrettiği durumlarda, içeriği hakkında bilgi verme yetkisini de devrettiği kabul edilmelidir. (AYİTER, 1981, s. 118)

SONUÇ

Umuma arz hakkı, AB hukukunda ‘Yayınlama Hakkı Yetkisi’ olarak ifade edilmektedir. Yayınlama hakkı Bern Sözleşmesi’nde öngörülmemektedir ve dolayısıyla pek çok ülke mevzuatı bu hakkı öngörmemektedir. Eserin kamuya (umuma) arzı FSEK m. 14’te düzenlenmiştir. Bu kavram eser sahibinin eserini umuma arz edip etmeyeceği, yayımlanma zamanına ve tarzına ilişkin olarak sahip olduğu münhasır yetkiyi kapsar.

Kamuya sunma, yani umuma arz eserin belirli sayıda veya dar bir çerçevede değil, belirsiz ve geniş bir çerçevede topluma açıklanmasını gerektirir. Eser yayımlanarak, sahneye, ekrana, mikrofona konularak, sergilenerek, seslendirilerek ya da internette erişime hazır hale getirilerek umuma arz edilebilir.

Eserin kamuya sunulması, münhasıran eser sahibine ait bir yetkidir (FSEK m. 14/I). Bununla birlikte, eser sahibi eserin kamuya sunulması hakkını, başkasına da devredebilir. Bu bir gerçek veya tüzel kişi olabilir. Eser sahibi eserini kamuya sunmadan ölebilir ve hayattayken bu hakkın nasıl kullanılacağını belirtmiş olabilir. Bunu hayattayken yapmamışsa, ölümünden sonra vasiyeti tenfiz memuru, bu tayin edilmemişse, sırayla sağ kalan eşi, çocukları, mansup mirasçıları, anne-babası ve kardeşleri tarafından eser kamuya sunulabilir (FSEK m. 19/I).

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Responsibilities in Society And Corporate Roles in Focus of Respective Ethical Rules

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ABSTRACT

The purpose of Customer Service Relationship (CSR) is to make managers of the companies, business consultants, academics and many non-profit governmental organizations aware on the social, environmental and ethical responsibilities of business. Companies are in business for profits and they need to be in accordance with the environment and other respective ethical rules. Often, companies increase their profits and image by contributing to society. Successful companies try to bring innovation to the marketplace, which facilitates their growth. Innovative and growing companies generate economic growth and employment, which, in turn, greatly improves people's lives and their perspective (Ahlstrom, 2010). The concept of CSR is a relatively new phenomenon, which started in the early 1970's. As companies have grown to understand the importance of CSR to them as an entity and to our society in general, the relationship between the company's and its stakeholders has evolved into an understanding of the importance of a comprehensive and meaningful CSR policy. The content of this paper will explore this relationship and the benefits that will accrue to all the parties involved in this partnership. The impact and benefits that CSR policies have on society; the environment; employees, the government regulation, and others related parties will be examined.

Keywords: Corporate Performance, Social Responsibility, Stakeholders

RESPONSIBILITIES IN SOCIETY AND CORPORATE ROLES IN FOCUS OF RESPECTIVE ETHICAL RULES

Introduction

In the early 1970s, the concept of corporate social responsibility (CSR) was introduced. Around 1989, the use of "stakeholder," those impacted by an organization's activities, was considered a more valid term to describe corporate owners beyond shareholders.

The purpose of Customer Service Relationship (CSR) is to make managers of the companies, business consultants, academics and many non-profit governmental organizations aware on the social, environmental and ethical responsibilities of business. Companies are in business for profits and they need to be in accordance with the environment and other respective ethical rules. Often, companies increase their profits and image by contributing to society. Successful companies try to bring innovation to the marketplace, which facilitates their growth. Innovative and growing companies generate economic growth and employment, which, in turn,

greatly improves people's lives and their perspective (Ahlstrom, 2010). As corporations pursue growth through globalization, they have encountered new challenges that impose limits to their growth, potential profits, and social responsibility. According to Dr. Younkings (2000), the author of *“Capitalism and Commerce”*, the concept of corporate social responsibility can be traced to actions taken and pronouncements made by American business leaders as strategic responses to anti-business sentiments that developed during the late 1800s and early 1900s. The goal of these business leaders was to promote corporations as forces for the social good and thereby lessen the threat of government intervention and regulation. The environment has become a big issue for many companies because of the recent Copenhagen conference and the Stern report (Katz, 2010). Stakeholders are an important ingredient in the development of a corporation's CSR policies. Typically the largest numbers of stakeholders are the employees. Companies have recognized over the years that employees are a valuable asset and can bring a lot of experience, knowledge and innovation for the benefit of the company. Kantor and Wells (2004), in their book *“Innovation”* stated the following:

“I'm often asked what the first step is toward creating a challenging, innovative environment. Don't try to mastermind it from the top. Put together a team of your most talented people. Give them a mission: to make the company a more exciting place to work. Unleash their creativity. They'll come back to you with dozens of ideas, and some of them will be brilliant. Ask for company-wide input on these ideas. You're liberating people's imaginations. That in itself creates a more challenging environment – and a momentum is started.”

The company's shareholders are also the owners of the company and therefore they have an interest in making sure the company does well, financially and also deals appropriately with environmental and social issues that involve the corporation. Customers and vendors also have a vested interest in the success of the company and it is important that all of these constituents communicate with the other stakeholders and the company to address any issues or concerns that they may have regarding CSRs.

CSR is the integration of business operations and values, where the interests of all stakeholders including investors, customers, employees, the community and the environment are reflected in the company's policies and actions (Weltzer, 1994).

Stakeholders include a corporation's employees, shareholders, suppliers, customers and their families in addition to people in communities where the corporation or its plants are located. Corporations provide jobs, which contribute to the health of local economies. Environmental issues, including pollution prevention and energy conservation, affect the health and well being in communities in which an enterprise is located. Stakeholders also include those being educated in local school systems, sometimes for employment at the corporation. Additional stakeholders include local government & community leaders.

Over the years, the practice of corporate social responsibility has been debated and criticized. Some feel there is a strong business argument in favor of CSR because corporations benefit by moving from short-term profit sensitivity to a longer-term outlook that incorporates other viewpoints and potential innovations that can contribute to desirable outcomes. These outcomes include innovation that leads to additional profitability, and successful recruitment and retention of talented employees.

Those who disagree feel that CSR distracts from the basic economic role of businesses. Some say it is superficial and can obscure unpalatable or underhanded corporation activity. Like anything, CSR programs can be beneficial if genuinely implemented with objectives that don't weaken the corporation. Or misuse can pervert the goals this concept was intended to achieve. Corporate social responsibility was intended to encourage fair practices with all of a corporation's stakeholders.

There has been cases when companies like Wal-Mart has been criticized for underpaying its employees and not providing adequate health benefits, but Costco, in a similar

business, has also received criticism for the opposite reason – for paying its employees a living wage and benefits. Critics say this practice is shortchanging shareholders.

Costco's founder Jim Senegal defended his company's wage and benefits practice, "We have a very low turnover in our company...we take great pride in the fact that people join us and they stay with us. Our attitude has always been that if you hire good people and provide good wages and good jobs and more than that – if you provide careers – that good things will happen to your company. I think we can say that that has been proved by the quality of people that we have and how they have built our organization." (Mcgregson, 2006). He also addresses the shareholder in a straightforward fashion, "In the final analysis the shareholders own the company and they are the boss...we have done a pretty good job of rewarding our shareholders. We sell for a very healthy price relative to the multiple on our stock. I think that criticism from the marketplace is not inappropriate. I think that is what keeps us all on our toes. We are not fighting the system. The system works pretty well for us and we think it has worked pretty well for our company and our shareholders." (Mcgregson, 2006).

IMPLEMENTATION

Community-based development projects are one way CSR can be implemented, leading to sustainable development both here and abroad. Instead of making a contribution to an existing organization, supporting community-based development programs in underprivileged areas with a focus on education and skill development provides both children and adults with the tools to become self sufficient and good citizens (Maden, 2008).

Encouraging a company culture of innovation gives employees the opportunity to be creative in the development of new services or products. Programs can provide financial incentives to employees for contributions that contribute to the company's profitability. In this way, shareholders are happy with a greater return on their investment. Employees are happy working in an innovative environment, and recruiting and keeping the best employees is easier.

In television commercials, the head of S.C. Johnson talks about using trash from a nearby landfill to power its manufacturing plant, an obviously powerful statement about sensitivity to the environment. This very possibly started with a speech made by H.F. Johnson, Sr. in 1927, where he stated, "The goodwill of the people is the only enduring thing in any business. It is the sole substance...the rest is shadow." (Johnson, 2007).

In 1976, the company stated its guiding philosophy, a statement of expectations for operations around the world, in "This we believe," a CSR statement from a company that consistently ranks in the best companies to work for. From their website today:

"In this we believe: we express our beliefs in relation to five groups of people to whom we are responsible and whose trust we must continue to earn:

- **Employees:** We believe our fundamental strength lies in our people.
- **Consumers:** We believe in earning the enduring goodwill of the people who use and sell our products and services.
- **General Public:** We believe in being a responsible leader in the free market economy.
- **Neighbors & Hosts:** We believe in contributing to the well-being of the countries and communities where we conduct business.
- **World Community:** We believe in improving international understanding."

[http://www.scjohnson.com/family/fam_com_phi.asp\(2\)](http://www.scjohnson.com/family/fam_com_phi.asp(2))

Auditing and Reporting

Some countries around the world require CSR reporting, but determination of social and environmental performance is difficult. Many companies now produce outside audited annual reports that cover CSR issues but the reports vary widely in evaluation methodology. Some critics dismiss these reports, remembering the CSR reports of Enron and tobacco corporations.

As corporations pursue growth through globalization, they have encountered new challenges that impose limits to their growth and potential profits. There are many Government regulations that assist the consumers and organizations. Governmental policy that assists consumers and the organization is the Public Company Accounting Reform and Investor Protection Act of 2002 also known as the Sarbanes-Oxley Act of 2002. This Act was enacted in response to corporate accounting scandals that has caused millions of investors, consumers, and most organizations to lose their life savings and investment portfolio. This Act was also enacted to “protect investors by improving the accuracy and reliability of corporate disclosures made pursuant to the securities laws, and for other purposes.” (Sarbanes-Oxley Act of 2002). Government should set the agenda for social responsibility by the way of laws and regulation that will allow a business to conduct them responsibly.

In 2002, the Sarbanes-Oxley Act was enacted in the United States in response to corporate and accounting scandals at Enron, Tyco and WorldCom, among others. Because of these scandals, stakeholders lost billions of dollars and the public’s confidence in the capital markets took a beating. (Atkins, 2006).

Business Benefits

The benefits of CSR for corporation vary from company to company. There are reports that find correlation between social/environmental performance and financial performance. But evaluation strategy and timeline differ widely, with some companies unable to get beyond a short-term outlook while others see clearly that addressing long-term issues can long-term benefits, too.

Many businesses encourage charitable efforts and community volunteering among their employees, and are able to take advantage of the improved public image without allocating company resources. Other companies set the example with established programs that benefit the community, and where on occasion, employees join the effort. A Midwest company, Barr Engineering, covers the wages of employees who help build Habitat for Humanity homes. Both the company and the employee contribute something for the mutual benefit of giving back to the community. Quite a difference from watching a company build its good will on the shoulders of employees pressured to volunteer on their own time (Michels, 2008). It is companies where a CSR program is carefully thought out and supported at the highest levels that achieve the best results in these areas.

Human Resources

A strongly supported CSR program can aid recruitment of the best employees, especially in competitive job sectors. Potential recruits frequently want to know about a company’s social responsibility practices, and having a good program in place can provide a distinct advantage. (Hetzog, 2004)

Risk Management

Managing risk is an important part of any company’s long-term viability. A company’s reputation and good will, built up over many years, can be ruined in a flash through environmental accidents, corruption and sabotage (Hetzog, 2004).

Often it takes a crisis to precipitate attention to CSR, like the Exxon Valdez incident in Alaska in 1989. Lead poisoning in paint used by Mattel required a global recall of toys and forced the company to develop new risk management and quality control processes. (Atkins, 2006).

A proactive example would be Tylenol. In 1982, Truett reported that Tylenol products were randomly poisoned with cyanide by an individual who tried to extort \$1 million from the company (truett, 1982). Several people died. In response to the deaths, Johnson and Johnson immediately issued a nationwide alert to the public, doctors and distributors of the drug. They also issued a recall of 31 million Tylenol bottles, costing about \$125 million. They established a crisis hotline, so consumers could obtain the latest information about the poisonings, safety measures and any other information concerning the drug. Around the same time, the company inspected the factories where the tainted bottles were produced to see if the cyanide was somehow put into the capsules during production. They ultimately instituted safety packaging for new products. Their quick and ethical reaction to the crisis allowed them to regain 98% of the market they had before the crisis (Atkins, 2006). Building a genuine culture of 'doing the right thing' within a corporation can offset risks and deflect unwanted attention from regulators, courts, governments and media.

Brand Differentiation

Companies look for a unique selling proposition which makes them memorable in the eyes of those who use their products or services. CSR can help build customer loyalty by promoting ethical values system-wide and earning a reputation for best practices in all areas of their business. (Kantor & Wells, 2004).

Ethical Consumerism

As global population increases, so does pressure on limited natural resources required to meet rising consumer demand. Consumers are becoming more aware of the environmental and social implications of their day-to-day consumer decisions and are beginning to make purchasing decisions related to their environmental and ethical concerns. While this practice is far from consistent or universal, it does tend to favor companies with an active CSR program.

Socially Responsible Investing

The role among corporate stakeholders to work collectively to pressure corporations is changing as shareholders and investors themselves exert pressure on corporations through socially responsible investing. (Wetzler, 1994). Others leverage the power of the media and the Internet to impact corporate behavior. Through education and dialogue, the movement to hold businesses responsible for their actions is growing. Companies could bring business and society back together if they redefined their purpose as creating "shared value"--generating economic value in a way that also produces value for society by addressing its challenges. A shared value approach reconnects company success with social progress (Porter & Kramer, 2011). It is certainly within the responsibility of an organization's leaders to develop socially responsible practices, but the nature of industry and the institutional environments in which organizations exist jeopardize the competitiveness of organizations that implement such practices (Delios, 2010).

The Global Market

Corporations encounter new challenges when pursuing growth in the global market, which sometimes limit growth and potential profits. From a CSR perspective, international competition forces an examination of their own company's labor practices in addition to the entire supply chain. In such an environment global politics, geo-politics, does tend to intrude as we make our arrangements to take our businesses to new national audiences, to work in different countries, to invest in different parts of the world, to dispatch our staff around the world, or care for overseas staff in our own domestic firmament. The child labor, speech and press restrictions, executions and imprisonment without trial, beatings, government expropriation of property and countless other rights violations, which are part of daily life in non-Western culture, will not go away—not until reason, individualism and worldly happiness are admired and pursued, at least implicitly (Peikoff, 2010). Government regulations, taxes, environmental restrictions and differing labor standards are problems that can come with price tags in the millions of dollars. While some view ethical issues as a costly barrier, others use CSR methodologies as a way to gain public support for their presence and a competitive advantage by using their social contributions to provide a subconscious level of advertising.

Government Regulation

Governments have an opportunity and the responsibility to assume a leadership role in creating a more sustainable environment in which sustainable business can thrive, building conditions that promote sustainability (Bell, 2005). Aaronson & Reeves (2002) compare Europe (mainly European Union) and the United States in terms of their approach and acceptance of the government's role in promoting CSR. According to the authors Aaronson & Reeves, European companies have a greater possibility of accepting the governmental policies and collaborating with each other (Aaronson & Reeves, 2002). European firms are more comfortable both working with government to improve social conditions and in a regulated environment. In other hand, North American organizations demonstrate more commitment, communication, and action (CBSR 2001). These facts state that governmental policies differ throughout the world in many ways. The value of governmental regulation for the consumers differs from one industry to another. So it is in the insurance industry. Consumers in the end pay all costs of government involvement – as taxpayers, as buyers of services, as employees and as stakeholders in the companies involved. Evidence to date indicates that consumers are not being well served by a wide variety of insurance regulations. There are numerous beneficiaries of course, but they are not consumers. Developments in economic analysis and a host of empirical evidence accumulated in recent years leave no doubt that consumers' interest and the nation's overall economic welfare would be served by systematic and targeted reforms of out-of-date regulations. The rules of the marketplace sometimes fail and warrant government entry. Governmental regulations should encourage market efficiency, service innovation, lower industry costs, and lower prices for consumers.

Independent mediators, particularly the government, are causing a move to CSR policies in order to ensure that companies are prevented from harming people and the environment. Some argue for regulation that outlines how businesses should conduct themselves responsibly, but this presents problems as laws are unable to cover all details and issues of a corporation's operations. The road to universal CSR acceptance is rocky, but worth the effort. Betsy Atkins (2006) wrote an article for Forbes Magazine, "Is Corporate Social Responsibility Responsible?" She ends with a concise argument based on common sense that isn't so common any more:

"What the investing and consuming public really means by 'social responsibility' is:

- Be transparent in financial reporting
- Produce a quality product, and don't misrepresent it

- If you know something about the product that endangers the consumer, be forthright and let the public know (Tylenol)
- Do not use predatory practices in offshore manufacturing, such as child labor
- Do not pollute your environment or other environments, and adhere to laws and regulations
- Be respectful, fair and open in your employment practices

In other words, corporate social responsibility actually refers largely to what the company does not do. I think this is a clarification that should be understood by all constituencies” (Atkins, 2006).

Summary and Future Recommendations

During the preparation of this paper on CSR and related issues, this researcher realizes that a company’s efforts in this area require a real partnership with their stakeholders and the society in which they function. It is very obvious to me, that firms that invest the time and resources to develop a comprehensive CSR policy are really investing in a social, economic, and environmental agenda. This will, in the long term impact the company, their stakeholders and society in a positive way. With this type of commitment from business it will also positively impact the perceived role of business in our society, and most important of all, the participants will have to communicate on a regular basis to allow for the ever-changing world that we all live in. I believe that CSR is going to be a part of our culture and our evolution as a society for a long time to come. Businesses have to recognize that they must be an active and willing partner in this process to survive. The increase of information and the globalization process creates a different business environment. In such an environment global politics, geo-politics, does tend to intrude as we make our arrangements to take our businesses to new national audiences, to work in different counties, to invest in different parts of the world, to dispatch our staff around the world, or care for overseas staff in our own domestic firmament.

It is important to note that companies and shareholders relationship will evolve. All the parties in the CRS process need to continually educate themselves regarding societal concerns with environmental issues and other CSR concerns.

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Kırgız Mutfak Kültürünün Yaşayan Efsanesi: Taş – Kordo

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ÖZET

Antik çağlardan beri mutfaklar insanların yaşam tarzına bağlı olarak gelişmiştir. Geleneksel Kırgız mutfak kültürü de Kırgızların kadim yaşam tarzıyla birlikte gelişmiştir. Bu nedenle Kırgız mutfak kültüründe kadim Kırgızların yaşam esintileri bugünde yaşamaktadır. Kırgız mutfak kültüründe avcılık, göçebelik, ziraat gibi kadim yaşamın izlerine rastlanabilir. Kırgız mutfak kültürünün temel maddi kaynağını et ve süt ürünleri oluşturmaktadır. Geleneksel mutfak ve mutfak ürünleri gastronomi turizmine katılmak amacıyla seyahat edenler için destinasyon tercihi önemli bir unsurdur. Mutfak kültürü aynı zamanda diğer turizm çeşitlerinden yararlanmak isteyen turistler içinde destinasyon tercih kriterleri arasında önemli bir yer tutmaktadır. Gastronomi turizminin sağladığı yararlarından birisi de geleneksel mutfakların gelecek nesillere aktarılmasında da önemli bir rol oynamasıdır. Bu nedenle çalışmada geleneksel Kırgız mutfağının önemli yiyeceklerinden olan ve pişirilmesi ile sunum aşamasında Kırgız mutfak ritüellerinin uygulanmasına olanak sağlayan Taş-Kordo yemeği araştırılmıştır. Araştırma sonucunda Taş-Kordo yemeğinin pişirilme şeklinin geçmişten bugüne kadar olan yolculuğunda üç tür pişirme yöntemi olduğu belirlenmiştir. Bu yöntemlerden kuyu kazarak, eti demir çubuklara asılı şekilde aşağı sarkıtılarak pişirme yönteminin bugün uygulandığı, diğer yöntemlerin ise artık uygulanmadığı belirlenmiştir. Aynı zamanda bu yöntemin Türkiye’de de Büryan Kebabının pişirme yöntemi olarak Türkiye’de de uygulandığı belirlenmiştir. Çalışma sonucunda Taş-Kordo yemeğinin gastronomi turizmde kullanımı ile ilgili öneriler sunulmuştur.

Anahtar Kelimeler: Kırgızistan, Mutfak Kültürü, Taş-Kordo.

Living Legend of Kyrgyz Cuisine Culture: Tash – Kordo

ABSTRACT

Since ancient times cuisines have developed depending on people's lifestyle. Traditional Kyrgyz cuisine culture has also developed with the ancient lifestyle of Kyrgyz people. Therefore, nowadays the ancient Kyrgyz people's life breezes exist in the Kyrgyz cuisine culture. Traces of ancient life such as hunting, nomadism and agriculture can be found in the Kyrgyz cuisine culture. The main material source of the Kyrgyz cuisine culture is meat and dairy products.

Traditional cuisine and culinary products are an important element in the choice of destination for travelers to participate in gastronomic tourism. At the same time culinary culture has an important place among the destination preference criteria for tourists who want to take advantage of other tourism types. One of the benefits of gastronomic tourism is that it plays an important role in the transferring of traditional cuisines to future generations.

That is why, in the study, Tash-Cordo dish, which is one of the important foods of the Kyrgyz traditional cuisine and which allows the implementation of Kyrgyz cuisine rituals during the cooking and presentation phase, has been researched. As a result of the research, it was determined that the way of cooking Tash-Cordo dish has three types of cooking methods in its journey from past to present. Among these methods, it has been determined that the method of cooking by digging the well and hanging the meat hanging down on the iron rods is applied today, and the other methods are not used anymore. At the same time this method in Turkey as well as the cooking methods of Buryan Kebab in Turkey was determined to be applied. In the conclusion of the study, suggestions about the use of Tash-Cordo food in gastronomic tourism are presented.

Key Words: Kırgızistan, Cuisine Culture, Tash-Kordo,

GİRİŞ

Mutfak, bir ülkenin binlerce yıllık beslenme kültürünün görünür temsilcisidir. Mutfaklarda, ülkenin beslenme alışkanlıkları ile antropolojik geçmişi de yaşatılmaktadır (İnce vd.,2019). Bu nedenle her ülkenin yemek yeme faaliyetleri, beslenme gereksinimi yanında mistik boyutları da taşımaktadır.

Beslenme ihtiyacı toplumların giderilmesi gereken en temel biyolojik fonksiyonlardan birisidir. İnsanlar beslenme ihtiyaçlarını yaşam alan olarak seçtikleri coğrafyanın fiziksel şartlarına ve yaşam koşullarına bağlı olarak ürettikleri yemekleri tüketerek karışmışlardır. Mutfaklar, toplumların yaşam koşulları, gelenek ve adetleri, sosyo-kültürel değerleri ve ekonomik yapıları gibi birçok faktörün etkisiyle çağları aşarak bugüne kadar gelmişlerdir. Mutfaklar, toplumların yaşam alanlarını belirleyebilmek uğruna verdikleri mücadelelerin, göçlerin (Düzgün ve Özkaya, 2015) ve diğer toplumlarla etkileşimlerin sonucunda yeni sosyal yaşam alanlarını oluşturan kültürel organizasyonlardır.

Mutfak kültürü; insanların yaşadıkları coğrafyanın koşulları ile (bitki ve hayvan türleri (yabani ve evcil), iklim koşulları, fiziksel koşullar, vb.) uyumlu bir şekilde hazırladıkları yiyecek ve içecekler ile bunların pişirilmesi, sunulması (Kızılırmak vd., 2014) ve tüketilmesini içeren bir ritüeller bütünüdür. Bu açıklamalar ışığında mutfak kültürü; yemek hammaddelerinin yetiştirilmesi, yemeklerin hazırlanması, tüketilmesi süreçleri ile bu süreçlerde toplumlar tarafından sergilenen davranış, örf ve adetler ile inanç ve diğer değerleri kapsamaktadır (Çokişler ve Türker, 2015).

Chang vd. (2010) mutfağı, toplumu ve o toplumun kültürünü ifade eden araçlardan biri olarak görmektedirler. Bu açıdan mutfak kültürü, dünyanın farklı yerlerinde yaşayan toplumları diğer toplumlardan ayırt eden bir faktör olduğu gibi, bu toplumların birbirleriyle iletişim kurmalarını sağlayan bir araçtır (Standage,2016).

Gastronomi turizmi, son yıllarda mutfak kültürünü önemli kılan olgulardan birisidir. Dünyada hızla gelişen gastronomi turizmi ile ülkeler, mutfak kültürlerini bir turizm pazarlama aracı olarak görmekte ve mutfak kültürlerini (geçmişten bugüne) uluslararası turizmde tanıtmak ve turizm ürünü olarak ortaya koymaya çalışmaktadırlar. Bu nedenle; Kırgızistan'ın geleneksel yaşam kültürünün bir ürünü olan ve bugün de canlılığını sürdüren "Taş Kordo" et yemeği çalışmanın konusunu oluşturmaktadır.

1. KIRGIZİSTAN MUTFAK KÜLTÜRÜ

Kırgızistan tarihi ipek yolu güzergâhında yer almasından dolayı sadece mallar değil kültürlerde taşımıştır. İpek yolunu arşınlayan kervanların bıraktığı uluslararası izler ile göçebe yaşam tarzı ile birleşince Orta Asya mutfak kültürünün esintilerini taşıyan geleneksel Kırgız mutfağı ortaya çıkmıştır.

Geleneksel Kırgız mutfağının temelinde et ve hamur işleri önemli bir yer tutmaktadır. Binlerce yıldır süren göçebe yaşam kültürü sebze ve meyve yetiştirmeye olanak tanımamıştır. Bunun sonucunda et ve hamur işleri ile yoğrulmuş Kırgız mutfağı ortaya çıkmıştır.

Kırgız mutfağına bakıldığında iki farklı mutfak ortaya çıkmaktadır. Birincisi kırsal kesimlerin mutfağıdır. Bu mutfağın temel özelliği mutfaklarda çorba ve sulu yemeklerin daha çok tercih edildiği görülmektedir (Akgöz vd.2018). Bunun nedenleri arasında kırsal kesim mutfağında çok fazla alternatif olmaması ve az malzeme ile daha çok insana yiyecek sunabilme düşüncesinin yattığı söylenebilir (Toygar ve Toygar, 2018). Kırgız mutfağının temel felsefesi hazırlanması basit, yüksek kalorili ve besin değeri yüksek yiyecek ve içeceklerin tüketilmesine dayanmaktadır. Bunun nedeni ise; göçebe ve hareketli bir yaşam sürdürülmesi ile iklim koşullarıdır (kışları oldukça soğuk, yazları ise sıcak bir karasal iklim koşulları).

Kırgız mutfak kültürünün ikincisi ise şehir yaşamı mutfağıdır (ticari mutfak). Farklı ulusların mutfağı ile tanışmış olan bir mutfak kültürünü oluşturmaktadır. Şehirleşme ile Rus, Avrupa, Arap ve Çin mutfağından da örneklerin yer aldığı bu mutfakta plov (Kırgız pilavı), boorsok, beşbarmak, oromo, mantı, samsa, lagman, şişkebek vb. geleneksel Kırgız mutfak ürünleri oldukça çok tüketilmektedir.

Kırgız toplumunda göçebe yaşam kültürünün etkileri bugünlerde de devam etmektedir. Bu nedenle at, koyun, inek gibi hayvanlar mutfak kültüründe de önemli yer tutmaktadır. Bu nedenle Kırgız mutfağında mutlaka et yer almaktadır. Kırgız mutfak kültürünün bir diğer özelliği ise beslenmenin mevsimsel koşullara göre şekillenmiş olmasıdır. Örneğin yaz aylarında kımız, çalap (ayran) gibi taze süt ürünleri yaz aylarında daha çok tüketilmektedir. Kış aylarında ise “bozo” ismi verilen bir içecek daha çok tüketilmektedir (Tilekeeva, 2011; Gülcan vd., 2018).

Bunun yanında Güney Kırgızistan’da yetiştirilen aşkabak pek çok yemekte kullanılmaktadır. Aşkabak, çorbalarda, hamur yemeklerinde ve kızartılmış et yanında çoklukla tüketilmektedir. Ekmek çeşitleri de oldukça yaygındır. Kazanda veya iki tava arasında pişirilen kömöç nan, çamurdan yapılmış tandırlarda pişirilen tandır ekmekleri (nan (löpoşka), külçö, vb.) önemli çeşitlerdir. Ayrıca, geleneksel Kırgız hamur işi yiyecek olan boorsok, közde/tavada pişirilen kömöç, tereyağında pişirilen kaymaklı katmer olan katlama ve maytokoç ve bir gözleme çeşidi olan kuymak önemli hamur işlerindedir. Kırgız mutfağında süt ve süt ürünleri de yaygın olarak kullanılmaktadır. Yoğurt/ayran, kımız, saamal, kurut, süzme, lor peyniri, çalap, bıştak (tuzsuz peynir), ecegey (koyun sütünden yapılan süzme peynir), sarı may (eritilmiş tereyağ) ve kaymak gibi süt ürünleri de yaygın olarak tüketilmektedir.

Kırgız mutfağında turistlerin ilgisini çekecek lezzetli yemeklerden birisi de geleneksel pişirme yöntemlerinden olan (Türkiye’de kuyu kebabının bir benzeri olan) Taş-Kordo dur. Taş-Kordo; iç organları çıkartılan ve içerisine konulan kuyruğu ile dikilen koyunun, derisi yüzülmeden, kızgın taşların arasında hava almayacak şekilde pişirilme yöntemidir. Tablo 1’de Kırgız mutfağında yer alan ve Kırgızistan’da üretilen sebze, meyve, tahıllar ile yiyeceklerin bölgelere göre listesi yer almaktadır.

Tablo 1: Kırgız Ulusal Yemekleri

Çuy	Batken	Oş	Calal Abad	Talas	Issık- Kol	Narın
Boorsok	Ezme Erik Kurut	Paloo (Pilav)	Ezme kurut	Külçatay	Karakol Aşlyanfü	Ördök Bıcı
Lagman	Kattama	Kurma Külçatay	Kömöç	Kesme	Balık	Olobo
Dımdama	Köçö aş	Çüçük	Mıkçıma	Kuurdak	Haşan	Naarın
Şiş Kebap	Kurma şorpo	Kuymak	Ayran	Capkan nan	Catkan Töö	Beşbarmak
Maksım	Şööla	Kımız	Carma		Oromo	Beş Sala
Kurut		Cupka Mıkçımay	Bozo		Boorsok	Jörgöm

Kuyruk Boor		Çabati	Balık		Çak-Çak	Kazı Karta
		Mastava	Beşbarmak		Kalama	Sucuk (Çüçük)
		Samsı	Çüçvara		Kesme	
		Mayda Mantı			Jarma	
					Naarın	

2. TAŞ KORDO YEMEĞİ

Kırgızlar eti pek çok yemekte ve pek çok farklı şekilde kullanmaktadırlar. İçerisinde et kullanılan yemekler olarak özellikle “şaşlık, beş parmak, şorpo, taş kordo, olobo, külçötay, tüymöç...” ve sakatattan yapılan yiyeceklerden olan “bıci ve kuurdak” Kırgız mutfağında önemli yere sahiptir. Et ile yapılan ve Kırgız sofralarının vazgeçilmezi olan bazı yemekler hem pişirilme şekilleri hem de toplum hayatında kazandıkları ve gösterdikleri sosyolojik anlamları ile oldukça dikkat çekicidir. Örneğin pişirme yöntemi ile oldukça dikkat çekici olan “taş kordo” yemeğini göçebe yaşamın Kırgız insanına kazandırdığı bir yöntem olarak düşünmek doğru olacaktır (İşcanoğlu,2018).

Geleneksel Kırgız mutfak kültürüne ait olan ve unutulmakta olan Taş- Kordo, son yıllarda tekrar popülerlik kazanmaya ve ziyafet sofralarında en önemli yemek olarak tercih edilmeye başlanmış kadim bir yiyecektir. Taş-Kordo tarihte avcılar ve çobanlar tarafından kırsal alanlarda hazırlanan bir et yemeğidir. Bu nedenle, doğal ortamlarda kuyularda ve taşlarda pişirilen bir et yemeğidir.

Resim 1: Büryan (Türkiye)



Resim 2: Taş Kordo (Kırgızistan)



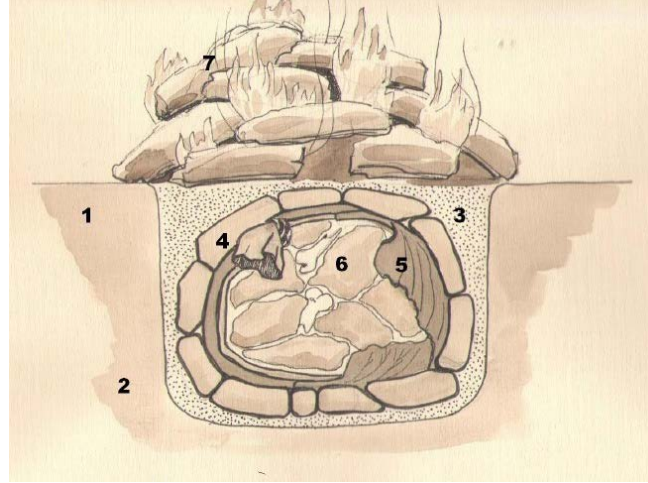
Kaynak: gizlihazinelar.yetkin-forum.com/t3104 (E.T.02.12.2020) Kaynak: <https://www.open.kg/1034-tash-kordo>

Bu yemekte toprağa kazılan bir çukur ve bu çukur içerisinde pişirilen et vardır. Kuzu veya oğlakla da yapılabilen bu et yemeğinde iç organları çıkarılan kuzu veya oğlak içerisine et parçaları ve kemikli et parçaları koyulur ve karın sıkıca kapatılır. Sıkıca kapatılan kuzu veya oğlak gövdesi kazılan ve içerisine kum koyulan çukura bırakılır. Kuzunun gövdesinin etrafında daha önce yapraklar sarılır ve kuzu çukura bu şekilde bırakılır. Üzerine yassı taşlar konuşan kuzu veya oğlağın üstü tamamen taşlarla kapatılır ve taşlarla kapatılan kısım ateşe verilir. Taşların sıcaklığı ile kuyuda kalan kuzu veya oğlak gövdesi bu şekilde yaklaşık dört beş saat pişirilir (Tilekeeva, 2011).

Taş-Kordo geleneksel olarak üç pişirme yöntemiyle pişirilmektedir (Abramzon, 2019). Birinci yöntemde; avlanan hayvanın kalın bağırsağı tencere vazifesi görmektedir. Bu amaçla kalın bağırsak yıkanmak suretiyle iyice temizlenir. Sonra parçalanmış etler parçalar halinde bağırsağa doldurulur. Üzerine su ilave edilir. Hazırlanmış olan bağırsak yere çakılmış olan ağaçlara iki ucundan asılır. Altına da ateşte kızdırılmış taşlar yerleştirilir. Soğuyan taşlar kızgın (sıcak) taşlar ile değiştirilir. Bu şekilde su kaynar ve et haşlanır. Bu

şekilde et pişirme yöntemine Taş-Borkok adı verilmektedir (Abramzon,2019). Yudahin (1965) tarafından hazırlanan Kırgızca-Rusça sözlükte Taş-Borkok pişirme yöntemi Taş-Kazan veya Taş-Kordo ismiyle anılmaktadır. Bu sözlükte Taş-Kordo; sıcak taşlarla pişirmek için at derisinden yapılan mutfak eşyası ve bu yöntemle pişirilmiş bir yemeğe verilen isim olarak ifade edilmektedir. Kadim Taş-Kordo pişirmede genellikle at derisi kazan olarak kullanılmaktadır. At derisinin içine barsağa doldurulmuş et parçaları ve su yerleştirilir. Bunun üzerine küçük sıcak taşlar yerleştirilir. Soğuyan taşlar sıcak taşlar ile değiştirilmek suretiyle su kaynatılır ve et kaynayan suyun içerisinde haşlama tekniğiyle pişirilir.

Resim. Kadim Taş Kordo Pişirme Şekli.



Kaynak. Tilekeeva, (2011).

Taş-Kordo pişirmede kullanılan ikinci yöntemde ise, yaklaşık 1 metre derinliğinde ve 70 cm genişliği bir çukur hazırlanır. Çukurun duvarlarına taşlar yerleştirilir. Zeminde ise ateş yakılır. Avlanan bir hayvanın eti dağ sarımsağı ve tuzla marine edilir. Odun tamamen yanarak kömürleştiğinde, kalın barsağın içine doğranmış et ve su doldurulur. Barsağın üzeri dallarla veya bir hayvanın (genellikle at derisi) ile sıkıca kapatılır. Sıcak taşların kaydattığı suyun buharı içinde kalır. Barsağın içersindeki etler bu şekilde 5-6 saat haşlanarak pişirilir. Üçüncü yöntemde ise hazırlanmış olan et çubuğa asılır ve çukur içerisindeki sıcak köz üzerine asılıp pişirilir. Bugün üçüncü yöntemle pişirme tekniği Türkiye'nin çeşitli illerinde Kuyu Kebabı veya Biryani isimleriyle anılan et yemeklerinin pişirme tekniğiyle aynıdır. Son yıllarda kadim Taş-Kordo yemeği üçüncü teknikle tekrar canlanmaya özel Taş-Kordo restoranlarında konuklara sunulmaya başlanmıştır.

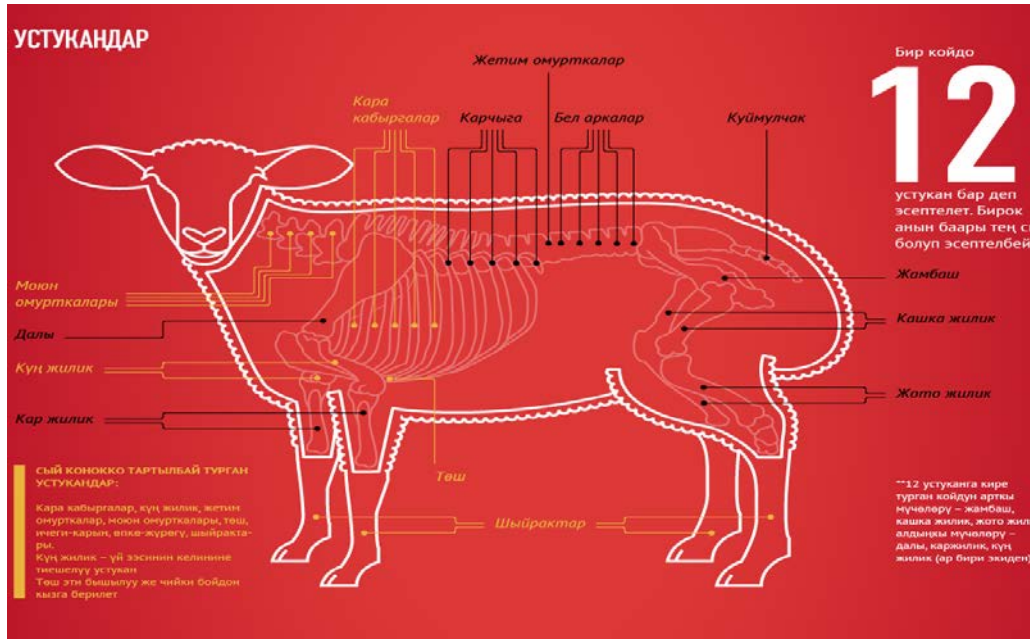
3. TAŞ KORDO'DA USTUKAN

Üç çeşit pişirme tekniği ile pişirilen Taş-Kordo'ların konuklara sunulması süreci ise Kırgız geleneklerine göre yapılmaktadır. Bir koyunun bütün olarak pişirilmesinden elde edilen taş-kordonun sunumunda yiyecekler üzerinden statü ve saygınlık karakterli Kırgız kültürü yaşatılmaktadır. Bu kültürün en önemli unsurlarından birisi de hayvan etlerinin hangi kısmının kime verileceğidir. Kırgız kültüründe yemekten (et) alınacak pay (Ustukan) bireyin toplumsal hiyerarşideki konumuna göre dağıtılmaktadır (Beşirli, 2011). Kırgız mutfak kültürüne ait olan geleneklerden birisi Ustukan tarty (sunmak)dur. Ustukan tarty, kişi veya konuklara saygının en önemli parçası olup geçmişten bugüne kadar devam eden Kırgız

mutfak kültürüdür. Ustukan kişilerin yaş, cinsiyet, akraba yakınlığı, aile içindeki sırasına göre, konukların yaşına ve rütbesine (statüsü) göre sunulur (Moldakulova, 2014).

Kırgızistan'da Ustukan tartyy bölgelere göre farklılıklar göstermektedir. Fakat genel kurallar aynıdır. Örneğin, Baş, Uça (yağlı olan kısmı) kadına (evli/bekâr) sunulmaz. Kuncilikti (incik) erkek konuklara Ustukan olarak verilmez, gelinlere veya evin en küçük kızına Ustukan olarak verilir. Moyunomurtkaları (boyun omurları) ev sahibi veya onun erkek çocuğuna verilir. Töş (göğüs) eti ise kızlara verilir. Konuklarının sayısına göre 7, 9 ve 11 kişiye bir tabakta et verilir. Ayrı yerlerde 4,5,6 kişiye de bir tabakta et verilir. Kişinin şanına ve büyüklüğüne göre önceden et parçaları (Ustukan) hazırlanır.

Şekil 1. Koyun Ustukanları (12 Ustukan)



Kaynak: <https://sputnik.kg/infographics/20151127/1020448099.html> (E.T. 01.12.2020)

Konukların içerisinde kudalar (dünür) varsa, en değerli olarak sayılır. Bu nedenle erkek kudalara genellikle Uça veya Cambaş, kadın kudalara ise Cambaş Ustukan olarak verilir. Ustukan etleri ve sunulduğu kişiler şöyledir (Aytbaev, 1963; Koçkunov, 2003; Beşirli,2012 ve İsakov,2011):

Cambaş: Ustukan olarak, konukların yaş ve statü olarak en büyük olanına (erkek/kadın) verilir.

Kuymulçak: Yağlı koyunda olur, Ustukan olarak yaşlı ve saygın statüdeki kadınlara verilir.

Coto cilik: Konukların büyüklüğüne/saygınlığına göre ikinci sırada yer alan erkek veya kadına verilen Ustukandır.

Kaşka cilik: Konukların yaş ve statü olarak üçüncü sırada yer alan erkek veya kadına verilen Ustukandır.

Kar cilik: Konukların yaş ve statü olarak dördüncü sırada yer alan erkeğe verilen Ustukandır.

Dalı (Antrikot): Kaşka cilikten sonra verilen ettir ve Ustukan olarak erkek veya kadına verilmektedir.

Bel arkalar (Sırt): Ustukan olarak yaşlı küçük erkek veya kadına verilen ettir.

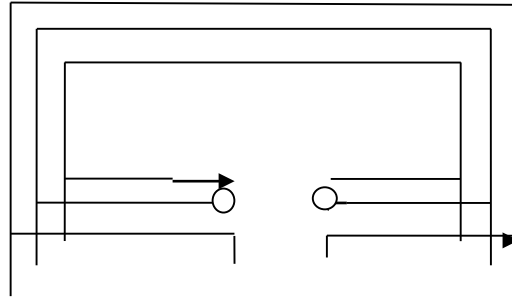
Karçıga kabırgaları: Küçük konuklara Ustukan olarak veya diğer parça etlere ek olarak verilir.

Kün cilik (ön kol): Gelinlere veya evin kız küçüğüne verilen Ustukandır. Erkeklerle verilmez.

En büyük ve saygılı konuklar Ustukanın tadına baktıktan sonra kendi rızasıyla Dastorkon etrafındaki en küçük kişilere keşik (pay) verir. Aksakal tarafından ikram edilen Ustukanı almak, ikram eden kişiye saygı göstermek anlamına gelir. Kendisine Ustukan verilen kişi mutlaka tadına bakması gerekir. Verilen Ustukanın tadına bakılmaz ise Ustukan ikram eden kişiye saygısızlık anlamına gelir.

Kolgo syy kuyu: Kumgan (İbrik) ile konukların ellerine su dökülür ve konukların ellerini yıkaması beklenir. Eller yıkandıktan sonra havlu ile kurulamaları sağlanır (Aytbaev, 1963). Dastorkon etrafında Ustukan sunulmadan önce konukların ellerine su dökülür. Genellikle bu işlemin orada bulunan en küçük erkek tarafından yapılması şarttır. Havlu erkeğin sol omuzuna asılmış, havza da sol elle tutulur. İbrikteki su ılık olmalıdır ve su sağ el ile dökülür. Su dökme işleminin soldan sağ tarafa doğru yapılması gerekir. Konuklar ellerini yıkarken **“Tilegenindi bersin, baktılyy taalayly bol, uzun ömür bersin”** diye dua ederler. Konuklar sofradan kalkarken bu kez su dökme işlemi sağdan sola doğru sırayla gerçekleştirilir. Kolgo-syy kuyu işlemi aşağıdaki resimde gösterilmektedir.

Şekil 1 . Kolgo-syy kuyu (el yıkama geleneği)



Not: Dış taraftaki çizgiler yemek yemeden önce, iç taraftaki çizgiler ise yemek yenildikten sonra kolgo-syy kuyunu göstermektedir (Koçkunov, 2003).

Kırgız kültüründe Dastorkon (sofra) bireylerin yeme-içme ihtiyaçlarını karşıladığı yer olmanın ötesinde bir anlam taşımaktadır. Dastorkon toplumsal statünün yaşatıldığı bir ortam olmanın yanı sıra Kırgız kültürünün simgesel bir elemanıdır. Bu nedenle Dastorkon ve Ustukan toplumsal sistem içerisinde inşa edilen bir kültür ve iletişim sistemidir. Bu kültür de Kırgızlar, aynı sembolleri kullanmakta ve bu sembollere aynı anlamı yüklemektedirler. Bu kültür birlikteliğinin yaşanmasında ve gelecek nesillere aktarılmasında Dastorkon ve Ustukan geleneği önemli bir rol oynamaktadır.

4. SONUÇ VE ÖNERİLER

Her ülkenin olduğu gibi kadim geleneklerini bugün de yaşatan Kırgız halkının da turistlerin beğenisine sunabileceği geleneksel yiyecek ve içecekleri mevcuttur. Kırgız mutfağında turistlerin ilgisini çekecek lezzetli yemeklerden birisi de geleneksel pişirme yöntemlerinden olan (Türkiye’de kuyu kebabının bir benzeri olan) Taş-Kordo’dur. Taş-Kordo; iç organları çıkartılan ve içerisine konulan kuyruğu ile dikilen koyunun, derisi yüzülmeden, kızgın taşların arasında hava almayacak şekilde pişirilme yöntemidir.

Geleneksel Kırgız mutfak kültürüne ait olan ve unutulmakta olan Taş- Kordo, son yıllarda tekrar popülerlik kazanmaya ve ziyafet sofralarında en önemli yemek olarak tercih edilmeye

başlanmış kadim bir yiyecektir. Taş-Kordo tarihte avcılar ve çobanlar tarafından kırsal alanlarda hazırlanan bir et yemeğidir. Bu nedenle, doğal ortamlarda kuyularda ve taşlarda pişirilen bir et yemeğidir.

Kırgız geleneklerine göre Taş-Kordo üç yöntemle pişirilir. Birinci yöntemde avlanan hayvanın barsağı tencere görevini yapmakta ve etler parçalar halinde bu barsak içerisinde et ve su ile doldurulur. Barsak yere çakılmış ağaçlara asılır ve altına kızdırılmış taşlar doldurulur ve bunun üzerinde pişirilir. İkinci yöntemde ise yere 100x70 cm ebatlarında çukur kazılır, duvarlarına taşlar dizilir. Zemine ateş yakılır. Ateş köz haline gelince barsak et ve su ile doldurulur. Barsağın üzeri hava almayacak şekilde yapraklar veya hayvan derisi ile kapatılır. Kızmış taşların suyu kaynatması ile etler 5-6 saatlik sürede pişirilir. Üçüncü yöntemde ise hazırlanmış olan et çubuğa asılır ve çukur içerisindeki sıcak köz üzerine asılıp pişirilir. Bugün üçüncü yöntemle pişirme tekniği Türkiye'nin çeşitli illerinde Kuyu Kebabı veya Biryani isimleriyle anılan et yemeklerinin pişirme tekniğiyle aynıdır.

Son yıllarda kadim Taş-Kordo yemeği üçüncü teknikle tekrar canlanmaya özel Taş-Kordo restoranlarında konuklara sunulmaya başlanmıştır. Taş kordo restoranlarında hazırlanan taş kordo etler özellikle toplu organizasyonlar için pişirilmekte ve Kırgız ustukan geleneklerine uygun olarak porsiyonlanarak servis edilmektedir. Ustukan servisinde hazırlanan et üleşleri kişilerin saygınlık ve statülerine uygun şekilde geleneksel şekilde gençler tarafından yapılmaktadır.

Kırgızistan'da kadim bir yiyecek olan Taş-Kordo, gastronomi turizmi içinde bir yerel kaynaktır. Taş -Kordo gastronomi turizm kaynağı olarak Kırgızistan'ın mutfak kültürünün tanıtımında da kullanılması gereken unsurlardandır. Gastronomi turizmi açısından, pişirilmesi ve sunumu ile Kırgız geleneksel mutfağının yaşatılmasında da önemli bir unsurdur. Aynı zamanda dastorkon (sofra) geleneğinin de yaşatılmasına katkı sunacaktır. Taş-Kordo gastronomik bir unsur olarak kullanıldığı takdirde, Kırgız mutfak kültürünün gelecek nesillere aktarılmasında da rol oynayacaktır.

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A Study on Workaholics, Work Life balance and Self-Determination Perspective of Women Constable in Coimbatore City

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ABSTRACT

Work life balance is the state of equilibrium where the individual will try to give equal importance to their professions and personal life. Practically speaking balancing both is very much challenging especially for female. The aim of the study presented was to verify empirically a conception of Workaholism, work life balance and self-determination perspective of female constable in Coimbatore District. The study also investigated the relationship between Workaholism Analysis (Work Engagement, Work Involvement and feeling Driven force) on Work life balance and Self-determination evaluations of women police constable. The research group comprised police constable professional who work in the law and order, Crime, Traffic, Narcotics, Prison, Department Administration, Armed reserve etc. A sample of 100 participants was selected in and around Coimbatore and data collected using a structured questionnaire. The collected data was analyzed using SPSS 21 software and based on the analysis suggestions are given to police women and officials for the better work life balance.

Key words: Workaholism, Work Life Balance and Self Determination

INTRODUCTION

In the midst of today's competitive world the working condition of people has become increasingly severe. Personnel working in police department, especially the women police face lot of rapid and complex problem in the development of modern society that has been noticeable with advances in technology, change in nature of work, increase of work pressure, long working hours, speedy day to day challenges and so on. The elongated stress of work is leading the police to work for long hours and it is not surprising that people work harder and longer nowadays to become potential victims of workaholism gradually.

Workaholics:

The term workaholic was coined 27 years ago (Oates, 1971) and defined as an extreme and unmanageable need of work that permanently disturbs health, happiness, and relationships. Workaholism is a social term replica after alcoholism, implying an addiction. Although the term is not a generally accepted medical definition, it is widely accepted in the popular parlance to describe an addicted-to-work state. Moreover researchers and scientist have identified workaholic who have excess work behaviour and involved in work related activities lead to neglect of family, personal relationships and other responsibilities. Spence and Robbins (1992) have composed three indicators of workaholism– feeling driven (internally) to work, involvement in work, and enjoyment of work – which classify workaholism positively and negatively.

Work Engagement:

The individual who are in work engagement have a sense of enthusiastic and emotional connection with work activities and are able to deal with demands of their jobs. It refers to a positive, fulfilling, work related state of mind that is described by vigor, dedication and absorption. The concept of vigor is required a high level of energy and mental resilience while working willingly and persistently investing effort in one's work also in the face of difficulties. The term dedication being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. Finally, absorption is characterized by being fully concentrated and happily engrossed in one's work and has difficulties with detaching from work.

Work Involvement:

Work involvement, shows the interest of the employees in the work and are preoccupied with their work in relative to other aspects of their life (Kanungo, 1982a). Work involvement is also a normative belief about the value of work in an incumbent's life and this attitudinal state is a result of his or her previous cultural and socialization activities (Kanungo, 1982a). Based on Rottenbery and Moberg (2007), the work involvement concept can be used in assessing employees' level of involvement across jobs, while job involvement is limited to a specific job.

Work life balance:

Work life balance is to focus on the outcomes of a balanced life rather than the specific workings and structures of everyday professions. The workaholism analysis is comprehensive instrument that includes items that directly tap into work-life imbalance, a typical symptom of workaholism. The term "imbalance" which means work stress based on lost resources of time, energy, and feelings toward job and personal life. The researchers have viewed work-life balance can be divided on time, energy and commitment across all life domains.

Self Determination:

Self-Determination is the inner feel of motivation that makes choice to manage their work and family. Self Determination Theory have focus on workplace on the difference between internal and external motivation and suggest that all have basic psychological needs of autonomy , competence and relatedness which promotes satisfaction to the employees on performance.

Review of Literature:

Workaholics:

Putri et.al (2019) in the research stated that current workforce is dominated by a young work force called Y generation. These generations are those born from 1980 - 2000. They came from different periods from the previous generation, generating distinct ideologies, ethics and work expectations. They are workers or future leaders with unique characteristics, creative and crave freedom. Business organizations seek to attract them within the enterprise, on the other hand the interest of Y generation of work is influenced by the characteristics, life experiences and family roles in career determinations that may support or limit them. Through the literature review method they tried to discuss how human resource management understands the job expectations of this generation's and how this generation decides their career.

Diana and Aleksandra (2014) in their study presented the way to verify empirically a conception of workaholism as a multidimensional syndrome. Their studies investigated the notion of 'functional' and 'dysfunctional' types of workaholic, on the basis of the participants' cognitive evaluations of their quality of life. The research group comprised Polish managers who had graduated with, or were studying to attain, a Master's degree in Business Administration. They took a sample of 137 participants. Confirmatory factor analysis supported the theory that workaholism has a three-dimensional structure that includes behavioural, cognitive, and affective dimensions. Using cluster analysis, three types of worker were identified, two of which represented types of workaholic with different scores for the dimensions of workaholism and for aspects of quality of life. The research demonstrated that workaholism is a three-dimensional construct. It enabled the integration of different perspectives and also confirmed that dysfunctional and functional types of workaholic exist. Furthermore, their paper provides practical insights about workaholism for practitioners of human resources that can be used in the selection and evaluation of employees.

Workaholics and work life balance:

Kathleen M. Matuska (2010) discussed about two major concepts common in the popular parlance; workaholism and life balance. Related research and assumptions underlying each are presented along with a discussion of how the two concepts relate to each other and to well-being. She studied and find out that workaholism can be described as a form of life imbalance when viewed from several different theoretical perspectives.

Although workaholism and life balance concepts are widely used with growing evidence suggesting negative consequence of workaholism on life balance and personal and family well-being, there is no conclusive evidence linking them.

Self-determination and workaholics:

Broeck et.al (2011) conducted a study with the aim to examine the motivational orientations that may fuel the two main components of workaholism (i.e. working excessively and working compulsively). Drawings on Self-Determination Theory, both autonomous and controlled motivation were suggested to drive excessive work, which therefore was expected to relate positively to both well-being (i.e. vigor) and ill-health (i.e. exhaustion). Compulsive work, in contrast, was hypothesized to originate exclusively out of controlled motivation and therefore

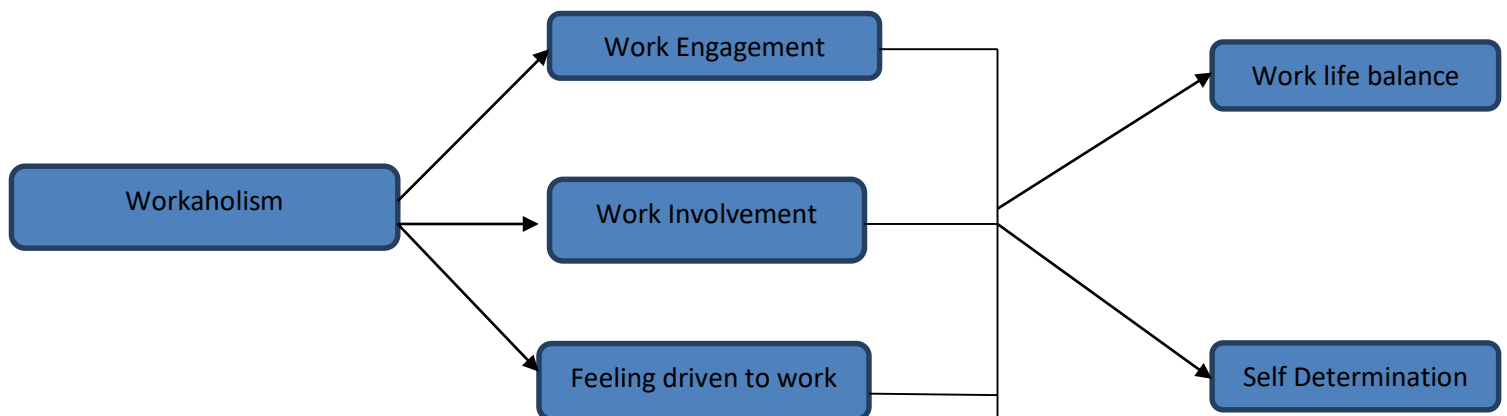
to only associate positively with ill-being. Structural equation modeling in a heterogeneous sample of Belgian white-collar workers ($N = 370$) confirmed that autonomous motivation associated positively with excessive work, which then related positively to vigor. Controlled motivation correlated positively with compulsive work, which therefore related positively with exhaustion. The hypothesized path from controlled motivation to exhaustion through excessive work was not corroborated. In general, the findings suggest that primarily compulsive work yields associations with ill-being, since it may stem from a qualitatively inferior type of motivation.

Based on the above literature review it is identified that there are few studies conducted on workaholism but there are only few studies on workaholism which is conducted on Police Personnel. Hence this study is proposed with the following objectives.

Objectives of the study

- To explore the demographic profile of the respondents, to know whether the demographic profile have any association with respondents' opinion regarding work life balance.
- To find the relationship between work engagement, work involvement and feeling driven to work on work life balance and self determination among women constable.

Model of Workaholism:



Spence & Robbins (1992), Robinson (1989,1999), Schaufeli, Shimazu & Taris (2009), Andreassen (2012), Fisher (2001), Hayman (2005), Ryan & Connel (1989)

Research Methodology

The research study is descriptive in nature. Primary data is collected from the police women working in Coimbatore city using questionnaire. Purposive Sampling method is used because the data is collected only from women respondents. Sample size is 100, 50 from General Police stations and 50 from All Women Police Stations located in Coimbatore City. Journals, magazines, government websites are used for the secondary data collection.

Tools of analysis

The data collected via survey is tested using descriptive and inferential statistical tools such as descriptive statistics, chi-square, and multiple regression analysis.

Analysis and Interpretation

Frequency Table1: Demographic profile of the respondents

S.No	Demographic Variables	Group	No. of the respondents	Percentage of the respondents
1.	Age (Years)	21-30	46	46.0
		31-40	43	43.0
		41-50	9	9.0
		Above 50	2	2.0
2.	Marital Status	Married	60	60.0
		Un Married	40	40.0
3.	Education	Upto 10th	2	2.0
		Upto 12th	27	27.0
		Degree	52	52.0
		PG	15	15.0
		Diploma	4	4.0
4.	Total year of experience	<1 year	3	3.0
		1-10 years	87	87.0
		11-20 Years	9	9.0
		Above 20 years	1	1.0
5.	Monthly income	Upto 10000	4	4.0
		10001 - 20000	86	86.0
		20001-30000	9	9.0
		Above 30000	1	1.0
6.	Family type	Nuclear	50	50.0
		Joint Family	50	50.0
7.	Place of residence	Rural	71	71.0
		Urban	29	29.0
8.	No. of members in family	3 members	23	23.0
		4 Members	65	65.0
		5 Members	7	7.0
		Above 5 members	5	5.0

From the above table it is inferred that about 46 percent of respondents are between the age group of 21-30, about 60 percent of respondents are married, about 52 percent of respondents have completed some degree course, 87 percentage have 1-10 years of experience in their profession, 86 percent earn 10001-20000 as their monthly salary, the family type of

respondents is 50 percent nuclear and 50 percent joint family, about 71 percent from rural area and about 65 percent have 4 members in their family.

Chi-square analysis

In order to find the relationship between demographic profile of the respondents and their opinion regarding work life balance and self determination, chi-square test is applied and the results are given below.

Table 2: Demographic variables and respondents' opinion on work life balance

Demographic profile	Chi-Square value	P value	Result
Age (Years)	10.207	0.116	Not significant
Marital Status	16.178	0.000**	Significant
Education	4.618	0.797	Not significant
Total year of experience	6.437	0.376	Not significant
Monthly income	5.720	0.455	Not significant
Family type	10.034	0.007*	Significant
Place of residence	7.237	0.027*	Significant
No. of members in family	13.454	0.036*	Significant

From the above table it is inferred that, marital status, family type, place of residence and number of members in the family have a significant relationship with respondents opinion on work life balance, whereas the demographic profile like age, education, total years of experience and monthly income is not having any relationship with work life balance of women police constables.

Table3: Demographic variables and respondents' opinion on self determination

Demographic profile	Chi-Square value	P value	Result
Age (Years)	3.779	0.707	Not significant
Marital Status	8.338	0.015*	Significant
Education	2.321	0.970	Not significant
Total year of experience	8.583	0.198	Not significant
Monthly income	9.629	0.141	Not significant
Family type	6.48	0.039	Significant
Place of residence	0.067	0.937	Not Significant
No. of members in family	3.033	0.805	Not Significant

From the above table it is inferred that, marital status and family type have a significant relationship with respondents' opinion on self determination, whereas the demographic profile

like age, education, total years of experience, monthly income, place of residence and number of members in family is not having any relationship with self determination of women police constables.

Reliability Analysis

Table 4: Reliability of the instrument is tested using Cronbach’s Alpha value.

	Number of items	Cronbach Alpha Value
Work Engagement	22	0.866
Work Involvement	4	0.641
Feeling driven to work	3	0.766
Work life Balance	22	0.917
Self Determination	9	0.849

Cronbach’s alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. It is considered to be a measure of scale reliability. A “high” value for alpha does not imply that the measure is unidimensional. The above table shows that work engagement, feeling driven to force, work life balance and self-determination are above the 0.7 reliability points and work involvement are below 0.7 (i.e) 6.41. Since the Cronbach’s alpha value for all the five dimensions selected for the study are 0.6 and above, overall the instrument is identified to be reliable.

Table 5: Descriptive Statistics

	Mean	SD
Independent variables		
Work Engagement	3.54	.65
Work Involvement	3.59	.82
Feeling driven to work	3.58	1.05
Dependent Variables		
Work life Balance	3.30	.83
Self Determination	3.54	.87

The above table shows, out of the three independent variables identified in the study, work involvement is having the highest mean of 3.59 out of 5 with standard deviation of 0.82 followed by feeling driven to work. Work Engagement is having lowest mean of 3.54 with standard deviation of 0.65.

Among the dependent variables, self determination is having highest mean of 3.54 with standard deviation of 0.87 followed by Work life balance with a mean of 3.3 with 0.83 as standard deviation.

Table 6: Multiple Regression

To find the relationship between work engagements, work involvement, feeling driven to work on Work life balance multiple regression is applied

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.715 ^a	.512	.497	.58536	1.858

a. Predictors: (Constant), AVGFD, AVGWI, AVGWE

b. Dependent Variable: AVGWLB

The above table shows, the Correlation R Value is 0.715 and R square is 0.512. Since multiple variables are influencing the work life balance, Adjusted R Square value will be considered. Here the Adjusted R square value is 0.497, which means 50 percent of work life balance is explained by Work engagement, work involvement and feeling driven to work. The other 50 percent may be determined by other dimensions which are not considered in the study. The ANOVA Test shows the p value - 0.000 which was less than 0.05, hence the result was significant at 5% level of significance. It means there was a significant correlation between dependent variable and independent variables.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.619	.335			
AVGWE	.532	.128	.422	4.156	.000
AVGWI	-.131	.088	-.131	-1.479	.142
AVGFD	.352	.068	.450	5.157	.000

a. Dependent Variable: AVGWLB

The above table shows the dependent variable, work life balance is determined by the variables work engagement and feeling driven to work as the P value is less than 0.05 so the result is significant, whereas the variable work involvement is not significant since the P value is more than 0.05. The model can be written as

$$\text{Work Life Balance} = 0.619 + 0.532 * \text{Work Engagement} + 0.352 * \text{Feeling Driven to work}$$

To find the relationship between work engagements, work involvement, feeling driven to work on Self determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.738 ^a	.545	.530	.59726	1.676

a. Predictors: (Constant), AVGFD, AVGWI, AVGWE

The above table shows, the Correlation R Value is 0.738 and R square is 0.545. Since multiple variables are influencing the work life balance, Adjusted R Square value will be considered. Here the Adjusted R square value is 0.530, which means 53 percent of Self determination is explained by Work engagement, work involvement and feeling driven to work. The other 47 percent may be determined by other dimensions which are not considered in the study.

The ANOVA Test shows the p value - 0.000 which was less than 0.05, hence the result was significant at 5% level of significance. It means there was a significant correlation between dependent variable and independent variables.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.159	.342			
AVGWE	.239	.131	.180	1.830	.070
AVGWI	-.119	.090	-.112	-1.318	.191
AVGFD	.547	.070	.661	7.848	.000

a. Dependent Variable: AVGSD

The above table shows the dependent variable, self determination is determined by the variable feeling driven to work as the P value is less than 0.05 so the result is significant, whereas the variables work engagement and work involvement is not significant since the P value is more than 0.05. The model can be written as

$$\text{Self Determination} = 1.159 + 0.547 * \text{Feeling Driven to work}$$

So it can be concluded that self determination is explained by the variable feeling driven to work, whereas work life balance is explained by the variables work engagement and feeling driven to work. Work involvement is not affecting both work life balance and self determination of Women Police constables.

CONCLUSION

From the above analysis our results suggest that work engagement and feeling driven force are highly influencing the work life balance. Whereas work involvement has no significance or influence on work life balances. It may be useful to promote and support women constables to facilitate the development of a self determination by lower level of workaholism and higher level of work involvement. In order to foster a climate government may take necessary steps by providing mentoring activities among police personal, as well as help to organize social events like yoga, stress relief camps and trips after work aiming to encourage

the development of stronger social relationships and fixed shift timings to get rid of the work fatigue. Furthermore, Inspectors or stations heads should foster and encourage a culture where positive and supportive interactions between peers and across all levels in the stations. This model can further tested by using confirmatory factor analysis by collecting required sample size.

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Effects of COVID-19 on the Banking Sector in Bulgaria

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ABSTRACT

The COVID 19 pandemic influences seriously all people around the world and disrupts the daily life. It is having the impact on the global economy. The pandemic affects on every sectors of economy. As a result of this virus, the world economy is weakening and it is also in Bulgaria.

The banks have a fundamental role to play as provider of payment services, liquidity and funding to the business and individuals in the time of COVID-19 crises. From one side, most of the governments realized schemes for recovery, based on easy access to the credit for business and households, state guarantees of them, low interest. It has made to be easy passed through the crises. From other side, banking sector will play important role by the recovery of economy. It is trough more for small and open economy as Bulgarian.

This paper aims to evaluate the monetary measures during the crises and counteracts the economic losses after this period.

During the crises the Bulgarian banks lose the part of their disposal funds due to withdraw of business deposits. At the same time, they implemented relief measures such as suspension of loan repayments for affected customers or some other forms of moratorium on payment of credit obligations as well as actions to ensure companies continue to have access to credit in exceptional circumstances. The firms need the usage of lending to cover inequity between in- and outflows, decide their liquidity problems and ensure the working capital for restarting of business.

The main goal of economic policy after pandemic of COVID 2019 aims the recovery of economy. It requires to be found all instruments for influencing on the aggregate supply. This purpose could be realized with monetary and fiscal instruments. The current research investigates the changes in banking sector. For the first months of lockdown in Bulgaria the monetary instruments have used actively for the quick recovery of economy to pre-crises level.

Keywords: COVID-19, monetary policy, banking sector, credit, deposits

INTRODUCTION

The COVID 19 pandemic influences seriously all people around the world and disrupts the daily life. It is having the impact on the global economy. The pandemic affects on every sectors of economy. As a result of this virus, the world economy is weakening and it is also in Bulgaria. The extensive spread of COVID 19 has become catastrophic to the global economy, inflicting severe damage to the global production and supply chain. The last changes are impacting in countries as Bulgaria because:

- demand for manufacturing goods and raw materials from high-income countries is decreasing;
- delays in the delivery of necessary components and supplies from more technologically advanced countries are disrupting the value chains;
- Other factors, restriction of movement of goods and people, inability to reach workstation or the financial limitations, which affect the normal production process.

The quarantining measures necessary to contain the virus have triggered an economic downturn affecting not only global production and supply, as well as international trade, foreign direct investments, international financial markets, and international tourism and travels and on national level – on monetary supply, budget spending and government debt.

1. Theoretical approach

The banks play important role for main part of business in Bulgaria. Due to it they must accumulate disposal resources. Mainly they come from deposits and credit lines from other parent's banks abroad.

More of these funds go to the business through the credit. The credit transmission channel includes bank and balance sheet types. The bank credit channel is based on the understanding that banks play a special role in the financial system. The large companies can attract resources by selling commercial papers and other forms of credit by increasing their debt. The small and middle businesses have limited access to financial markets. They are not able to attract funds from there. The gap between large and small firms widens mainly during a recession. Less access to other forms of credit markets than to banks makes small businesses extremely dependent on the actions of the banks and monetary institution.

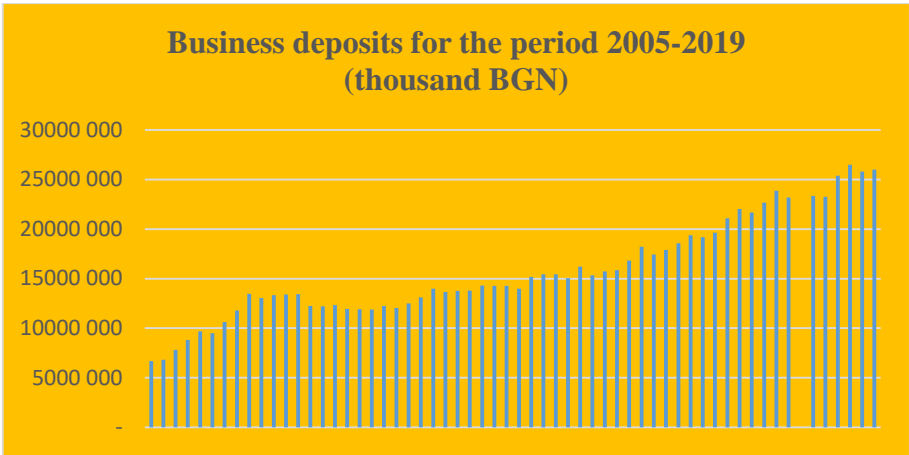
The balance sheet channel focuses on the potential impact of changes in monetary policy on borrowers' balance sheets and their incomes, including their net wealth, liquid assets and cashflows. The firms often finance investments and current expenses by borrow and sometimes increasing their loans earlier in the economic cycle. The consumers also want to borrow at a time when their income is declining and when credit conditions are poor, and then the volume of credit increases. Such an inverse relationship is not contained in the credit channel theory, which requires firms and households to reduce their loans during the recession and after it.

2. Banks' liabilities and assets before the pandemic

2.1 Deposits before the pandemic

The dynamic of deposits for investigated period depends on the current account balances and time deposits. The corporate deposits during the whole period change with positive trend exclude 2014. It due to bank panic connected with one main bank at this moment in the system. The level of deposits in banking system ensures sustainable disposal resources for the active operation.

Graph 1



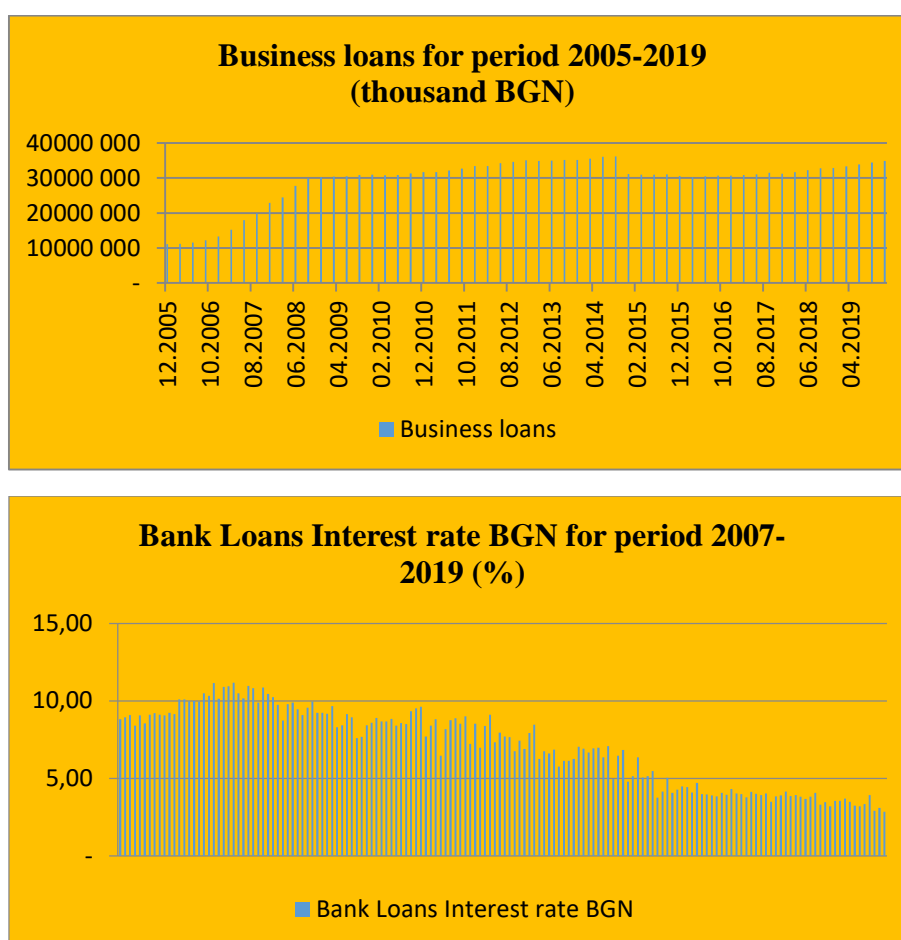
Source: Bulgarian National Bank

2.2 Credit before pandemic

Before the health crises, overall economic and financial stability in Bulgaria leads to strong increasing of lending.

The crisis in the second half of the 1990s led to the suspension of any financial intermediation for some time. The policy followed, aimed at reducing inflation, high GDP and rapidly growing incomes and profits, exacerbated the need for credit, and changed banks' views on borrowers' requirements. The entry of foreign banks to the market, as well as the strengthening of Commercial banks audit in the sector, led to a return the confidence of the public in banks, and hence an increasing of deposits. On the other hand, improved economic conditions predetermined the growth of foreign cash flows, mainly coming from foreign banks in Bulgaria. All factors have led to strong need to find ways to invest accumulated funds to bring income. The business loans increase during the investigated period 2005—2019.

Graph 2



Source: Bulgarian National Bank

3. Banks' liabilities and assets after the pandemic

After the start of health crises in China before the coronavirus crisis became evident, GDP sharply decline on the first stage of world pandemic. It made difficult functioning of supply chain to other parts of world. As it known, the world economy depends on the China delivery. As results it is declined produced supply in other part of world. On second stage, after the lockdown in more of countries, many sectors of economy were closed and it additionally reduces produced GDP in these countries. The Bulgarian economy as small and open economy

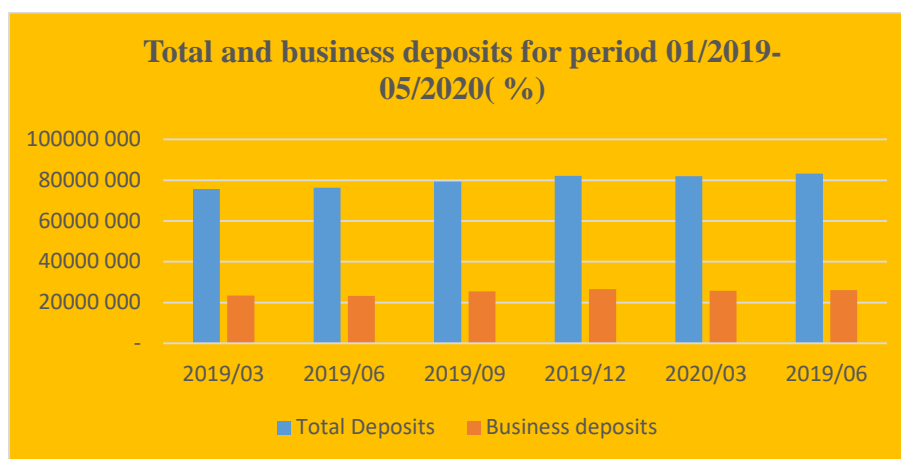
is very sensitive to outside conditions. The lockdown in the many countries in the world impacts on Net export orientated mainly to the countries of EU. Their GDP declines and it directly reduce Bulgarian GDP. During the pandemic the investments in Bulgaria collapsed due to expected recession all over the world. Third part of GDP – consumption also reduces. More consumers have temporarily or sure unemployed, on other places the incomes were reduces due to insecure situation. All efforts forced sharp reduction of consumption. Last part of GDP – public spending does not compensate the lost by other three components of GDP.

The Bulgarian National Bank has introduces several measures, including following:

- “temporary moratorium on bank loans repayment, following the EBA Guidelines on legislative and non-legislative moratoria on loan repayments applied in the light of the COVID-19 crisis (EBA/GL/2020/02)
- The state Fund Manager for Financial Instruments in Bulgaria announced a new package of measures to support various business and public groups through financial instruments. The Fund will provide bank guarantees in of BGN 170 million (EUR 87 million), which should serve to secure a loan portfolio of up to BGN 850million. Loans under the scheme will have a term of up to 10 years and the possibility of interest-free loans....”

The changes of deposits during the period of lockdown are insignificant.

Graph 3



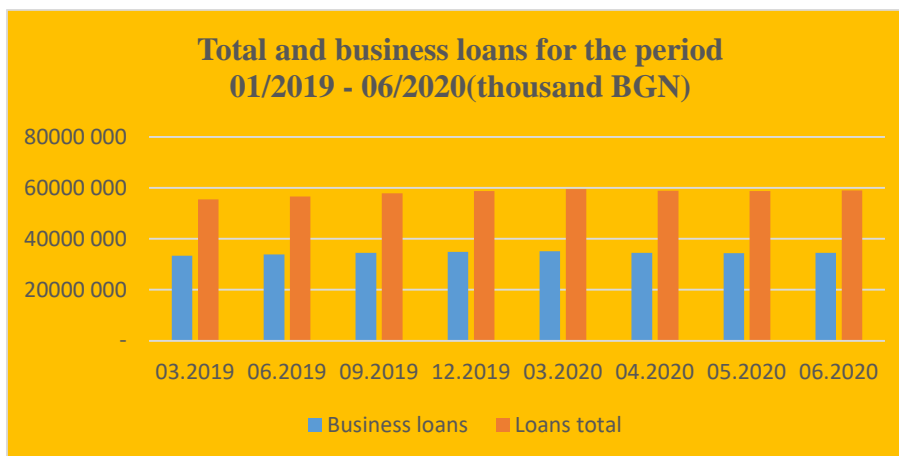
Source: Bulgarian National Bank

From other side, when businesses that have had to lay off workers need to start operating again and to see the demand for their products and services rebound quickly, if indeed they survive the downturn. The new stimulus package from the Government perhaps the catalyst for a change of the credit cycle. The companies may redirect payment installments for later period after lockdown and take new loans to cover differences between in- and out- flows. They could take the credit to recovery the business.

Table 1

Total and Corporate loans' changes during the lockdown (on monthly base) %	April 2020	May 2020	June 2020
Loans total	-1.14	0.23	0.49
Business loans	-1.79	0.45	0.19

Graph 4



Source: Bulgarian National Bank

The stage of the credit cycle is after the lockdown. During this period, the factors affecting demand are:

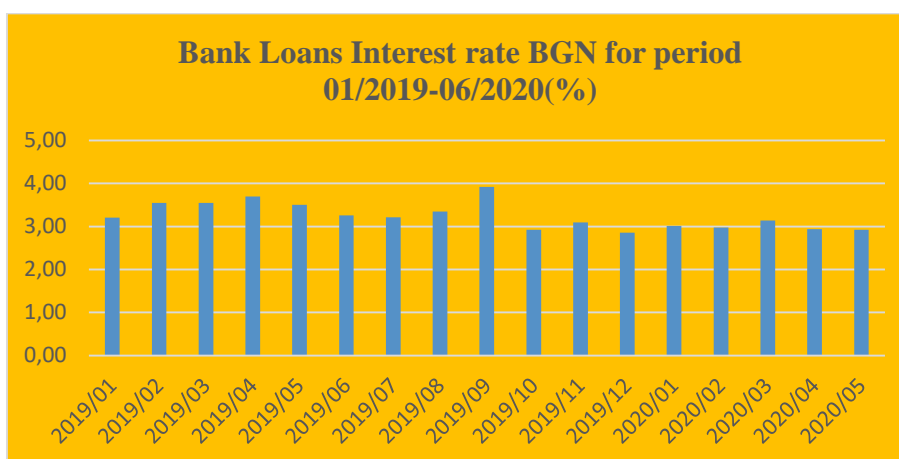
- Income fall or keep on the same level;
- Unemployment;
- The companies reduce their investments due to the stage of market;
- Negative tendency in Net Bulgarian export;
- Financing of negative cash flows.

The factors influencing the supply are:

- Reducing of part of business deposits by banks during the crisis;
- Increasing risk in the economy;
- Economic activity freezes for several months. The return of projects is reduced. Therefore companies to be financed negative cash flow.

The interest rate of bank loans is with high volatility in the beginning of 2020. After the pandemic of COVID 19 rate decreases sharply.

Graph 5



Source: Bulgarian National bank

CONCLUSION

The pandemic of COVID-19 has dramatically affected just about every aspect of the economy. The credit cycle transforms from the record long benign to a stressed one. This paper seeks the accumulated deposits and access to credit from before the unexpected global health crisis to its immediate and extended impact and the performance of several key indicators of deposits and credits. The focus is on the non-financial corporate deposits and credits.

The Bulgarian economy as small and open economy is very sensitive to outside conditions. After the pandemic of COVID 19 the national economy depends on them. They impact on all sectors. The new stimulus package from the Government perhaps the catalyst for a change in the credit conditions. The deposits in banking system have not changed during the lockdown. The credit cycle after the pandemic goes in new state with reducing the loans for a business for two months by the starting of the pandemic of COVID 19 and slowly recovery economic activities and raise the corporate credit by covering the liquidity gap and recovery the business.

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Rusya'nın Ermenistan-Azerbaycan Dağlık Karabağ Münakaşa Çözümüne Katılımı

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ÖZET

Ermenistan-Azerbaycan sorununun çözümünde arabuluculuk, Avrupa'da Güvenlik ve İş birliği Konferansı (AGİK) çerçevesinde şubat 1992'de başladı. AGİK Dışişleri Bakanları Konseyi'nin 24 Mart 1992'de Helsinki'de yapılan ek toplantısında, barışçıl bir çözüm için bir forum sağlamak amacıyla Minsk'te Dağlık Karabağ üzerine bir konferans toplanmasına karar verildi. Şüphesiz, Dağlık Karabağ sorununun çözümünde başrolü Rusya üstleniyor. Rusya'nın barış sürecindeki bu rolü, bölgede meydana gelen olaylara tarihsel katılımı, çatışmanın taraflarıyla olumlu ilişkileri, sınırlarının yakınında öngörülemeyen gelişmelerden kaçınma arzusu gibi bir dizi faktörden kaynaklanmaktadır.

Rusya Federasyonu başkanı B.N. Yeltsin Eylül 1991'de çatışmayı çözmek için bir girişimde yaptı. Bugün Rusya, AGİT Minsk Konferansı'nın eşbaşkanlarından biridir. "Bu anlaşmazlığı çözmek için ana görev" almış bir kurumdur. Karabağ'daki son olaylar (işgal altındaki Azerbaycan topraklarının kurtuluşu), Rusya'nın ateşkese direkt olarak katılımıyla da damgasını vurdu.

Böylece, "Rusya'nın aktif arabuluculuğuyla, çatışan taraflar arasında farklı düzeylerde yapılan çeşitli müzakereler sonucunda bir dizi anlaşmaya varıldı: 23 Eylül 1991 tarihli "Jeleznovodsk bildirisi"; Şubat 1994'te kabul edilen "Moskova Protokolü"; 9 Mayıs 1994 tarihli "Bişkek Protokolü" ve 12 Mayıs 1994 tarihli "Ateşkes Anlaşması" ve Azerbaycan, Rusya Federasyonu Cumhuriyeti Başbakanları ve Ermenistan başbakanı tarafından 10 Kasım 2020 tarihli üçlü ateşkes açıklaması.

Anahtar Kelimeler: Dağlık Karabağ, Minsk Konferansı, Rusya Federasyonu, Ateşkes Anlaşması.

Russia's participation in the settlement of the Armenian-Azerbaijani Nagorno-Karabakh Conflict

ABSTRACT

Mediation in the settlement of the Armenian-Azerbaijani conflict began in February 1992 within the framework of the Conference on Security and Cooperation in Europe (CSCE). At an additional meeting of the Council of Foreign Ministers of the CSCE, held on March 24, 1992 in Helsinki, it was decided to organize a conference in Minsk on Nagorno-Karabakh in order to provide a forum for negotiating a peaceful settlement. It should be noted that the first mediation initiative to resolve the conflict belongs to Russia. This role of Russia in the peace process is due to a number of factors - its historical involvement in the events taking place in the region, its positive relations with the parties to the conflict, its desire to avoid unpredictable developments near its borders. The Caucasus, as a region of the CIS, "is one of the priority areas of Russian foreign policy It was Russia that took part in the first serious attempt to resolve the conflict made in September 1991, being represented by the President of the Russian Federation B.N. Yeltsin. Today Russia is one of the co-chairs of the OSCE Minsk Conference. This is an institution that has received "the main mandate to resolve this conflict." The recent events in Karabakh (the liberation of the occupied Azerbaijani territories) were also marked by the direct participation of Russia in achieving a ceasefire.

So, "With the active mediation of Russia, as a result of various negotiations at different levels between the conflicting parties, a number of agreements were reached: "Zheleznovodsk Communiqué" of September 23, 1991; The "Moscow Protocol", adopted in February 1994; "Bishkek Protocol" of May 9, 1994, and the "Ceasefire Agreement" of May 12, 1994 ", as well as a tripartite statement on the ceasefire of the President of the Republic of Azerbaijan, the President of the Russian Federation and the Prime Minister of the Armenian Republic of November 10, 2020.

Keywords: Nagorno-Karabakh, Minsk Conference, Russian Federation, Ceasefire Agreement.

GİRİŞ

Sovyetler Birliyinin çöküşünden sonra Güney Kafkasya bölgesi çeşitli nitelikteki çatışmaların merkezine dönüştü. Bu gergin durum günümüze kadar devam etmekte ve birçok devletin, politikacının ve siyaset bilimcinin dikkatini çekmektedir. Birçok gücün çıkarlarının kesiştiği merkez üssüdür.

Bu arada, bölge devletlerinin (Rusya dahil) ortak sorumluluğu ve birincil görevi, Kafkasya'daki durumu sıkı bir ortak kontrol altına almak, çatışmaları söndürmek ve sonuçlarının üstesinden gelmektir.

Bu bölgedeki başlıca çatışmalardan biri de Ermenistan-Azerbaycan Dağlık Karabağ sorunudur.

Dağlık Karabağ, Azerbaycan'ın en eski yerleşim ve kültür merkezlerinden biridir. 1923 yılında, Sovyet yönetimi altında, Karabağ'ın dağlık kesiminde 4.4 bin km²'lik bir alanda Dağlık Karabağ Özerk Bölgesi (DKÖB) kuruldu.

Ermenilerin Azerbaycan'ın atalarından kalma topraklarına yönelik açık iddiaları ve etnik gerekçelerle provokasyonlarla 1988 yılında Ermenistan-Azerbaycan Dağlık Karabağ sorunu alevlendi. 1987-89'da Ermenistan'da yaşayan 250 binin üzerinde Azerbaycanlı, atalarının topraklarından zorla kovuldu.

20 Şubat 1988'de DKÖB Halk Temsilcileri Konseyi toplantısında Ermeni cemaatinin temsilcileri, Azerbaycan SSC'sinden DKÖB 'ın ayrılması ve Ermenistan SSC'nin ilhakı için Azerbaycan Yüksek Sovyetlerine ve Ermenistan SSC'ine dilekçe gönderdiler.

1 Aralık 1989'da, Ermeni SSC Parlamentosu, Ermenistan SSC ile Dağlık Karabağ'ın "yeniden birleşmesi" hakkında bir karar verdi. 10 Ocak 1990'da SSCB Parlamentosu Başkanlığı, Dağlık Karabağ'ın Azerbaycan SSC'nin rızası olmadan Ermenistan SSC'ye ilhakının hukuka aykırılığını vurgulayan "1 Aralık 1989 ve 9 Ocak 1990'da Ermenistan SSC Parlamentosu tarafından alınan Dağlık Karabağ ile ilgili kararların SSCB Anayasası ile tutarsızlık üzerine" kararını kabul etti [8].

30 Ağustos 1991'de Azerbaycan'ın Parlamentosu devlet bağımsızlığının restorasyonunu ilan etti. 18 Ekim 1991'de "Azerbaycan Cumhuriyeti Devlet Bağımsızlığı Hakkında" Anayasa Senedi kabul edildi.

26 Kasım 1991'de Azerbaycan Cumhuriyeti Parlamentosu "Azerbaycan Cumhuriyeti Dağlık Karabağ Özerk Bölgesinin Tasfiye Edilmesi Hakkında" yasayı kabul etti.

SSCB'nin çöküşü sonucu ortaya çıkan siyasi istikrarsızlıktan istifade eden Ermenistan, yurt dışından gelen askeri yardımlarla Dağlık Karabağ'da askeri operasyonlar başlattı.

Şubat 1992'de, Hocalı'da Azerbaycan halkının eşi görülmemiş bir katliamı yapıldı. Tarihe Hocalı soykırımı olarak geçen kanlı trajedi sonucunda binlerce Azerbaycanlı öldürüldü ve kayboldu.

İşgalin bir sonucu olarak, sadece eski DKÖB (Hankendi şehri (Stepanakert), Hocalı (Askeran), Hadrut, Agdere (Mardakert), Hocaent (Martuni) ve Şuşa bölgeleri) deyil, aynı zamanda Laçın, Kelbecer, Ağdam, Cebayıl, Fuzuli, Kubadlı, Zangilan komşu bölgeleri de tanınmayan Dağlık Karabağ Cumhuriyeti'nin (NKR) silahlı oluşumlarının kontrolü altındaydı.

BM Güvenlik Konseyi, 30 Nisan 1993'te 822, 29 Temmuz 1993'te 853 sayılı Kararı, 14 Ekim 1993'te 874 sayılı Kararı ve 12 Kasım 1993 tarihli 884 sayılı Kararı kabul ederek ermeni işgal kuvvetlerinin işgal edilen topraklardan çekilmesini öngördü.

Ermenistan'ın askeri genişlemesinin bir sonucu olarak Azerbaycan Cumhuriyeti topraklarının % 20'si - Dağlık Karabağ ve ona komşu yedi ilçe - Laçın, Kelbecer, Ağdam, Cebayıl, Fuzuli, Kubadlı, Zangilan, Gazah ilçesine bağlı 8 köy ve Nahçıvan'ın Sadarak ilçesine bağlı 1 köy işgal edildi.

Ermenistan-Azerbaycan Dağlık Karabağ sorununun bir sonucu olarak 1 milyonu aşkın Azerbaycanlı zorunlu göçmen oldu, 20 bin adam öldürüldü. 50 bin insan sakat kaldı, 67'si çocuk, 265'i kadın ve 326'sı yaşlı olmak üzere yaklaşık 4 bin Azerbaycanlı haber verilmeden

kayboldu. İki binden fazla Azerbaycanlı Ermeniler tarafından esir alındı. [9]. 1988-1993'te Karabağ'da 900 yerleşim, 150 bin ev, 7 bin kamu binası, 693 okul, 855 kreş, 695 sağlık kurumu, 927 kütüphane, 44 tapınak, 9 cami, 473 müze ve 40 tarihi eser yıkıldı. , 6 bin sanayi ve tarım işletmesi, 160 köprü ve diğer altyapı tesisleri yok edildi.

Azerbaycan'ın işgal altındaki topraklarında, Jabrayil'deki Orta Çağ 11 ve 15 kemerli Hudaferin köprüleri ve Tunç Çağı Niftala mezar höyükleri, Kelbecer'deki XIV Yüzyıldan kalma Orta Çağ Gancasar ve Hudavang manastırları, Gutlu Musa oğlu türbesi, Ağdam'daki Tunç Çağı yerleşim bölgesi, Uzerliktepe, Paleolitik dönemden kalma Azih ve Tağlar mağaraları, Hocalı'daki Bronz ve Demir Çağı mezarları gibi dünya çapında önemli anıtlar bulunuyordu. [9].

Ermenistan-Azerbaycan sorununun çözümünde arabuluculuk, Avrupa Güvenlik ve İşbirliği Konferansı (AGİK) çerçevesinde Şubat 1992'de başladı. AGİK Dışişleri Bakanları Konseyi'nin 24 Mart 1992'de Helsinki'de yapılan ek toplantısında, barışçıl bir çözümün müzakeresi için bir forum sağlamak amacıyla Minsk'te Dağlık Karabağ üzerine bir konferans toplanmasına karar verildi.

Çatışmayı çözmek için ilk arabuluculuk girişiminin Rusya'ya ait olduğu unutulmamalıdır. Dağlık Karabağ sorununun çözüm sürecinde başrolü Rusya üstleniyor. Rusya'nın barış sürecindeki bu rolü, bölgede meydana gelen olaylara tarihsel katılımı, çatışmanın taraflarıyla olumlu ilişkileri, sınırlarının yakınında öngörülemez gelişmelerden kaçınma arzusu gibi bir dizi faktöre bağlıdır. Bir BDT bölgesi olarak Kafkasya, "Rus dış politikasının öncelikli alanlarından biridir." [7]. Özellikle, Rusya Federasyonu'nun Dış Politika Kavramı, Rusya'nın dış politikasının ana yönü olarak "Rusya sınırlarının çevresinde bir iyi komşuluk kuşağı oluşmasını, Rusya Federasyonu'na komşu bölgelerde mevcut olanların ortadan kaldırılmasına ve potansiyel gerginlik ve çatışma yataklarının ortaya çıkmasının önlenmesine yardımcı olunmasını" tanımlamaktadır.

Eylül 1991'de yapılan çatışmayı çözmek için ilk ciddi girişimde yer alan Rusya Federasyonu Cumhurbaşkanı B.N. Yeltsin (ikinci başlatıcı, Kazakistan Başkanı N.A. Nazarbayev'di).

20-23 Eylül 1991'de Rusya ve Kazakistan cumhurbaşkanları başkanlığındaki, Rusya ve Kazak bakanlık ve dairelerinin temsilcilerinin yer aldığı bir heyet, Erivan, Bakü ve Hankendi'ni, aynı yıl 23 Eylül'de ise Ermenistan, Azerbaycan, Rusya liderleri Jeleznovodsk'u ziyaret etti ve Kazakistan "Rusya Federasyonu Başkanı B. Yeltsin ve Kazakistan Cumhurbaşkanı N. Nazarbayev'in arabuluculuk misyonuna ilişkin ortak bildiri imzaladı. [4] Jeleznovodsk'ta ortak bir bildirin imzalanması Ermenistan ile Azerbaycan arasında müzakereleri başlattı.

Daha 20 Mart 1992'de, Kiev'de, aralarında Azerbaycan ve Ukrayna'nın da bulunduğu on bir BDT devleti, bir grup gözlemci ve toplu barışı koruma gücü Anlaşması'nı imzaladı "[6].

12 Mayıs 1994'te Ermenistan ile Azerbaycan arasında ateşkes anlaşmasına varıldı. 5-6 Aralık 1994'te Budapeşte'deki AGİK zirvesinde, AGİK çerçevesinde arabuluculuk çabalarını koordine etmek için Minsk Konferansı eşbaşkanlık kurumunun kurulmasına karar verildi. Bugün Rusya, AGİK Minsk Konferansı'nın eşbaşkanlarından biridir. [1.s.57]. Budapeşte Zirvesi'nde AGİK Dönem Başkanına silahlı çatışmayı sona erdirmeye konusunda siyasi bir anlaşmaya varmak için müzakere etmesi talimatı verildi. Belirtilen siyasi anlaşma, çatışmanın sonuçlarını ortadan kaldırmayı ve Minsk konferansının toplanmasına izin vermeyi amaçlıyordu.

2-3 Aralık 1996 tarihinde Lizbon'da düzenlenen zirvede AGİK Minsk Grubu Eşbaşkanları ve AGİK Dönem Başkanı, Ermenistan'ın reddettiği Dağlık Karabağ sorununun temel ilkelerini tavsiye ederek, teklife karşı oy veren 54 AGİK üye devletinden biri oldu. [2].

Bu ilkeler aşağıdaki gibidir:

- Azerbaycan Cumhuriyeti ve Ermenistan Cumhuriyeti'nin toprak bütünlüğü,
- Dağlık Karabağ'a Azerbaycan içinde yüksek bir özerklik statüsü verilmesi,

- tüm Dağlık Karabağ nüfusunun güvenliğini sağlamak.

1997-1998 boyunca Rus temsilciler düzenli olarak mekik diplomasisi yöntemlerini kullandılar. Bakü, Hankendi (Stepanakert) ve Erivan'a geziler yapıldı.

Fransa, Rusya ve ABD'yi temsil eden AGİT Minsk Konferansı eşbaşkanları, tüm tarafların çıkarlarını ve endişelerini göz önünde bulundurarak ve karşılıklı anlaşmaya varmanın temelini temsil eden, çatışmanın kapsamlı bir şekilde çözülmesi için yeni öneriler ortaya koydular [15].

AGİT Minsk Grubu Eşbaşkanları, 18 Temmuz 1997'de, Dağlık Karabağ Anlaşmazlığının Çözümü için Kapsamlı Anlaşmanın sözde "paket versiyonunu" önerdi. Dağlık Karabağ için yeni bir statü tanımı ile silahlı çatışmanın sona erdirilmesi meselesini "tek pakette" çözmeyi önerdi. Belge kesinlikle gizliydi ve resmi olarak yalnızca Şubat 2001'de yayınlandı [3]. Özü şöyleydi:

-Taraflar aralarındaki anlaşmazlıkları çözmek için silahlı güç kullanımından vazgeçmeli ve bu amaçla silahlı oluşumları iki aşamada çatışma bölgesinden çekmelidir. Kuvvetlerin geri çekilmesinin tamamlanmasının ardından, 1988 yılında DKÖB sınırları boyunca ve Ermenistan-Azerbaycan sınırının kuzey kesiminde, Kalma Karışık Komisyon ile birlikte AGİT barış gücü tarafından güvenlik gözetiminin yapılacağı bir ayrılık, "tampon bölge" oluşturuldu. Barışı koruma görevlilerinin görevlerinden biri, yerlerinden edilmiş kişilerin ayrılık bölgesindeki eski daimi ikamet yerlerine güvenli bir şekilde geri dönmelerini sağlamak olmalıdır.

- Taslak anlaşma, kuvvetlerin çekilmesiyle birlikte demiryolları, enerji nakil ve haberleşme hatları dahil olmak üzere yolların açılması için önlemler alınacağını ve ticaretin yeniden başlatılacağını öngörüyordu. Her iki taraf da ablukayı kaldırmayı ve malların ve insanların diğer tüm taraflara engelsiz şekilde teslim edilmesini sağlamayı taahhüt eder. Ermenistan ve Azerbaycan, aralarında, özellikle Bakü - Horadiz - Meghri - Ordubad - Nahçıvan - Erivan hattı boyunca güvenli demiryolu iletişimini garanti ediyor.

Minsk Grubu eşbaşkanları, Khankendi (Stepanakert) ve Bakü'nün Dağlık Karabağ'ın olası statüsüne ilişkin tutumlarındaki derin boşluğu dikkate alarak, tarafların istekleri dikkate alınarak gözden geçirilen "aşama aşama" çözümün bir versiyonunu 2 Aralık 1997'de sundular. Ermeni liderliğinin bazı üyeleri L.Ter-Petrosyan'ın çizgisini açıkça protesto etti, bu, muhalefetle başkanlık kursu eleştirisini harekete geçirdi ve hükümet krizine ve ardından (3 Şubat 1998) L. Ter-Petrosyan'ın istifasına yol açtı.

Bu olaylar Karabağ sorununun çözüm sürecinde ek zorluklar yarattı ve Karabağ liderlerinden biri olan yeni cumhurbaşkanı R. Koçaryan'ın iktidara gelmesinin ardından müzakerelerdeki durum daha da karmaşık hale geldi. Her iki Ermeni tarafı - Erivan ve Hankendi (Stepanakert) - zorlu pozisyonlardan birlikte hareket etmeye başladı. Azerbaycan'ın toprak bütünlüğünü reddettiler ve işgal altındaki Azerbaycan bölgelerinin özgürleşmesine ancak önerdikleri Dağlık Karabağ'ın statüsü karşılığında izin verdiler.

9 Kasım 1998'de eşbaşkanlar, uluslararası hukuk normlarına aykırı, Azerbaycan için kesinlikle kabul edilemez olan üçüncü bir öneri sundular. Azerbaycan'ın çıkarlarına aykırı olduğu için "ortak devlet" fikri Cumhurbaşkanı H. Aliyev tarafından kategorik olarak reddedildi.

2 Kasım 2008'de Rusya Devlet Başkanı Dimitri Medvedev'in Moskova yakınlarındaki evinde (Mayendorf kalesinde) Dağlık Karabağ hakkında Azerbaycan, Ermenistan ve Rusya Deklarasyonu imzalanmıştır.

Bu kısa belgenin özü, ilk olarak, AGİT Minsk Grubu eş başkanlık yapan ülkelerin arabuluculuğuyla doğrudan diyalogu sürdürerek partilerin siyasi bir çözüme olan bağlılığını yeniden teyit etmesidir.

İkinci olarak, Azerbaycan ve Ermenistan cumhurbaşkanları, Dağlık Karabağ sorununun siyasi çözümü üzerinde anlaşmaya varmak için, en üst düzeyde daha ileri temaslarda dahil olmak üzere, çalışmaya devam etme konusunda anlaştılar”[5.s.12-15].

En üst düzeyde üç taraflı karşılaşmaları da normal karakter taşır. Bu türden bir toplantı 23 Ocak 2012'de Soçi'de gerçekleşti. Bu görüşmenin ardından ortak bir açıklama yapıldı [12]. Ayrıca belirtilmelidir ki, Karabağ anlaşması bağlamında Moskova, Dağlık Karabağ'ı tanımayı hiçbir zaman açıklamadı [16].

Müzakere sürecinin temeli, AGİT Minsk Grubu tarafından 15 Ocak 2010'da ihtilafın taraflarına aktarılan sözde güncellenmiş Madrid ilkeleriydi. Dağlık Karabağ sorununun çözümü için Madrid olarak adlandırılan temel ilkeler Kasım 2007'de İspanya'nın başkentinde açıklandı.

Minsk Grubu'nun bir sonraki planının ayrıntılarını inceleyerek, şartlı olarak iki bileşeni ayırabiliriz: Azerbaycan'ın ne alacağı ve Ermenistan'ın ne alacağı.

Proje hayata geçirilirse, Azerbaycan'ın Dağlık Karabağ çevresinde Ermeniler tarafından işgal edilen beş bölgenin kademeli olarak geri dönmesi garanti ediliyor. Sonraki aşamada, Ermeni birlikleri Kelbecer bölgesini terk ederek yalnızca sınırlı bir askeri birlik bırakacaklar (sayı bilinmiyor). Aynı zamanda bölgede AGİT himayesinde uluslararası idare kurulur, böylelikle zamanla Azerbaycan'ın tam kontrolü altına girer. Bu topraklarda yaşayan Ermenilere gelince, uluslararası toplum Ermenistan'a dönüşlerini teşvik edecek. Alan Azerbaycanlıların yaşayacağı bir yer olacak. Azerbaycan'dan Nahçıvan'a demiryolu açılacak.

Ermenistan'a Laçın bölgesinde (Laçın-Şuşa) Dağlık Karabağ'ı bağlayan bir koridorun oluşturulması garanti edilecek. Kurtarılan topraklar askerden arındırılacak ve orada uluslararası barış güçleri konuşlandırılacak. BM Güvenlik Konseyi, barış anlaşmasının garantörü olacak.

Karabağ'da ilk aşamada AGİT barış gücü görevlilerinin toplam sayısının en az 2 bin kişi, ardından da polis devriyelerinin konuşlandırılması ve açılan yollarda kontrol noktalarının oluşturulması nedeniyle 5-7 bin kişi olması gerektiği varsayılmaktadır. Mayın temizliğine özel dikkat gösterilecektir. İki ordu arasındaki mayınlı çatışma bölgesinin toplam alanı 2600 metrekaredir. km. Uzmanlar, Azerbaycan topraklarını mayınlardan tamamen temizlemenin en az 30 yıl alacağına inanıyor.

Minsk Grubu çerçevesinde bunca yıl süren müzakerelere rağmen, hala somut sonuçlar alınmadı.

Azerbaycan'ın resmi konumu, 3 Eylül 2010 tarihinde Bakü'de Rusya-Azerbaycan görüşmelerinin ardından Cumhurbaşkanı I. Aliyev tarafından ortak basın toplantısında bir kez daha açıklandı. Özü şöyleydi: “Azerbaycan toprakları işgal altındadır. Azerbaycanlılara karşı etnik temizlik politikası uygulandı ve bunun sonucunda yüzbinlerce Azerbaycanlı Dağlık Karabağ ve Dağlık Karabağ çevresindeki yedi bölge topraklarından sürüldü. Bize göre, toprak bütünlüğü ilkesini halkın kendi kaderini tayin hakkı ile ilişkilendirme meselesi çözümsüz değildir. Halkın kendi kaderini tayin hakkı, ülkelerin toprak bütünlüğünün ihlali anlamına gelmemelidir ve ülkelerin toprak bütünlüğü çerçevesinde başarıyla uygulanmalıdır [13].

Ağustos 2014'ün başlarında, Dağlık Karabağ'da tekrar silah sesleri geldi, çatışma yeniden tırmandı. Ancak, daha sonra silah pratikte sustu ve diplomatlara ve politikacılara bir şans verdi. Dağlık Karabağ sorununun çözümüne ilişkin müzakere süreci çerçevesinde Azerbaycan ve Ermenistan Cumhurbaşkanı I. Aliyev ve S. Sarkisyan'ın yeni bir toplantısı 19 Aralık 2015 tarihinde Bern'de (İsviçre) gerçekleşti.

Ermenistan'da zaten çok istikrarlı olmayan iç siyasi durum Temmuz 2016'da ve yine Nisan 2018'de patladı ve ardından devrimci bir iktidar değişikliği yaşandı. 2016 yılında Azerbaycan, Terter bölgesi yönünde Taliş köyü çevresindeki yüksekliklerin, Seisulan noktasının ve Cebrayıl bölgesinde Leletepe yüksekliğinin kontrolünü kurdu.

Azerbaycan Cumhurbaşkanı İlham Aliyev BM Güvenlik Konseyi toplantısında yaptığı açıklamada, Ermenistan'ın temas hattında Azerbaycanlı mevzilere saldırarak ve temas hattına yakın yerleşim yerlerine bomba atarak silahlı provokasyon yaptığını söyledi.

Karabağ meselesi, Ermenistan Cumhuriyeti'nin dış politikasının uygulanmasının kavramsal temellerinden sadece biri değil, aynı zamanda Ermeni devletinin inşasının ideolojik temelidir. Ermeni kolektif hafızasının temeli, yüzyıllardır Ermeni tarih yazımı, kilise ideolojisi ve anlatı

şablonu tarafından yeniden üretilen formülasyondur: “Türkler (azerbaycanlılar) tarafından kuşatılan ve eziyet gören Ermeni halkı”. Ayrıca kilisenin konumu var. Ermenistan Anayasası'nın 8.1. Maddesine göre kilise, devletten uzak olmakla birlikte, etnopolitiğin oluşumunda önemli bir rol oynamaktadır. İlginç bir şekilde, kilise orduyu desteklemekle ilgileniyordu. Ağustos 1992'de, Dağlık Karabağ'daki fetih savaşı sırasında, Ermenistan Savunma Bakanı Vazgen Sarkisyan, gönüllü intihar bombacıları "Artsiv" 'i oluşturarak, bunları 5. yüzyılda inanç için savaşan Vardan Mamikonyan'ın birlikleriyle karşılaştırdı.

Bugünkü Ermenistan'ın siyasi ve askeri elitlerinin önemli bir kısmı Karabağ hareketinin aktivistlerinden, düşmanlıklara eski katılanlardan veya sadece Karabağ'ın yerlileri ve Sovyet Azerbaycan'ın Ermeni nüfuslu bölgelerinden oluşmaktadır.

Çözülmemiş Karabağ sorununun yükü, ulaşım ablukasının ekonomik maliyetleri ve düşmanlıkların yeniden başlama tehdidi nedeniyle askeri bir denge sağlama ihtiyacı doğal olarak Ermenistan'ın siyasi ve sosyo-ekonomik gelişimini engellemektedir. Ermenistan, Azerbaycan'ı siyasi lobcilik alanında dengelemesine yardımcı olan ve ekonomik ve mali kaynakların akışına katkıda bulunan bir kaynağa sahiptir. Diasporanın siyasi kaynakları, Erivan'a Karabağ yerleşimindeki dış aktörlerin yaklaşımlarını etkileme fırsatı veriyor, hatta bazen Washington, Moskova, Paris ve Brüksel'in görünüşte uyumsuz konumlarını birleştiriyor.

Dağlık Karabağ'daki ikinci çatışma (Vatan Savaşı) Eylül 2020'de yeniden başladı ve 10 Kasım 2020'ye kadar devam etti. Ermeni güçleri, Terter, Ağdam, Füzuli ve Cebrayil ilçelerindeki köylere büyük kalibreli silahlar, havan topları ve topçu teçhizatlarından ateş açarak siviller yaralandı. Daha sonra Azerbaycan hükümeti karşı saldırı hareketi başlattığını duyurdu.

Çatışma sırasında, AGİT Minsk Grubuna eş başkanlık eden devletlerin yardımıyla, savaş esirleri ve ölümlerin bedenlerinin değişimi için çatışma bölgesinde üç kez ateşkes ilan edildi, ancak her seferinde çatışmalar yeniden başladı.

16-17 Ekim gecesi Gence'nin yerleşim bölgelerine bir füze saldırısı başlatıldı. Aynı zamanda Mingaçevir şehri roket ateşi altına girdi. Azerbaycan tarafı, grevlerin Ermenistan topraklarından yapıldığını belirtti. Azerbaycan Cumhurbaşkanı Yardımcısı Hikmet Hacıyev'in açıklamasına göre, Gence bombardımanı sırasında 20 ev yıkıldı. Azerbaycan Acil Durumlar Bakanlığı'na göre Gence bombardımanı sırasında 13 kişi öldü, 53 sivil yaralandı. Azerbaycan Mayın Harekatı Ajansı'na (ANAMA) göre, füzenin düştüğü yerdeki parçalar Elbrus operasyonel-taktik füze kompleksinin balistik füzelerinin kullanıldığını gösteriyor.

28 Ekim'de saat 13:00 sularında Ermenistan silahlı kuvvetleri Barda şehrine saldırdı. Alışveriş tesislerinin topraklarında yapılan grev sonucunda 21 kişi öldü, yaklaşık 70 kişi yaralandı. Azerbaycan Savunma Bakanlığı'na göre Smerç ÇNRA'dan Barda'ya ateş açıldı. Barda'ya yapılan bu füze saldırısı, bu savaşta nüfusun yoğun olduğu bir bölgeye yapılan saldırıda ölenlerin sayısı için rekor oldu. Şehrin ana caddesi boyunca seyreden bir grup New York Times gazetecisi de Ermenistan tarafından roket ateşi altına girdi ve şehirde bir dizi "sağır edici patlama" kaydetti.

10 Kasım 2020'de Azerbaycan Cumhuriyeti Cumhurbaşkanı, Ermenistan Cumhuriyeti Başbakanı ve Rusya Federasyonu Cumhurbaşkanı tarafından Dağlık Karabağ ihtilaf bölgesindeki tüm çatışmalar ve ateşkes ve tüm çatışmalarla ilgili ortak bir açıklama 10 Kasım 2020 tarihinde Moskova saatiyle 00: 00'dan itibaren yayınlandı. Ermenistan, Azerbaycan ve Rusya tarafından imzalanan Dağlık Karabağ'da barış anlaşması, Rus barış güçlerinin girişini, Ermenistan kuvvetlerinin Dağlık Karabağ'a komşu bölgelerden çekilmesini ve Şuşa şehri de dahil olmak üzere Dağlık Karabağ topraklarının Azerbaycan'ın kontrolü altındaki bir kısmının terk edilmesini sağlıyor.

Putin ile bir video konferans sırasında Azerbaycan Cumhurbaşkanı İlham Aliyev, Dağlık Karabağ'daki çatışmaların sona ermesinin ardından Rusya ve Türkiye askeri personelinden ortak bir barışı koruma misyonu konuşlandırılacağını söyledi. Rusya Savunma Bakanlığı'na göre, Merkez Askeri Bölgesi'nin 15. ayrı motorlu tüfek tugayı, Il-76 nakliye uçağı ile bir barışı

koruma birliđi oluřturmak iin Ulyanovsk hava sahasından atıřma blgesine gnderildi. Rusya Dıřıřleri Bakanlıđı'ndan bir kaynak TASS'a, Dađlık Karabađ'ya bitiflik olmayan Azerbaycan topraklarında bir Rus-Trk ateřkes kontrol merkezinin kurulacađını syledi.

Aıklamada ayrıca řunlar da belirtiliyor: - Ađdam blgesinin 20 Kasım 2020'ye kadar Azerbaycan Cumhuriyeti'ne iade edileceđi.

- Dađlık Karabađ'daki temas hattı boyunca ve Lain koridoru boyunca, 1960 askeri personel, 90 zırhlı personel tařıyıcı, 380 adet otomobil ve zel tehizata sahip bir Rus barıřı koruma birliđi konuřlandırıldı.

-Rusya Federasyonu barıřı koruma birliđi, Ermenistan silahlı kuvvetlerinin ekilmesine paralel olarak konuřlandırıldı. Rusya Federasyonu barıř koruma birliđinin kalıř sresi, Taraflardan hibirinin bu hkmn uygulanmasını sonlandırma niyetinin sresinin dolmasından 6 ay nce beyan etmemesi halinde, sonraki 5 yıllık dnemler iin otomatik uzatma ile 5 yıldır.

-Ermenistan, Kelbecer blgesini 15 Kasım 2020'ye, Lain blgesini 1 Aralık 2020'ye kadar Azerbaycan'a dndrmek zorunda kaldı. Dađlık Karabađ'ın Ermenistan ile bađlantısını sađlayacak ve aynı zamanda řuřa řehrini etkilemeyecek olan Lain koridoru (5 km geniřliđinde) Rusya Federasyonu barıřı koruma birliđinin kontrolnde kalmaya devam ediyor.  yıl iinde, Dađlık Karabađ ve Ermenistan arasında iletiřimi sađlayacak, Lain koridoru boyunca yeni bir trafik yolunun inřası iin bir plan belirlenecek ve ardından bu rotayı korumak iin Rus barıřı koruma birliđinin yeniden konuřlandırılması sađlanacak. Azerbaycan, vatandařların, araların ve malların her iki ynde de Lain koridoru boyunca trafiđin gvenliđini garanti ediyor.

- lke iinde yerinden edilmiř kiřiler ve mlteciler, Birleřmiř Milletler Mlteciler Yksek Komiserliđi'nin kontrol altında Dađlık Karabađ topraklarına ve komřu blgelere geri dnyor.

-Savař esirlerinin ve diđer tutukluların ve llerin bedenlerinin deđiřimi.

-Blgedeki tm ekonomik ve ulařım bađlantıları engellenmiřtir. Ermenistan, Azerbaycan'ın batı blgeleri ile Nahıvan zerk Cumhuriyeti arasındaki ulařım bađlantılarının gvenliđini garanti eder. Ulařım iletiřimi zerindeki kontrol, Rusya FSB'sinin Sınır Servisi organları tarafından gerekleřtirilir. Tarafların mutabakatı ile Nahıvan zerk Cumhuriyeti'ni Azerbaycan'ın batı blgelerine bađlayan yeni ulařım iletiřimlerinin inřası sađlanacaktır.

atıřma sırasında Azerbaycan, anlařmaya yansayan durumu kendi lehine nemli lde deđiřtirdi. Dolayısıyla, "Madrid İlkeleri" Dađlık Karabađ'ı vresindeki Ermenistan'ın iřgal ettiđi blgelerden aıka ayırdıysa, o zaman Kasım ayında Dađlık Karabađ'ın statsne dair hibir řey yok ve bazı noktalar, bir dizi blgenin Bak'nn kontrolne geri dnmesi iin bir program gibi grnyor. Ayrıca uzmanlara gre, ilkelerde 5 + 2 formln izledikleri iin ileler arasındaki farklılıklar ortadan kalktı: beř (Ađdam, Cebrayil, Fuzuli, Kubadlı, Zangilan) hemen Bak'ye ve iki tane daha (Lain ve Kelbecer) - Ermenistan ile Karabađ arasındaki bir gvenlik koridorunun ierinden gemesi nedeniyle, ancak zamanla, Kasım anlařmasından sonra bu fikirler yersiz hale geldi.

Azerbaycan Cumhurbaşkanı İlham Aliyev, "Bu aıklama Ermenistan'ın uzun vadeli iřgale son veren teslimidir" dedi.

Erivan'da barıř anlařmasının imzalanması siyasi krize neden oldu ve řehirde protestolara yol atı.

řimdi dnya glerinin bu atıřmadaki konumunu deđerlendirek. Karabađ savařında Ermeni birliklerinin teslim olması ve Ermenistan Bařbakanı Nikol Pařinyan'ın Dađlık Karabađ vresindeki  Azerbaycan blgesinden iřgal glerinin geri ekilmesine rıza gstermesi Azerbaycan iin kořsuz bir zaferdir Ermenistan'ın teslim olma eylemi ABD ve Fransa'nın katılımı olmadan sonulandı. Fransa, son derece bařarısız ve yapısal olmayan bir řekilde atıřmanın zmne dahil oluyor: Paris aıka Erivan'ın yanında olduđunu ilan ediyor. Bu da, Minsk Grubu'nun arabulucu ve eřbařkanı olarak Fransa'nın statsyle aıka eliřiyor. Ve

ABD yeterince aktif davranmıyor (son başkanlık seçimleri) ve "gölgelerde" kalmayı tercih ediyor.

Azerbaycan savaş alanında tek başına savaştı, işgalcileri daha da ileriye götürdü, ta ki güneyde onları Ermenistan'a geri sürdü, Azerbaycan kültürünün kalbi Şuşa da dahil olmak üzere 300 yerleşimi kurtardı. Bu arada Türkiye, Azerbaycan topraklarının işgalinin kaldırılmasını destekleyen ateşli açıklamalarla dikkati kendine çekti, böylelikle bölge dışı güçlerin neredeyse tüm faaliyetleri Ankara üzerindeki baskıya indirgenmiş oldu. Azerbaycan'ın güvenilir ve güçlü dış müttefiklerinden - sadece Türkiye olan Bakü, Türk-Azerbaycan ilişkisini güçlendirmeye devam edecek. Azerbaycan ve Türkiye etnik, kültürel ve tarihi bağlarla birbirine bağlıdır ve her iki ülke ilişkilerini "iki devlet, tek millet" ilişkisi olarak adlandırmaktadır[11].

Vatan Savaşı sırasında Azerbaycan ordusunun 2.783 askeri şehit oldu. Azerbaycan Savunma Bakanlığının mesajında bu ifade edilmektedir. Rapora göre, DNA analizi ile 103 askerin tespit edilmesi için çalışmalar devam ediyor [14]. Savunma Bakanlığı'na göre, 1245 asker şu anda tıbbi kurumlarda tedavi görüyor.

Sağlık Bakanı Arsen Torosyan, çatışmaların ilk gününden 17 Kasım akşamına kadar Ermeni askerlerinin resmi olarak teyit edilen ölü sayısının 2425 olduğunu söyledi. "Aslında adli tıp muayenesinden geçen ölü askerlerin cesetlerinden bahsediyorum" dedi. 250 ceset kimliği belirsiz kaldı. Yaklaşık 1.600 kişinin isimleri kamuoyuna açıklandı. Tanınmış muhalefetçi Mikaela Minasyan, ülke yetkililerini öldürülenlerin sayısı hakkındaki bilgileri kasten saklamakla suçladı. Ona göre aslında savaşta yaklaşık 4 700 asker öldürülmüştür [10].

Kafkasya'daki mevcut durum ve güvenlik meseleleri değerlendirildiğinde, Azerbaycan'ın egemenliğini yeniden kurma sürecini sona erdirmenin, herhangi bir dış müdahale olmaksızın Güney Kafkasya'nın refahının anahtarı olacağını söyleyebiliriz.

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Effects of COVID-19 Outbreak on Higher Education in the Philippines: Obstacles, Opportunities, and Threats

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ABSTRACT

Amid a global outbreak, the Commission on Higher Education (CHED) the Philippines has guided Covid-19 Disease Prevention Advisories in various state universities/colleges and private universities and colleges, including distance learning. Advisories set out in higher education orders should initiate distance learning, e-learning, and other forms of learning, rather than face-to-face teaching. COVID-19 Second Advisory Directive on higher education should initiate distance learning, e-learning, and other ways of learning, instead of face-to-face teaching. The CHED remained competitive and urodynamic to provide oversight and management in the continuing delivery of higher education to college students in the Philippines. This case study aims to understand how higher education institutions in the Philippines have survived the current challenge of acclimatizing education provisions in the era of pandemics. This paper is divided into three parts: the first section addresses the Commission's interventions in the Pandemic Age; the second part discusses the educational difficulties and opportunities for such learning losses; increased drop-out rates and children skipping the essential meal of the day and, lastly, it presents cyber-educational risks to the education system in the middle of the day. Conclusions and guidelines are also included in the case study.

Keywords: COVID-19 outbreak, higher education, Philippines

INTRODUCTION

Amid a global outbreak, the Commission on Higher Education (CHED) of the Philippines released rules on CHED Covid-19 Advisories on the prevention of outbreaks in-state colleges and universities and private universities and colleges, including distance learning for students in the Philippines. COVID-19 Second Advisory Directive on higher education should initiate distance learning, e-learning, and other ways of learning delivery instead of face-to-face instruction (Manila Bulletin, 2020).

According to Twitter (2020), social media estimated that the COVID-19 pandemic is causing more than 1.6 billion children and out-of-school youth (OSYs), which is equivalent to 80 percent of the world population of enrolled students (World Bank, 2020) and has impacted 181 countries with more than 4,538,982 recorded cases of COVID-19. The COVID-19 pandemic began in Wuhan, China (Huang, et al. 2020). and more than 4 million COVID-19 cases have been reported across the continents to date, with approximately 301,399 deaths due to illness and disease (South China Morning Post. (2020).

According to the British Broadcasting Corporation (2020) and the World Health Organization (WHO), these statistics are projected to increase day by day and month. In its news report (ABC News, 2020) the World Health Organization declared COVID-19 to be a public health emergency of international significance as of 31 January 2020. Transmission of Coronavirus Disease (COVID-19) pandemic was confirmed in the Philippines, and the Department of Health (DOH) considered the outbreak to be a national threat (Nicomedes & Avila, 2020).

Although the Philippine Government, through the Inter-Agency Task Force (IATF), introduced the Enhance Community Quarantine (ECQ) to prevent the spread of the COVID-19 pandemic in the Philippines from 16 March 2020 to 30 April 2020, the ECQ was extended again until 15 May 2020 in the form of the General Enhanced Community Quarantine (GECQ) and the Modified Enhanced Community Quarantine (GECQ). This case study aims to understand how higher education institutions in the Philippines have survived the current challenge of acclimatizing education provisions in the era of the pandemic.

1. COMMISSION ON HIGHER EDUCATION IN THE PHILIPPINES

Last 30 January 2020, the Department of Health (DOH) detected the first positive case of Coronavirus Disease (COVID-19) pandemic in the Philippines (Department of Health, 2020), while the Philippine Higher Education Commission (CHED) remained dynamic and urodynamic in providing supervision and management of the continuing delivery of higher education to college students in the Philippines. While in the recent Coronavirus (COVID-19) pandemic, the Commission on Higher Education (CHED) and the Department of Education (DepEd) in the Philippines have allocated a big budget to nationwide computerization projects for all schools and mapping school geolocations nationwide for inventiveness to bridge the coronavirus gap (COVID-19) pandemic times.

Teachers in public schools and higher education institutions have undergone training sessions using Information and Communication Technology (ICT) to efficiently demonstrate their teaching and learning in classroom lectures. Although the world is developing a new environment with the transformation of ICT, teachers have faced new challenges, assessed by transfiguring 21st-century learning, introducing new curricula and teaching, advanced assessment in various aspects of public and higher education institutions, and the advancement of good education in global pandemic times (Albion, Tondeur, Forkosh-Baruch, & Peeraer, (2015; Umar & Yusoff (2014); Ahmad, Badusah, Mansor, Karim, Khalid, Daud, Din, & Zulkefe (2016); Gayeta (2018).

Currently, CHED has released four prevention and control, mitigation, information dissemination campaigns via social media channels on the potential spread of COVID-19

among higher education institutions in the Philippines (Commission on Higher Education, 2020).

1.1 CHED COVID-19 Advisory No. 1

CHED Advisory 1 was issued on 12 February 2020, such as an awareness campaign; prevention and control; screening; athletic and other concerns; travel and the establishment of an in-house information resource unit/office. To curb the spread of false news and to handle mass panic and anxiety among students, CHED accentuated the status of sharing appropriate, credible, and confirmed information relevant to the pandemic. The distribution of information should be focused on the Department of Health (DOH) and the World Health Organization (WHO) and proposed that website links be made accessible to faculty members, staff, and students. HEIs have also been instructed to set up a focal person or office staff to provide students with DOH information. Health staff will offer guidance to students, faculty members, and staff who experience pandemic anxiety (Commission on Higher Education, 2020).

1.2 CHED COVID-19 Advisory No. 2

CHED Advisory No. 2 was released on 11 March 2020 and requested to form the following: (a) the individual HEI Emergency Plan; (b) the suspension of classes at all levels in Metro Manila; (c) assistance to students, teachers, staff and managers of higher education institutions who have remained abroad; and (d) advice for higher education institutions classified as positive COVID-19 cases.

President Rodrigo Duterte of the Republic of the Philippines last 10-13 March 2020 issued a three-day suspension of classes at all levels in Metro Manila, Philippines, until the declaration of a complete closure on 15 March 2020 at the national level. Higher education institutions have been advised by CHED to collaborate with partner Host Training Establishments (HTEs) for any modification of training hours/or to accept other modalities for on-the-job training or OJTs, interns, and/or practicum of students concerned (Commission on Higher Education, 2020).

1.3 CHED COVID-19 Advisory No. 3

CHED Advisory No. 2 was released on the same date on 11 March 2020. The advisory was in support of the resolution released by the Philippines Interagency Task Force on Infectious Diseases Control. The Commission invoked the exercise of academic freedom and the contextual realities of individual HEIs across the country to make a conscious decision: to exercise flexibility in changing the individual approved HEI academic calendar; to exercise discretion in the field deployment of students currently attending the National Service Training Program (NSTP) and to provide alternative learning activities.

Furthermore, facilitate alternative activities for practicum or OJT students to complete their required training hours; use accessible distance learning, e-learning, and other learning options in return for residential learning based on available resources; assess students based on available metrics and waive other curricular activities for the remainder of the semester; postpone graduation ceremonies as required and take exceptional and decisive action to meet the needs of students, faculty members and other staff members resulting from issues related to COVID-19 (Commission on Higher Education, 2020).

1.4 CHED COVID-19 Advisory No. 4

CHED Advisory No. 4 was released on March 14, 2020, highlighting the following: the suspension of classes in Metro Manila was extended until April 14, 2020, until April 24, 2020; HEIs should obey the DOH and DILG guidelines placed under the general and enhanced group quarantine; HEIs in Metro Manila still using the old academic calendar were required to cancel or transfer their degree. For HEIs outside Metro Manila, the CHED calls attention to the immediate implementation of the guidelines.

Faculty members of private universities and colleges (PUCs) were selected to go online to complete their classes until 24 April, when all specifications had been submitted. Laggards teachers were chosen to extend the grade computation until May 20, 2020, so that grades would be correctly distributed and no students would complain why their final grade had been poor, and so on. For this cause, improved neighborhood quarantine has stopped all school-related events. No graduation rites have been approved by the Presidents of the College and they have changed the opening of calendar schools in some universities and colleges that have not been able to modify the calendar for the 2016 transition to high school (Commission on Higher Education, 2020).

1.5 CHED COVID-19 Advisory No. 5

CHED Advisory COVID-19 No. 5 Advisory was released on 17 March 2020 in support of the decisions of the Philippines Interagency Task Force on Emerging Infectious Diseases Management (IATF) and the Office of the President of the Republic of the Philippines. The community quarantine placed on Metro Manila has been extended to include the provinces, cities, and municipalities of Luzon, including Metro Manila, from 13 April 2020 to 15 May 2020. This ECQ included a broader and tighter introduction of home quarantine, suspension of transport services, control of the supply of food and critical health services, and increased presence of uniformed personnel to ensure the enforcement of quarantine procedures.

For universities and colleges located outside Luzon, local government units (LGUs) were granted the discretion to suspend classes depending on the danger posed by the COVID-19 pandemic. The HEIs were also directed to communicate effectively with local government units and CHED regional offices about the suspension of classes, to change the school schedule to the semester and/or trimester, and to suspend school events, e.g. field trips, on-the-job training, and immersion (Commission on Higher Education, 2020).

1.6 CHED COVID-19 Advisory No. 6

CHED COVID-19 Advisory 6 was released on 13 April 2020 following the ECQ in Luzon, Philippines, until 30 April 2020, but IATF was extended until 15 May on behalf of the President's Office, while classes and other school-related activities were suspended and all activities were expected in universities and colleges. The Commission granted considerable flexibility to HEIs as they were advised to deploy available flexible learning and other alternative forms of delivery instead of on-campus learning. Students who did not have internet access were given the option of meeting the class requirements after the ECQ was lifted.

E-learning institutions such as the University of the Philippines-Open University (UPOU), the Polytechnic University of the Philippines-Open University (PUPOU), the University of East Manila and Caloocan CANVAS Learning Management System, Lyceum of the Philippines University and the Centro Escolar University, University of Sto. Tomas, Google Cloud Schooling, Webinars on offering psycho-social support and psychological first aid, tourism and hospitality, business and commercial real estate were also provided free of charge to higher education teachers.

At the end of the day, working at home cannot ignore the fact that it is difficult to travel and do all sorts of things for teachers who bear those pressures online. Instead of face-to-face interactions, the professor can go online on a specific schedule so that students beat the deadline and send assignments and other related tasks through the portal before the time of submission. As a result, advance wages for faculty members working in state universities and colleges have been given in advance to meet financial needs and other problems during the pandemic, teachers in private universities and colleges under the 'no job, no pay' system would no longer receive salaries, while teachers under private employers with a large union of workers may in the event of a social improvement (Commission on Higher Education, 2020).

2. EDUCATIONAL OBSTACLES AND OPPORTUNITIES

The crisis also highlights both the obstacles and the opportunities for access to data to inform decision-makers. The Philippines has long recognized the importance of data access and highlighted other drawbacks to the existing state of data access and sharing and the need to strengthen the country's obsolete open data system (Alampay, 2020). However, the University of the East in Manila and Caloocan, Philippines, opened their Canvas Learning Management System (LMS) between 2018 and 2019, while the Office of Curriculum Development and Instruction (OCDI) offered massive training to faculty members in junior high school (JHS), senior high school (SHS) and professors using information and communication technology (ICT). In the ongoing pandemic of COVID-19, more preparation for faculty members and professors helped the university in the open learning and distance learning system of education, such as Zoom and Google Meet in the Classroom.

The Commission on Higher Education (CHED) demanded state universities/colleges (SUCs) and private universities/colleges (PUCs) to train teachers on flexible learning methods (e.g. take-home activities and educational packages) and train educators on moving the education system to a new normal due to coronavirus-19 pandemic (ABS-CBN News. (2020).

The United Nations estimated that more than a quarter of a billion people could anticipate major hunger in 2020 due to the global effects of the COVID-19 pandemic. The World Food Program (WFP) is calling on wealthier countries to help poorer poor people in many countries impacted by the pandemic, with 3 months of food supplies or amelioration (SAP) (United Nations, 2020). The World Bank (2020) lists three stages of the crisis that have an immediate effect on children and out-of-school youth, such as learning losses; increased drop-out rates; and children who are missing an important meal of the day.

1. Learning how to minimize the effect of remote learning strategies. (a) Wealthier countries are better prepared to switch to online learning methods with a lot of effort and difficulties for teachers and parents; (b) middle-income and developing countries, the situation is quite mixed and they will not behave properly, the enormous gaps in learning opportunities will be amplified; (c) innovation in other countries, such as the use of online resources, will be improved to ensure that

2. Staying involved in the pandemic. (a) Dropout rates are very high in many countries and a long duration of disconnection may lead to further increases; (b) it is very important to remain connected in school by any means possible to improve social and emotional skills; (c) mass media can provide a support system to help support their children, such as radio, TV and SMS messages.

3. Meals for the kids. (a) In many parts of the world, feeding programs provide children with regular healthy food for cognitive growth and well-being; (b) Cash Transfer Programs should be introduced to reimburse parents if no meals are given as the pandemic shifts day by day.

Cuaton (2020) demonstrates that easy-to-understand and insightful teaching and education campaign/IEC materials have been posted in strategic areas of the campus and that knowledge has been properly disseminated via online platforms through official websites, student publishing multimedia pages on Facebook, LinkedIn, Twitter, WeChat, Snapchat, Instagram, and Viber will be used.

3. EDUCATIONAL CYBERTHREATS

Another troubling case in the education system amid the COVID-19 pandemic is cyber threats that have multiplied exponentially for society, the economy, and especially for children. The International Telecommunications Union (2020) is pushing for safer and more reliable access to emerging technology as a result of the global health crisis (United Nations, 2020).

In the Philippines, Crawford, Butler-Henderson, Rudolf, Malkawi, Burton, Burton, Magni, & Lam (2020) evaluated the understanding of state universities and schools, such as cybersecurity awareness, e.g. cyberbullying, passwords, and social networking, and data privacy.

Colleges of global communication need to thoroughly understand what cybersecurity is the dangers and challenges associated with it how to minimize risks, best security practices, and how to cope with security incidents properly. These barriers to global connectivity occur not only in the working world but also in the educational environment.

ITU News (2020) claimed that cybercriminals are roaming around and other disruptive people are using the COVID-19 pandemic crisis to launch social engineering attacks in which individuals face online threats and harm from increased fraud, phishing, and extortion while ransomware attacks have also compromised the task of government agencies, businesses and industries, media networks and even Un And all of these technical issues have been found by social media sites such as Google in just one week. The newspaper in Manila Bulletin (2020) also noticed threats to the cyber world, such as the vulnerability of students to many scrupulous websites and people who did not study online when it came to threatening the incorporation of values and the discipline of students due to the risk of cheating.

There is also a major threat to digital protection and security that affects all of us, especially the most vulnerable, our children, with thousands of borderless criminals victimizing children and college students. The call for global efforts to protect children and college students online thus highlighted the value of tracking the effect of the COVID-19 pandemic on the cybercrime environment and advocated engaging in preventive education campaigns and law enforcement initiatives to resolve cyber risks in online child abuse (ITU News, 2020, UNESCO, 2020). State Universities and Colleges (SUCs) and Private Universities and Colleges (PUCs) faculty members immediately transformed their curriculum into online learning technologies in the Philippines. The spread of the outbreak in South Korea, Iran, and Italy has resulted in higher education in the affected countries shifting their focus on online operation [26]. Numerous educational institutions around the world have temporarily closed to eliminate infections and avoid the spread of coronavirus disease (COVID-19 (UNESCO, 2020).

4. EDUCATIONAL PROSPECTS

In response to the delivery of higher education to college students, CHED offered an alternative learning framework, such as online learning activities, case studies, assignments, learning assessments, and other interactive learning, referred to as asynchronous or flexible learning. These activities were delivered through social media platforms and virtual conferences such as Facebook Messenger and group chat, Gmail, Google Meet, Bright Room, Google Hangouts, LMS, Skype, Lark, and Zoom. On-line assignments and tasks and final exams have been carried out but time limits have been set for more than 1 month of completion to allow college students adequate time to comply and to apply the specifications through social media platforms. Class discussions have been tailored to contribute pedagogically to the students' experience of a global pandemic.

Besides, laggard students and teachers who have insufficient and inadequate means of communication resources at home during quarantine times, such as internet access, phone calls, and SMS, have helped disseminate information on school requirements. Manila Bulletin (2020) also announced that higher education institutions in Manila have unexpectedly moved to online classes to minimize the interruption of education due to the suspension of classes in more than two months due to the COVID-19 pandemic. Students at the Centro Escolar University (CEU) Manila and Makati campuses have begun the Learning Management System (LMS) to launch the online class. According to the Telecom Regulatory Authority in India, when interacting

with the pandemic and the spread of the disease, governments should use the opportunity to signal people's attention to risks that are provoking cyberspace (ITU News, 2020).

The International Association of Universities (IAU) (2020) stated that Asian universities used virtual learning through online assessment at the height of the COVID-19 pandemic. They have used next-generation innovation valuation and enhancement of hypothetical performance through the entire lockdown between universities around the world.

Blended learning has been used by professors and students at the Polytechnic University of the Philippines Open University (PUPOU) because it is more successful to outline, clarify and illustrate modules and other lessons to students, both online and offline. There is also a probability that Online Educational Services (OERs) may be used in public schools, state universities, and colleges. The University of St. Tomas is very resilient in the use of technology among students in the suspension of classes at the Manila campuses by the use of the UST Cloud Campus in collaboration with Google for Education, where students and teachers have access to a variety of applications.

Besides, Talidong and Toquero (2020) have engaged Philippine teachers in dealing with anxiety during school closures, home quarantine, and social distancing being introduced in enhanced group quarantine (ECQ). The results showed that anxiety management practices are knowledge search, preventive steps, and other coping mechanisms. Teachers conduct immersive learning, connect with technology, and online webinars.

CONCLUSIONS

Based on the results of the report, the following conclusions are drawn: considering the global epidemic, the positive attitude of teachers in SUCs and PUCs towards educational challenges and opportunities is very optimistic. Teachers have a strong sense of duty and are complacent in incorporating interactive learning in remote areas and valuable in the use of computer technology. This case study shows how the Higher Education of the Philippines reacted to the need to challenge the current situation of the coronavirus (COVID-19) pandemic and provide a high-quality and excellent education to students through the Higher Education Commission.

RECOMMENDATIONS

This study recommends that considering the outbreak of COVID-19, state universities/colleges and private universities/colleges can perform duties and responsibilities; and, surviving amid a pandemic, teachers actively demonstrate virtual learning, even learning losses, increased drop-out rates, and lack of regular meals. Disruption of online learning due to cyber threats is not a hindrance to teachers and students, and has increased tremendously in culture, the economy, and affects children in the era of the pandemic.

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Impact of Self Help Group Programme on Economic Independence and Gender Equality (A Brief Study of Chennai City, India)

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ABSTRACT

Gender Equality is one of the important development goals that countries around the world aim to achieve. This study examines the elimination of gender inequality and its effects in India. Additionally, several empirical studies have examined the relationship between gender equality and economic development.

Keywords: Development Goals, Economic Independence, Self-Help Groups (SHGs); Gender Equality; Skill and Competency; Economic Independence.

INTRODUCTION

Gender Equality is one of the important Millennium Development Goals those countries throughout the world aim to achieve. Elimination of gender inequality is one of the genuine interests of women in India. In addition, it is clearly indicated in few empirical studies that there is a positive relationship between gender equality and economic development. Empirical studies, among others Naila and Natali (2013), Appiah and McMahon (2002), Klasen (2007), and Klasen and Lamanna (2009) and Chen (2004) show that gender inequality in education reduces economic growth. Gender inequality in education and health can impede human capital formation and thereby economic growth (Morrison, Raju and Sinha, 2007).

THEORETICAL BACKGROUND

Gender equality is associated with greater export diversification in developing countries, reducing the risk of export concentration in few commodities (Kazandjian and others, 2019). Looking at the other side of the coin, gender gaps in economic participation tend to restrict the talent pool in the labor market and can thus yield a less efficient allocation of resources, losses in total factor productivity, and lower output growth (Cuberes and Teignier, 2016; Esteve-Volart, 2004). Lower gender inequality has been linked to improved health outcomes for women and children (Knowles and others 2017). Positive associations have been identified between gender equality and per-capita GDP, the level of competitiveness, and human development indicators (Beaman and Duflo, 2012).

Although gender equality has received a great deal of attention from policymakers as well as researchers, there is still as a large gap between men and women in labour market, especially in India. The large gender gap in labour market can result in high gender inequality in economic powers and decisions within communities and families. An important question is how to increase women's involvement in economic activities. Women, especially those in poor families, tend to have low education, and as a result find it difficult to get a wage job. Starting household business is challenging because of credit constraints. Women can be empowered through improved access to well-functioning and efficient financial services, allowing them to integrate into the economic activity.

CONCLUSION

The Self Help Groups (SHG) is usually informal groups whose members have a common perception of need and importance towards collective action. These groups promote savings among members and use the pooled resources to meet the urgent needs of their members, including consumption needs (Manimekalai 2002, Jamal and others) . The SHG movement in India and in other countries have given to women the power and economy of scale in the marketing of products. SHG is combing the technologies of production by masses and mass production. In spite of having women's economical development programme in India, certain areas of women need to be brought to the limelight. An attempt has been made to assess the

impact of SHG programme on various dimensions of economic development like standard of living, income, expenditure and savings. In order to execute this study, both primary and secondary data have been used. Secondary data obtained from the records maintained by the SHGs, NGOs and government offices were supplemented by the primary data collected from the groups. Primary data was collected by means of schedules/questionnaire from 400 respondents adopting purposive random sampling. The data collected from the respondents regarding the structure and profile of SHG members, savings and loans of SHGs, economic and social benefits derived by SHG members, etc. have been processed separately. The study was conducted in Chennai city, the capital of Tamil Nadu, India where the SHG lobby group has made rapid progress. The data were analysed quantitatively and qualitatively. The quantitative analysis was done using Statistical Packages for Social Sciences (SPSS). The Chi square test was performed to study the association between the variables like income, savings, investment and membership of SHGs religion wise. The Student's t-test has been used to find whether membership of SHGs has benefited the respondents. The Analysis of Variance (ANOVA) consists of classifying and cross classifying statistical results and testing whether the means of a specified classification differs significantly. Besides this, the study explores the Social autonomy (decision making freedom and control over economic resources) of women through SHG. The study intends to identify how skills and competency is one of the major factors which influence the overall development of women in Indian Economy.

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Pandemic Challenges and Change in Governance Between Japan and Bangladesh

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ABSTRACT

The deadly Coronavirus appeared in the first weeks of December 2019, and by March of 2020, the world health organization declared it a global pandemic. The speedy spread of this pandemic, the high rate of infection, especially among the aged population, its complex nature, and the impact on healthcare systems have made this pandemic one of the worst pandemics in the modern era. Many countries are massively affected, including Japan and Bangladesh; however, the impact in countries differs. Despite Japan's high number of older people, dense population, especially in urban areas, and its proximity to China, they have done so well in controlling the virus as opposed to Bangladesh. Thus, this paper analyses governance and policy systems undertaken in both Japan and Bangladesh and suggests that Japan's good governance and policy systems helped Japan to cope well with the pandemic compared to Bangladesh. Japan's healthcare systems and government policies played a vital role in flattening the pandemic curve. On the other side, Bangladesh's weak health system, and poor government policies explain their inadequate response to the Covid-19 pandemic. Based on Japan's lesson, this research suggests that Bangladesh should strengthen their healthcare systems, and improve governance to reduce or curb this pandemic.

Keywords: Bangladesh, Japan, Pandemic, Covid-19, Governance

INTRODUCTION

This part introduces the research, which are pandemic challenges and changes in governance between Bangladesh and Japan. The research starts with the background of the study, followed closely by the problem statement. This research outlines essential points derived from the existing research gap that leads to the formulated research questions followed by the study's significance and finally winding up with the core objectives that the study seeks to achieve.

1. LITERATURE

1.1 Background of the Study

It is almost one year since the Nobel coronavirus was reported in Wuhan, China, in early December 2019 (WHO, 2020). By the end of December 2019, the Chinese government had already been notified about the pandemic. The Chinese government assigned experts to research the disease, and by late January 2020, experts found out that it is a new disease. The new disease was characterized by high spread rate, transmitted through shaking hands or body touch, through inhaling; it affected mainly the aged and those in '20s '30s '40s and bellow. There were other cases where someone tested positive for Coronavirus even when they had zero symptoms,

making the Coronavirus even more complicated (Center for Disease Control and Prevention, 2020). The world health organization announced it as a public health emergency and a global pandemic of 11 of March 2020 (WHO, 2020). In the first three months of the epidemic, the Chinese government adopted various measures to curb the virus's spread, including advising its citizens to wear a mask, keep social distance, widespread testing, followed by quarantine and lockdown, among many other measures.

By the end of March, it was clear that there was a substantial person-to-person coronavirus transmission, but even worse, the epidemiology of coronavirus disease is ever-changing, making it even hard to estimate an accurate disease incident. On a global scale, 193 countries out of 195 countries have reported some cases in their countries. Globally 65.2 million people have been affected, 41 million people have recovered, and 1.5 million people have lost their lives (Worldometer, 2020). Governments worldwide are working tirelessly to try to curb the spread and flatten the coronavirus spread curve. It is vivid that Coronavirus's impact is severe both to economies and societies and thus requires a proper health system capacity to deal with the pandemic.

While the coronavirus pandemic has hit the global community, it is essential to note that core responses have all been articulated on a local scale (Tashiro & Shaw, 2020). Thus, a specific response to reduce and suffocate the Coronavirus is highly dependent on individual country governance systems, policies, and health care systems. Precisely, different countries have a different level of success and story as far as the Coronavirus's handling is concerned depending on their conditions. Thus, this research attempted to compare pandemic challenges and change in governance between Bangladesh and Japan, particularly on governance, and health care systems. The central part of the research highlights policies, and the robustness of health care systems in the two countries.

1.2 Statement of the Problem

As the coronavirus continues to spread across the world, different countries have different approaches to handling the pandemic resulting in different successes and failures. For instance, Bangladesh records 494 000 cases as of 12/16/2020, which is almost triple the number of cases in Japan, 185,000 as of the same date (Worldometer, 2020). The differences between the numbers of affected people in the two countries have been primarily influenced by individuals' preparedness for healthcare crisis, good government policies, and the robustness of the healthcare systems. Japan's government was quick to act, and it declared a state of emergency on some of its seven states, including but not limited to Tokyo, Chiba, and Osaka, among others. Notably, the Japanese government's response to the Covid-19 pandemic was better, implying that they were ready for any healthcare crisis. Japan prepared for the Virus by devising a superior approach in dealing with the Virus; some of the best approaches include planning for the scenario in the affected regions, putting the affected patients into cluster groups for comfortable treatment and monitoring, and applying the use of technology to monitor patients situations, researching for treatment and preventive measures as well as personal preventive equipment (Tashiro & Shaw, 2020). Japanese government measures helped the country reduce the disease's speedy transmission from one person to the next. Bangladesh, on the other side, did not have a specific approach to the Virus other than emphasizing the use of non-therapeutic measures such as instructing the closure of the educational institution, prohibiting gatherings, canceling state public programs and events, as well as office closure, and imposing travel restrictions (Alam et al., 2020). Precisely, Bangladesh being a lower country economy makes it hard for them to avail all the resources for equipping their healthcare facilities to cope with the pandemic's pressures. This challenge can be reduced by having better governance that can plan for the pandemic, governance that can initiate policies to help improve resource use,

reinforce healthcare systems, and advocate for technological measures to help fight the pandemic.

1.3 Rationale of the study

Coronavirus is a new disease characterized by a high degree of infection, transmission, high death rates among the aging populations, and people with acute diseases like cancer, kidney ailments, and others. The effect of this virus is so intense that it can cause substantial social disharmony and economic loss to any country across the world. After eleven months since the disease was reported in Wuhan, there is still an increasing number of Coronavirus patients and deaths per day, showing how the global community is still susceptible and at risk of the fatal virus. Today different governments are worried about the second wave of the same virus because there is still a high risk of re-introduction into people and areas infected.

Therefore, this research helps to assess governmental systems and policies against the coronavirus pandemic. Notably, the research also helps to find out knowledge and gaps among governments about coronavirus disease. Importantly, this research will also play a great deal in providing descriptive information that may be vital in helping institutions, communities, and governments to bolster their approach to reduce and suffocate the spread of this coronavirus.

1.4 Objectives of the Study

1.4.1 General Objective

This research's sole objective is to determine the coronavirus challenges and governmental response between Japan and Bangladesh.

1.4.2 Specific Objectives

1. To identify governmental policies adopted between the two countries
2. To determine the effect of the pandemic on the Social life, Economy, Education, and Healthcare systems of Japan and Bangladesh

1.4.3 Research Questions

1. In what ways do pandemic policies differ between Japan and Bangladesh?
2. Is there any difference between the impacts of the coronavirus pandemic in Economy, Healthcare systems, and Social Life, and Education between Japan and Bangladesh?

1.5 Significance of the research

This research helps to assess governmental systems and policies geared towards managing the coronavirus pandemic. It also helps to find out knowledge and gaps between governments about the handling of coronavirus disease and how it can be improved to flatten the curve. Importantly, this research will also play a great deal in providing descriptive information that may be vital in helping institutions, communities, and governments to bolster their approach to reduce and suffocate the spread of this coronavirus.

1.6 Research gap

Coronavirus is a new disease; as such, there is limited research done on the subject. It is also unfortunate that there is a travel restriction across countries, making it hard for researchers to move from one region to another to research the pandemic, and as a result, there is limited expertise knowledge about this disease and how to cure it. This research is based on online articles, reports, Worldometer, Center for Disease Control and Prevention, and WHO.

2. LITERATURE REVIEW

2.1 Introduction

This chapter explores a literature review of the coronavirus pandemic. It also explores the way the coronavirus pandemic has diversely impacted economies in different countries.

2.2. Theoretical orientation

A coronavirus case first appeared in 1937; this type of disease had bronchitis effects on birds (Beaudette, 1937). In the 1960s, human coronavirus appeared to inform respiratory tract diseases and affected the respiratory systems (Beaudette, 1937). The center for disease control and prevention branded the novel virus as a severe and acute respiratory syndrome. A similar disease appeared in 2003 and affected nearly 8098 people and claimed 774 lives across the globe. However, after the year 2004, there were no related cases reported anywhere in the world (Alam, 2020). In 2019 coronavirus appeared, affecting and claiming millions of lives globally. The virus rapidly spread in different countries, including Japan and Bangladesh. In many countries, the emergence of this disease is a threat to lives and economies. Japan and Bangladesh countries received coronavirus cases at different times, and depending on the way they acted, the results are different. Japan is the 3rd largest economy in the world, and Bangladesh is a mid-lower economy country. However, the coronavirus's consequences depend largely on preparedness, governance, government policies, and healthcare systems. Japan having a strong economy kept the country in a better position to prepare for this health crisis. Availability of resources in Japan helped Japan government strengthen its healthcare system, provide adequate PPEs to its healthcare workers, avail of enough masks, and support technological research on vaccines. Bangladesh being a mid-lower economy country was disadvantaged because of inadequate financial resources to reinforce their healthcare systems in preparation for any healthcare crisis. Also, governance issues explain why the country was found unprepared for the Covid-19 pandemic. Poor governance also meant that the country could not initiate appropriate policies and recovery strategies to help guide its dense population on the way forward during and after the pandemic.

2.3. Empirical review

In the early days of December 2019, coronavirus erupted in Wuhan, China. The disease came to inform of flu-like symptoms and spread widely across China, and later spread to other parts of the world. By the mid of 2020, the World Health Organization declared the disease a global public health emergency. The world health organization called upon governments to take caution to control the spread of the coronavirus; however, many governments did not act immediately, a situation that impacted countries negatively. Research depicts that the coronavirus most probably originated from Chinese horseshoe bats (Chan et al. 2020), and pangolin to be the most likely host (Meng et al., 2020).

2.4. Characteristics of Covid-19

2.4.1. Transmission

Transmission of coronavirus from person to person is said to occur mainly through respiratory droplets exhibiting influenza spread. When droplets occur, there are often high chances that the virus that comes out of the respiratory secretions, especially when a person is infected coughs sneezes or engages in verbal communication, or even has a physical touch with another person. A person can be infected when he or she comes into contact with an infected surface or person and then touches some parts of their body like the eyes, nose, and mouth. Van et al., (2020) argue that usually, droplets do not travel beyond six feet and neither does it linger in the air, but covid-19 remained viable even after three hours in aerosol after experimental conditions.

2.4.2. Source of corona

Studies in Wuhan depicts that the outbreak of coronavirus is positively associated with a particular market sealing seafood where many patients visited. However, with time the mode of transmission changed from person to person, and many people could contract the virus because of human interaction in public places and many other places. Although research depicts

that people having symptomatic covid-19 are the ones who have been transmitting the disease, some studies argue that even asymptomatic people or patients are also the carriers of the disease (Chan et al. 2020). Thus, it is essential to note that this kind of feature has made the control of this virus's more challenging because it is difficult to identify people with such threats on time, leading to the accumulation and the spread of this covid-19.

2.4.3. Quarantine period

The quarantine of patients with covid-19 is believed to be 14 days after being exposed to the virus, where most cases occur between days four and five after an individual has been exposed to the virus (Li et al., 2020).

2.4.4. Groups with a high rate of infection

Research also shows that any person can conduct coronavirus disease. However, the most affected groups include people of older age and those with chronic diseases like cancer. Studies show that the median age of the people affected range from 49-56 (Huang et al., 2020). According to Wu et al. (2020), about 90% of patients fall between 30 and 79. Notably, the study depicts that most of the older generation succumbed to the disease as about 15% of the older adults aged 70 years and above died.

2.4.5. Biological manifestation

The coronavirus's most severe manifestation is pneumonia, characterized by fever, cough, and headaches (Guan et al., 2020). Unfortunately, there are no distinguishing features that can separate the coronavirus from other respiratory infections. According to Wang et al. (2020), the most common feature that described many patients that appeared in hospitals in Wuhan is Pneumonia.

2.4.6. Prevention and Control

Patients with mild infections are advised to remain at home and do self-quarantine to stop transmission to other people. People with severe infections should seek medical treatment from an isolated facility monitored by doctors. Generally, all people should wear a mask, keep social distance, refrain from touching surfaces, sanitize their hands after every thirty minutes, and avoid shaking hands or having any physical touch.

3. RESEARCH METHODOLOGY

3.1. Introduction

This research will use pieces of literature that were identified through searching various online databases, including Google Scholar, Pubmed, World health organization, as well as National centers for disease prevention and control. The research contains scientific publications right from the year 1937 to 2020. Notably, some news articles and reports were also considered and included in the research. In the end, ten unique publications were included in this analysis.

3.2. Data analysis

The research is organized in such a way as to include five parts: governmental policies with emergency laws applied in their respective countries, impacts of the pandemic in; economy, social life, education, and healthcare systems. It also includes analysis and discussion, lesson learned, recommendations, and finally, conclusion.

4. Findings and Discussions

This chapter details a summary of the findings obtained from various scientific publications. The information obtained has been analyzed to give a unified view of the topic to accomplish the sole objective of the research.

4.1. In what ways do pandemic policies differ between Japan and Bangladesh?

Japan and Bangladesh's pandemic policies differ in many ways. Pandemic responses are divided into five different phases; the first phase is the containment phase. The second phase is the medical reinforcement. The third phase is the mitigation phase, followed by the emergency phase and the recovery phase. It is important to note that each of these phases contains special policy measures to ensure a certain goal. In the containment measures, the two countries focused on reducing visitors from different countries, especially China, where the virus started. In this case, both countries' policies allowed the country to restrict movement from countries that may endanger its people's safety. The second phase mainly focused on strengthening the medical care system as well as increasing the testing capacity. Japan has a special National Health Insurance policy that provides universal healthcare to all citizens at a lower cost because their healthcare systems are maintained using public money. On the other side, Bangladesh doesn't have a special National Health Insurance that provides for the coverage of all people nationwide, meaning that citizens don't have the freedom to choose any hospital because the healthcare services depend on individual economic status. In the mitigation phase, Japan organized a special meeting encompassing all health experts to establish policy measures to counteract the pandemic spread. In Bangladesh, the government officials gathered and decided to close schools, cancel events, and instruct people to observe certain protocols to prevent the pandemic's spread. In the emergency phase, Japan formulated an emergency act that will allow the prime minister to declare a state of emergency to places where Covid-19 was spreading and endangering people's lives. Meanwhile, in Bangladesh, the government emphasized non-therapeutic measures such as instructing people to stay at home, wear masks, sanitize, and keep social distancing. Finally, in the recovery phase, the government of Japan focused on restoring the economy. The government allocated a total package of about 117 trillion Japanese Yen to help the economy grow fast. In Bangladesh, the government allocated 8 billion economic stimulus packages to help promote the economy, and they also received 100 million US dollars from the World Bank.

4.2. Is there a difference in the impacts of the Covid-19 between Japan and Bangladesh?

4.2.1. Economy

Japan, the world's third-largest economy, was less affected than Bangladesh, one of the world's poorest economies, evidenced by a high poverty rate. Most of the people in Bangladesh live from hand to mouth; when the pandemic hit the country, jobs and businesses were affected, thus threatening the poor people's economy. The government could not help the poor people meet their daily basic needs because of the limited resources. Due to lockdowns for weeks, people's economies were largely affected because Businesses were forced to close, Jobs, among other essential services. In Japan, there is no way the government can enforce total lockdown because the law does not allow the government to force lockdown on people. Also, Japan allocated 117 trillion Japanese Yen as an economic stimulus package to boost the economy. Bangladesh gave only 8 billion US dollars and received other support from World Bank to boost the economy, but it was still not enough for about 180 million people.

4.2.2. Healthcare systems

Due to the strong economy, Japan has a robust healthcare system nationwide that caters to all citizens' health irrespective of their social status. On the other hand, Bangladesh is a

struggling economy with a weak healthcare system that cannot cater to over 180 million people. During the pandemic, the hospitals and doctors in Bangladesh struggled to cope with the pandemic's pressing healthcare needs. Also, the doctors lacked essential personal protective pieces of equipment, which put them at risk. The government could not purchase enough facial masks for its citizens. Japan provided masks from household to household and also buy enough personal protective equipment for their doctors, and their hospitals did not receive much pressure in dealing with the pandemic.

4.2.3. Education

As far as education is concerned, the two countries called for the closure of educational institutions to safeguard their students' health against the pandemic. However, in Japan, education was going on online in most institutions because parents could afford to pay for their children's online classes. In Bangladesh, some institutions tried to underage online courses; however, it was at a lower percentage than Japan given the high numbers of people living in the high poverty rate. However, in general, regular education was affected equally in both countries because of schools' closure to help curb the spread of the virus.

4.2.4. Social life

In Japan, social life was less affected, considering the culture of the Japanese. In essence, in Japan, social distancing is routine because people don't hug people even from their greetings; they maintain reasonable social distance. Unlike Bangladesh, the Japanese hardly make any physical contact; thus, this helped prevent the virus's spread. Bangladesh's social life was affected in many ways because people have a robust social attachment and express it through physical contact. Also, keeping social distance in Bangladesh was challenging, and people ignored the social distance advisory. However, in Japan, social isolation is deeply embedded in people; thus, keeping social distancing even in densely areas is people's way of life.

5. Analysis and Discussion

In Japan, it was extremely necessary to suppress the transfer of the Virus, and experts were doing their best to stop one cluster from evolving into another. Japan concentrated on the detection and control of infection clusters. In Japan, selective virus screening was carried out. Through these preventive steps, Japan also reduces the number of cases, and patients increase. These special steps thus greatly helped Japan to curb the spread of the Virus; on the other side, although Bangladesh enforced boundary restriction to contain the Virus, they have more rates of pandemic infection than Japan because of the poor strategies to suppress the spread of the Virus other than enforcing boundary restriction leading to more infection. The availability of the National Health Insurance policy in Japan was a bonus to Japan's people because it helped boost the people's confidence to deal with the Covid-19 pandemic. The National Health Insurance policy was vital and helped Japan greatly take care of people affected by the pandemic in the best way possible. Bangladesh had a different case because of their limited resources; thus, they could not do much to strengthen their healthcare system; thus, the number of cases grew so fast, explaining why their healthcare system had pressure dealing with the covid-19 cases. Also, it explains why Bangladesh has more cases despite the country being miles away from China, unlike Japan, which has fewer cases despite its proximity to China.

Japan is doing well in flattening the pandemic curve because the government of Japan, in collaboration with medical experts, formed a meeting to establish policy measures with the sole goal of minimizing the spread of the pandemic in all public institutions and public places. This step was vital to stop the outbreaks, monitor the infection rate, and give hospital facilities adequate time to handle Covid-19 cases. As far as Bangladesh is concerned, they are not doing well in flattening the pandemic curve because of different challenges that the country faces,

including poor governance resulting in lack of policy formulation leading to more pandemic spread. The Emergency Law of Japan does not authorize the government to impose lockdowns. Nevertheless, the Head of Government urged the people to remain at home and order the closure of shops and other dangerous facilities. The governments of Japan stressed that they remain at home, avoid crowded spots, and avoid close encounters. Like other countries seriously hit by a coronavirus, Bangladesh advised for the closure of the education systems, forbid meetings, canceled state programs and activities, and enforced travel limits. The impact of these measures impacted social life, the economy, and education negatively.

Japan coped better because of a strong economy that enabled the purchase of adequate facemasks to the households. Also, the good economy made it possible for Japan to strengthen its healthcare systems to cope with covid-19 diseases. Importantly the country has good national insurance policies that provide its citizen with quality service at low costs. Although regular education was closed, Japan continued with education on online platforms, which means education continued despite the pandemic situations. The pandemic did not entirely disrupt Japan's social life because Japanese culture gives room for personal space; thus, this helped prevent the virus's spread and make the Japanese feel less impacted as far as social life disruption is concerned. The coronavirus has hit Bangladesh because of the weak healthcare system to cater to millions of people's needs. Besides, they don't have a national insurance system to give people quality healthcare service at a low cost. Also, the lack of social space culture makes it challenging to control social distancing, especially in places like the market and other public places. Due to lockdowns, people's economies were largely affected because Businesses and Jobs closed, making it hard for poor people to earn a living. The pandemic badly impacted education in Bangladesh after the lockdown because education could not take place. Students come from different backgrounds; thus, some students could not undertake online classes because their parents could not afford especially poor parents.

5.1.Lesson Bangladesh Can Learn From Japan

Some of the critical lessons that Bangladesh should learn from Japan is good governance, government policies, and people's culture are vital in helping reduce the spread of the virus. For instance, despite the Japanese proximity to China, the high number of people crossing the border, not forgetting their large number of the aged population, and a high urban density, Japan has reduced the Covid-19 Virus spread. This achievement was possible because the government did their best to strengthen their healthcare system; they also behaved themselves. Japanese People kept their personal space culture, which helped a great deal to reduce the spread of the virus. Bangladesh government should learn from Japan by formulating important policies at the government level supported by a team of experts. Bangladesh has the highest population, should also inspire personal space in public places and even in the working environment. Notably, the Bangladesh government should reinforce the health care system in its country and provide a strategy to realize national comprehensive health insurance cover to provide quality healthcare services to the poor people at a lower cost. Although cultural aspects can be challenging to follow, the government of Bangladesh can replicate good governance elements to cope with the pandemic.

5.2.Recommendation

- ✚ For Bangladesh to flatten the pandemic curve, they should reinforce their healthcare system.
- ✚ Bangladesh should also formulate and fund a National Health Insurance to provide quality healthcare service even to the poor.

- ✚ Bangladesh Government should inspire a personal space culture among the people to help prevent the virus's spread.
- ✚ Bangladesh should promote online classes to ensure education continues even at home.
- ✚ The government of Bangladesh should try to find ways of financing Businesses, even if it means taking loans from friendly countries or seeking loans from IMF, World Bank, and other institutions to help bring its economy back to normal.

CONCLUSION

Governments should focus on providing good governance through the formation of good policies, providing and sharing of information, emphasizing preventive measures such as social distance and avoidance of groupings, strengthening their healthcare systems, advocate for the continued development of test kits and inspire a culture of social distancing among its citizens to help reduce and suffocate the spread of the virus.

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Impact of E-Accounting Practices upon the Performance of Business

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ABSTRACT

Since most developing countries suffer from poor technological infrastructure, in order to achieve Vital business success there is a need for businesses to be able to access up to date and accurate information related to accounting. Moreover, accounting does play a significant role within the operations of organisations and, therefore, firms have to track financial information in relation to the activities of their businesses. Accounting information technology is the software for accounting that is used to maintain accessible information on accounting so that businesses are supported in their day-to-day decision-making. The qualitative research contained within this paper is based upon a systematic review of literature that matches with the current findings and evidence. So, the study has the aim of exploring the impact that practices in e-accounting has upon the performance of businesses within developing countries.

Keywords: E-accounting, accounting information systems, emerging economies, performance, technology.

INTRODUCTION

An essential role is played by accounting in the failure or success of institutions within the contemporary business world; it is considered as a kind of business language. Accounting systems have responsibility for the recording, analysis, monitoring and evaluation of the company condition in financial terms, the preparation of the required documents for the purposes of tax assessment and the provision of informational support to lots of other functions of an organisation. Before personal computers were available, businesses had to utilise manual methods in order to keep track of financially related kinds of data (Amidu et al., 2011). As with lots of other kinds of industry, the industry of accounting was transformed with the advent of personal computers along with the introduction of computerised systems of accounting that enabled efficient handling of financial data. The real value in a system for accounting, however, lay in its ability for generating immediate reports with regard to the status of the company and so it became inevitable that the practice of 'e-accounting' began to be described. The term 'e-accounting' is in reference to electronic forms of accountancy, and the term is used in describing systems of accounting that rely upon computer technology to capture and process the financial data within organisations.

Within the literature, there are two further terms that have been employed in describing e-accounting, i.e., AIS (Accounting Information System) and computer-based Accounting

System (Relhan, 2013). It was observed by Stefanou (2006) that although an information system for accounting does not need a computer in order to function, with the computerisation of the function of accounting, the AIS term is employed, primarily, for denoting AIS that is computer-based. Within this study, the financial information system and e-accounting terms are utilised in reference to any kind of accounting system that has a reliance upon ICT (Information and Communication Technology) for the performance of the associated information system functions.

As Teru et al. (2019) noted, there has been continual growth and development within the field of information technology that has brought the digital world into social, cultural and economic aspects of our daily lives. That technological shift, with the utilisation of electronic media, has altered the ways and methods of undertaking tasks in the field of accountancy and its associated activities and transactions. A new digital application that has been developed is e-accounting which has now been adopted for the accountancy field at an international level.

The term 'e-accounting' refers to forms of electronic accounting that, characteristically, have high speed and accuracy and immediate results. As such, accounting records and source documents exist in digital forms rather than upon paper within a system of electronic accounting. E-accounting helps a business to keep their accounting software and financial data in a secure, safe environment that allows authorised users to have real-time access regardless of their computing platform or location. This paper aims to shed light upon the impact that e-accounting has upon the performance of business.

The paper is structured to have, following this introduction, a review of literature covering the six aspects of information quality, implications for cost, efficiency, the complexity, the internal system of control and the performance of business. Following the review of literature is an explanation of the methodology employed in the study and that is followed, in section four by presentation of the findings with a discussion of them. Finally, within section five, is a presentation of a conclusion for the study.

2 LITERATURE REVIEW

For any business of a company, accounting can be considered an integral, essential part. Not only does accounting help companies to keep track of transaction events and financial numbers, accounting also forms lots of aspects of the legal obligations by which they have to operate. With the rise of digitalisation and the internet, there has been facilitation of the spread of e-accounting (electronic accounting) or accountancy software that has helped, to a big extent, in the automation of the processes of accounting for companies. Micro-organisations and individual entrepreneurs often tend to outsource numerous aspects of their accountancy to external specialists working within accounting firms and, utilising the assistance of the accounting software, both parties are able to manage effectively the necessary functions of accounting (Wickramsainghe et al., 2017).

The evolution of IS (information systems), web-based systems of computing and the internet have all been led by developments in IT (information technology). Computerised accounting aids a company in its easy handling of all its business processes in a cost-effective way. In essence, accounting has high relevance since it offers information that is meaningful and useful with regard to the company financial matters or with regard to other types of economic entities (Christauskas and Miseviciene, 2012; Relhan, 2013). So, for the accountancy context, digitalisation has led to the emergence and distribution of e-accounting or electronic accounting, i.e., accounting systems that rely upon computer technology for the capture and processing of financial data within organisations (Relhan, 2013).

E-accountancy was described by Nicolaou (2000) as computer-oriented systems that foster teamwork and increase the level of control within business institutions. In recent years, there

has been considerable use of technological information by well-established, large companies. Within the contemporary marketplace, firms continue to slowly implement useful developments in technology so that they may have an upper hand for their particular business within the market. As Boame et al. (2014) noted, when e-accounting is incorporated into the activities of an organisation, there is a significant realisation that prompt results can be generated about their businesses with the efficient dealing with financial data using accountancy software. Fiscal leaders require accountancy and monetary details made available to them through e-accounting so that past achievements of the entity in question can be evaluated and future business plans suitably formulated. Through the use of e-accounting, organisational performance and behaviour can be enhanced simultaneously (Grande et al., 2011). Likewise, it was stated by Romney and Steinbart (2015) that knowledge and skills in e-accounting are essential for career success for an accountant since interaction with e-accounting is an essential function in performing their duties.

Many authors have described good characteristics for accounting information; see, for example, Odunfunwa (2008), Velankar et al. (2013) and Dandago and Rufai (2014). In general, those characteristics can be grouped into issues of effectiveness, efficiency, confidentiality, integrity, availability and compliance. *Effectiveness* is related to the relevance of accounting information and its pertinence to the processes of customers and its delivery in a manner that is correct, usable, consistent and timely. *Efficiency* relates to the provision of the accounting information by using resources in an optimal way, i.e., an economic manner that is most productive. *Confidentiality* is in relation to sensitive accounting information being protected from unauthorised disclosure. *Integrity* is in relation to the completeness and accuracy of accounting information in addition to its validity to accord with the expectations and values of the customer. *Availability* relates to information for accountancy being available for customers when they need it, both currently and at a later date. *Compliance* is in reference to issues around compliance with the contractual arrangements, laws and regulations by which the subject is processed by the user, i.e., criteria that are externally imposed in addition to internal policies for the organisation. For further insight, see the work on e-accounting practice in SMEs by Velankar, et al., (2013).

So, as the model of the research can be considered establishment of the level of technostress for accountants by their using e-accountancy. The characteristics of quality of data, the implications for cost, complexity and efficiency are considered from the standpoint of the question “What is e-accounting able to do for you?”. Figure 1 depicts the characteristics of e-accounting that underpin the conceptual framework for the study.

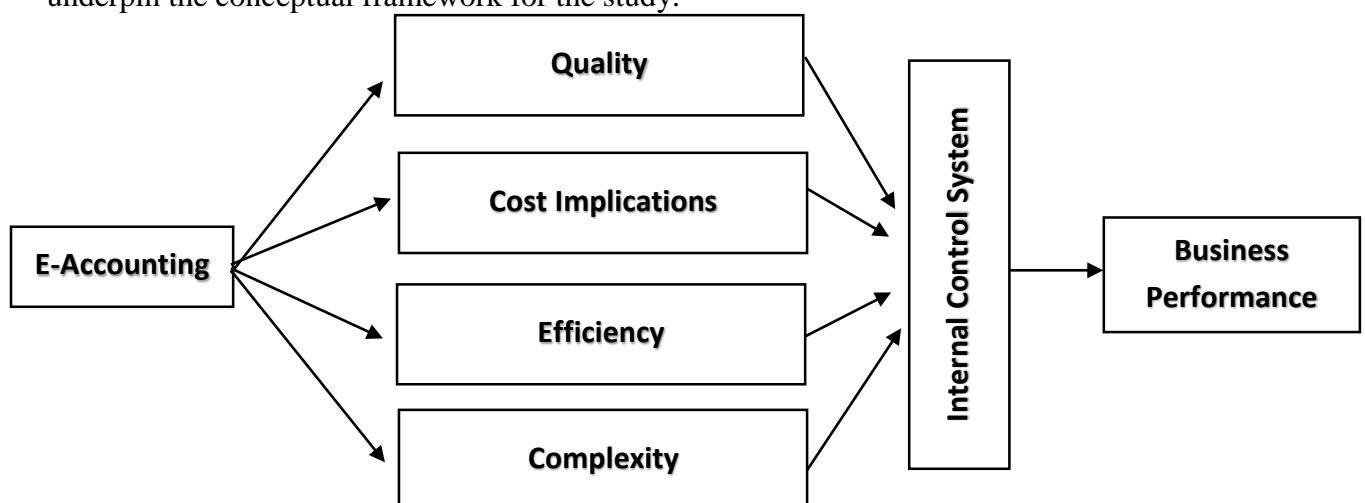


Figure 1: Conceptual Framework

2.1 Quality of data

A key characteristic for quality practice in accounting is the ability of producing understandable financial information, production of information that is relevant that may be used within decision making. As users employ financial statements in the making of economic decision, the information they acquire has to have relevance (Marquez, 2011). Furthermore, the data has to be reliable. The facts and figures that people are presented have to be dependable, consistent and comparable so that they feel confident to go along with the information in financial statements. The comparability of information is in reference to the ability of comparison to information from similar companies (Frank and Alan, 2009). The indication is that there is not necessarily uniformity to comparable financial statements but rather just a permitting of suitable comparisons (DeLone, 2001).

Based on the research here, accuracy does not have a role that is significantly influential upon business performance in this particular research context. That finding, however, is in contradiction to research findings in the past. It was discovered by Swanson (1997) that non-conformation of the information provided through an information system leads to operational disruption for an organisation along with considerable maintenance costs leading to high costs for the organisation on the whole. It was asserted by Banker et al. (2002) that there will be benefits to a firm from reduced waste and lower labour costs if there is a high level of accuracy to the operational information acquired from accounting software. So, the degree of usefulness that accounting information has for the prediction of future cash flows is dependent upon various factors such as the reliability of accounting information, and the degree to which the measured values and accounting constructs are able to depict economic constructs in way that does not have bias or error (Cho et al., 2010).

2.2 Cost implications

Numerous other benefits that a company may acquire from the utilisation of an e-accounting system, particularly if cloud-based, were listed by Christauskas and Miseviciene (2012): easy scalability if there is a need for more user accounts, a higher degree of security, access to updates through an internet browser and real-time backup, a cost model dependent upon actual usage and global or remote system access. As for cloud-based systems generally, there is no need for users to install or purchase any hardware, it is simply enough to have a computer and an internet browser along with access to the internet. A drawback of that, however, is that there is higher dependence upon the provider of the service since maintenance and upgrading of software remains, essentially, within system developer hands.

Also, unlike more traditional forms of accounting system that are installed upon the computer of a client and that are based offline, cloud-based system use depends upon the connection to the internet; this can be a considerable challenge, particularly within developing countries that are not able to guarantee rapid and reliable internet access (Relhan, 2013). Moreover, it was stated by Mashapa and van Greunen (2010) that a big proportion of the costs of software maintenance is in relation to what may be considered issues in the experience of the user. Because of the fewer employees and lower amounts of capital, most Bangladeshi businesses cannot generally afford an efficient or sound AIS along with an established department for accounting. With such a reality, a number of SMEs have recently started to use different software for accounting with the aim of keeping efficient financial information, increasing operational efficiency and, ultimately, enhancing operational profit. An account for computerisation calls for a certain degree of financial commitment along with the considerable technological and managerial expertise required during the initial process of installation to ensure the launch of the venture is successful. The effects in cost-benefit terms need to be

assessed so that they can be carefully weighed up to know what benefits would be derived throughout (Alfre, 2014).

Major companies in the UK were surveyed by Powell and Xiao (1996) so that the degree to which ICT was used within accounting could be determined. Amongst the indicators that were utilised within their survey were extent of computerisation, type of CAS being used, type of CAS being applied, ration of workstation(s) to staff, and number of years of use of CAS. Their results revealed that 94% of the surveyed companies had accounting systems that were largely or fully computerised. Their findings showed that there was a greater degree of computerisation within larger companies when compared to smaller or medium sized companies. The survey findings also gave confirmation to earlier research findings that argued that the size of a firm was a determinant of CAS sophistication, and that size of company was negatively correlated to a significant degree to extent of use of CAS within accounting; see Hunton and Flowers (1997).

2.3 Efficiency

Consequently, accounting software value (in this case, enablement of simple interpretation and usage) would be beneficial to users. Thus, overall gain from the mainly employed structure is reliant on the ease with which there is use of the system. In general, positive easy system usage positively impacts upon numerous business output fields such as, for example, escalation of sales and earnings and improved satisfaction and feedback from clients, less business staff training, lower costs in time and development terms and lower costs for maintenance (Bias and Mayhew, 2005). When e-accounting is adopted by organisations, there is normally a discovery that, despite the efficient handling of financial data through e-accounting systems, a true value lies in its ability to generate reports with regard to the organisation in an immediate fashion (Hotch, 1992). Software systems for accounting provide great solutions for SMEs so that they can improve their management of accounting and managers can be assisted in overcoming complexity in the various administrative and regulatory obligations that currently relate to commercial transactions.

In a study of the implementation of IS within India undertaken by Sharma and Bhagwat (2003), it was suggested that IS operational efficiency impacted positively upon the performance of firms. Likewise, it was shown by Greene and Segal (2004) that efficiency increased firm profitability in regard to return on equity within the industry of insurance. A strong positive link exists between the value of the firm and utilisation of its resources. In some cases, computing using the cloud has significantly contributed to the financial benefit of firms that have adopted AIS and IS software that has allowed them to work more quickly, upscale work from manual forms to digital ones and to save time with the production of results that are more timely and accurate.

The coming of software applications that are cloud-based has impacted upon development of software for accounting that is utilised by accounting firms and SMEs (small and medium-sized enterprises) (McHaney, Hightower and Pearson, 2002; Baumann et al., 2013). Since accounting software applications that are cloud-based were invented, individuals and firms alike have adopted them for their companies to help in the facilitation of enhanced accounting practice and the production of a working environment that is more effective and efficient (Abdinnour-Helm, Chaparro and Farmer, 2005; Heilman and Brusa, 2006).

Digitisation or digitalisation is generally seen as being a twenty-first century mega-trend that has significantly affected and altered many different professions and fields of business. There are many ways in which a company may benefit from digitisation since the utilisation of digital systems may improve efficiency and facilitate enhanced processes for decision-making (Christauskas and Miseviciene, 2012). Digital technologies provide the further benefit of providing information access in real-time (Howieson, 2003).

In essence, there is greater and greater utilisation of digital technologies for companies as they are able to provide and enhance many business opportunities. The perceived benefits can be direct ones, such as higher information quality and reduced costs, and indirect ones, such as potential competitive advantage with enhanced operational efficiency. Within the e-accounting context, improved efficiency is likely to be gained by a company through the automation of some functions related to accounting through the assistance of relevant software. For instance, with the example of software for e-accounting, the IT skills that are existent amongst the employees of a company impact significantly upon how smoothly the utilisation of the new system can be integrated within workloads. Also, rather than a more traditional system of accounting that is based offline and that is installed within the computer of a client, utilisation of a system that is cloud-based relies upon a connection to the internet and that may be very challenging within developing countries that are unable to guarantee consistent, fast internet access (Relhan, 2013).

2.4 Complexity

Whilst electronic systems for accounting can bring lots of benefits to a company, a key challenge is in the adopting of the new technology. When a company has taken care of its accounting needs previously using more traditional means, there could be a certain degree of resistance to adopting changes in their ways of conducting their affairs. Christauskas and Miseviciene (2012) consider that, generally, smaller companies tend to have greater openness to change than bigger organisations, in addition to having IT needs that are somewhat simpler. However, with a financial situation that is less stable and the generally smaller amount of resources, smaller organisations could be limited in their abilities with regard to taking action. So, when aimed at businesses, any e-accounting software should look to provide effective and easy ways of performing tasks in relation to receipts and invoicing. By designing software that enables businesses to perform their functions without much fuss and regardless of location, the necessary tasks can become integrated more deeply within everyday work. For individual entrepreneurs known to perform working hours that are billable to customers, the ability to combine together the tracking of working time to the automatic generation of invoices would significantly reduce the workload. This may be achieved through the inclusion of a feature for time tracking within the software. The software quality should be understandable and easy to use if it is to be beneficial for users. So, success for a system is, fundamentally, based upon its ease in use.

Generally, increased ease in use influences numerous company aspects positively with regard to quality of output, e.g., increased levels of sales and revenue, greater productivity and enhanced customer satisfaction, reduced costs of support and training, and lower levels of time spent in development, lower maintenance costs and reduced costs in general (Bias and Mayhew, 2005). There are several bases by which those factors can be correlated with improvement overall. For example, if user interface software is more easily understood, then there are reductions in the need for extensive training. Also, an improved interface has the tendency of reducing time required for accomplishing particular tasks, increasing the levels of productivity of the employees and reducing costs and time spent on development. Those factors are not mutually exclusive; instead, the various factors can be considered as working together in the formation of the environment of the workplace overall. Gould (1988) classifies usability as being related to the performance of the system, the system functions and the associated user interface (Dubey et al., 2010). System quality does not impact directly on the performance of the organisation though when a system is error-free, technically sound, user-friendly, easy to learn, flexible and well documented there are indirect impacts related to the performance of the organisation.

2.5 Internal control system

Numerous other benefits that a company may acquire from the utilisation of an e-accounting system were listed by Christauskas and Miseviciene (2012); these are easy scalability if there is a need to expand the number of user accounts, greater security levels, backup in real-time, use of an internet browser to access updates and global or remote access onto the system, as well as a model for costing that is based upon actual usage. As with systems of e-accounting generally, there would not be a need for users to install or purchase hardware; all that would be required would be a computer, access to the internet and an internet browser.

A drawback of that, however, is the higher degree of dependence upon the provider of the service, with the developers of the system controlling maintenance and upgrading of software. In addition, rather than more traditional types of accounting system that are based offline that are installed upon the computer of a client, use of a system that is cloud-based creates a dependence upon a reliable connection to the internet, and that can be very challenging, particularly within developing country settings where there are not always guarantees that such fast and consistent access will be available (Relhan, 2013).

Organisational characteristics that have importance to the decisions of managers with regard to use of systems of control were considered by Abdel-Kader and Luther (2008). The degree of sophistication of a system for accounting has been confirmed as being different to a significant level according to the size of the firm and the sector of business within which the organisation operates (Al-Omiri and Drury, 2007). IT for accounting means banks find it easier for internal control to be established and that helps in the detection of theft, fraud and other forms of mismanagement.

Moreover, in a study undertaken by Daoud and Triki (2013), in relation to internal control systems within an environment of computerised accounting, it was found that the coming of computerised accounting has assisted in improvement of effectiveness within the processing of transactions and there is greater ease with which the accounting function is performed with more intricacy to the control function due to the technicalities that application of computerisation involves. Research undertaken by Daoud and Triki (2013) discovered that utilisation of computerised information systems for accounting comes with great potential of making a positive impact upon the performance of business.

2.6 Business performance

An efficient and complete performance in record keeping holds the promise for enterprises of expanding suitable and precise financial reporting that more clearly depicts the existing state and development of an organisation. With the help of a proper system of financial reporting that is derived from a good quality system of record keeping, there can be comparison of the performance of a particular time period to another, monthly, quarterly or yearly comparisons, for example (Nyathi et al., 2018). A record of the financial performance of an enterprise that is precise serves as a tool for checking performance within a definite period of time and in a particular area. Accounting records provide a preliminary position for the calculation of income tax precisely and absolutely, and they serve as a basis for the preparation of resonance for the future, as well as a foundation upon which conversations can progress between various associates, loan providers and potential investors (Nyathi et al., 2018).

All of those aspects are essential to the enhancement of business performance. Managers have a further dependence upon accounting records that are correct so that appropriate strategic and financial decisions can be made. So, proper performance in record keeping can assist in appropriate, competent and timely decision making to help in improving overall performance within small enterprises. Such financial statements may take the form of an application of

financial accounting that is based on the spreadsheet and that can support the processing of financial data and the generation of financial reports (Ariana et al., 2018). As such, financial accounting forms an aspect of accountancy that has the aim of generating financial information that is useful for stakeholders who rely upon it for the decision making in relation to credit and investment, financial performance, cash flow and appreciation of the financial position (Hans et al., 2012; Martani et al., 2016).

Useful information is provided by financial accounting to lenders, equity investors and other kinds of creditors in their roles as providers of capital (Kieso et al., 2014). The financial statements that are produced instantly through an e-accounting system can provide useful and meaningful information with regard to the financial affairs of an organisation or other types of economic entities and can be analysed and used within the decision-making processes of a company (Christauskas and Miseviciene, 2012; Relhan, 2013).

Features within the software of e-accounting can be used in practice to, for instance, perform functions related to accounting such as payment of salaries, invoicing, calculation of taxes, generation of tax forms and reports; functions for financial management can be included within the software (Christauskas and Miseviciene, 2012). Small businesses continue to play important roles within the world of business (Dele-Ijagbulu et al., 2020). The strategic importance that accounting has for firms was highlighted by Adeniran and Obembe (2020) who noted that there could be a link to the failure or success of an SME to the usage of accounting information of management. A conceptual framework that can be used for analysis of ICT adoption by firms is the theory related to diffusion of innovation (Roger, 1995). According to that theory, other than external variables, adoption of innovations is influenced by the characteristics of the firm and the personal characteristics of managers. It was noted by Amoako (2013) that the users of accounting information within businesses is increasing and that there is a positive relationship between accounting information quality that is used with the performance and survival of entities. Numerous studies have indicated that there is a tendency for family businesses to utilise financial and accounting information for decision-making to a lesser degree than businesses that are non-family (Collis et al., 2004; Gallo et al., 2004).

3 METHOD

This research employs a methodology that involves an analysis that is qualitative that is based upon a systematic review of literature and careful consideration of recent e-accounting applications with the field of sports. The research findings, in regard to applications for those technologies in the support of the adoption of e-accounting may be clustered, therefore, in a way that offers the maximum degree of utility. It was discovered from the various studies that there are lots of organisations that fail in the world of business because of the poor practices of accounting that they have adopted, rather than any particular problems of management, availability of staff training or poor material qualities. There is, therefore, the need for the adoption of e-accounting practices within businesses to replace more traditional practices.

4 FINDINGS AND DISCUSSION

4.1 Internal control system

There have been radical shifts within the business world in relation to the practices for accounting because of advances made with information technology. One key change has been in regard to the shift from processing for transactional data in paper media towards the use of electronic devices with computers. Along with those IT-related changes, lots of different kinds of software have been developed in order to simplify the processing of data related to the

financial transactions of companies (Syafudin, 2012). There is now a broad range of software available for accounting, the most well-known of which includes Sage, Xero and Quickbooks. The utilisation of accounting software helps to shorten the time taken to process data since manual methods are usually very time consuming (Bias and Mayhew, 2005).

Internal control can be considered a dynamic, integrated process which continually adapts with change. In that context, management teams and different staff personnel within various organisational levels have to have involvement in the process to address risk and provide logical assurance that mission and objectives in general for the business are being attained (Sunday et al., 2010). Within any particular business, there needs to be consideration of efficiency in internal control upon the business achievements. The main duty for an ICS (internal control system) is the unearthing of fraudulent activities within the business (Albashabsheh et al., 2018).

With that particular function, a lot of emphasis should be placed by SMEs upon ICS in the future. Business employees ought to be brought in from internal or external management so that performance in provision of services can be improved (Soudani, 2013). The framework that is proposed for this research is based upon the internal system of control and the relationship between performance and e-accounting; see Figure 1. The conceptual research model has the assumption that e-accounting characteristics such as implications for cost, complexity, efficiency and quality of data will have an impact upon the internal control system and that will then have a subsequent impact upon performance.

4.2 Business performance

Software for accounting lies at the heart of the information systems for accounting for a company. Better decision-making can result from implementation of IS for accounting as reports can be generated more efficiently (Coleman and Blankenship, 2017; Fagbemi and Olaoye, 2016). The findings within this study are supported by a number of other studies. Bias and Mayhew (2005), for example, found increased ease of use had a positive impact upon numerous aspects of the quality of output of a company such as increased levels of sales and revenue, greater productivity and improved levels of customer satisfaction. Further, Bharati and Chaudhury (2006) discovered a relationship that was significant between performance and perceptions of ease in use. Gefen and Straub (2000) undertook an exploration of relative importance in relation to the perceptions of ease of use within the adoption of IS and impact upon the performance of firms. However, the findings noted in the work of Goodhue and Thompson (1995) were in contrast since they discovered that perceptions of ease of use of systems did not have an impact upon effectiveness and productivity.

The performance of a business can be defined in terms of the measures for quantification of the firm actions of the business with regard to the achievement of its aims. If a firm excels in the attainment of the satisfying of stakeholder needs more than the business competitors, then it is able to achieve its objectives (Augustine et al., 2012). Henceforward, there is a need for SMEs to be sure that their businesses are in alignment with international standards. Measurement of the factors for performance enhancement for an SME, in addition to measurement of competencies and abilities globally, ought to be available to those working in an aggressive and rapidly changing business environment. Of great importance with regard to change are the enabling factors of innovation, improved efficiency and high-quality competitiveness, in addition to adequate human capital to enable a business to thrive. Indeed, within an economy that is knowledge-based, human labour is seen as being the essential agent for making organisations competitive (Khalique et al., 2011).

Findings show that the ICS level is improved by e-accounting. So, accurate accounting and financial information has great importance for organisations to help them maintain a superior

position over competitors within the marketplace. Also, the findings reveal that there is a consequent translation of ICS into the development of business performance. The study results also have consistency with the ideas and evidence presented within the review of literature. Furthermore, this study can provide insights into accountancy software feasibility for improving the work quality of businesses. Through the research, a clearer picture will be provided to businesses of e-account characteristics (complexity, efficiency, cost implications and data quality) in the facilitation of business transaction processes.

In addition, insights will be provided into ICS, its impact on functioning and the correlation between the internal control system and e-accounting. The results show that whilst there is low visibility of the direct impact that e-accounting has upon business attainment, commendable significant relationships exist between performance and some e-accounting characteristics such as the cost implications, the data quality, and the software complexity and efficiency. In a rapidly changing world, clients have to be able to access financial data anytime so they can be aware of the financial situation and the position of the business; e-accounting facilitates that (Kumar and Preeti, 2012).

CONCLUSION

E-accounting helps a business to keep its financial data in an environment that is secure and safe and that allows access in real-time for authorised users, regardless of their computing platform or their location. That is made possible because of application software that lets users have access to financial information through varying levels of permission with a relevant password. All company data sits within computers that are regularly backed up or within a remote server. Problems with computers can lead to data being partially erased or lost entirely. There is also the possibility that other companies steal data. The research project also revealed that accounting software is put in place by most firms for the generation of the financial information they use. The tendency is that the accounting software reduces costs, enhances the standard of clerical work, provides sufficient space for data storage and the processing of information so that managers can make decisions in a manner that is timely.

Evolution of IT has resulted in developments in new kinds of accounting system, improved economic modelling and enhanced business dealings over the internet. Those advances within ICT have results in reductions in the time taken for business transactions through helping there to be improved levels of communication. Many different organisations use e-accounting in order to advance and improve efficiency in their particular business dealing through the computerisation of existing operations so that operational performance in general can be improved.

E-accounting may be utilised by organisations as a way of achieving a more corporate type of culture that is stronger and more reliable and capable of surviving with a competitive business environment. Through technological advancement, the preparation and arranging of accounting records can now be undertaken within an environment that is electronic. Because of such developments, an accounting system can generate various kinds of information for the user in a much shorter timeframe. Comparable and synchronous presenting of financial statements is much more easily achieved. Therefore, the study has discovered that the e-accounting impact that is most significant is that the technological development has saved time and costs for users. As an entity, e-accounting can be considered borderless, with it permitting business to be conducted anywhere and anytime. Companies have been brought many opportunities for their accounting functions to be performed in ways that are more efficient and effective. Adoption of the functions of e-accounting has enabled companies to progress towards offices that are paperless and, in doing so, has reduced costs for clerical working and provided sufficient space so that data can be stored, and information processed in a timely manner for managers to make

decisions. The various studies showed that lots of organisations are failing in their business dealings because of the accounting practices that their businesses have adopted rather than a lack of availability of high-quality technology, poor material quality, managerial problems or the lack of availability of trained employees.

So, businesses need to adopt the practices of e-accounting to replace more traditional kinds of practice. For the production of good quality information related to accounting in a timely way, and for that information to be communicated suitably to decision makers, software systems for accounting have become critically important. The existent literature provides evidence of relationships between business performance and accounting software systems; however, it ought to be stressed that there is a need for more in-depth studies in order to examine other kinds of factors that could have an impact upon that relationship. This research has shown there to be a strong relationship between business performance and the accounting software system used, and that means that access to information about accounting does result in greater effectiveness of an organisation. It may be concluded, therefore, that information systems for accounting do impact upon the performance of businesses.

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Yeni Kırsal Yönetim Modelinde Cinsiyete Göre Görüş Farklılıklarının Değerlemesi

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ÖZET

Küreselleşme, kırsal ve kentleşme dinamiklerinin etkisi ile hizmet sunumlarında etkili olabilmek, adaleti sağlayabilmek, halk ile mahalli idareler arasında iletişimsizlik ve yetersiz bilgi, gereksiz harcamalara yol açan sistemsizlik gibi sorunlara çözümler için yeni yasalar ve yönetim modellerine ihtiyaç doğmuştur. Türkiye nüfusunun yaklaşık %77'lik kısmını ilgilendiren ve Ülke topraklarının yaklaşık %50'lik kısmının yönetimini ilgilendiren yeni kırsal bölgelerin yönetim modelinin temelindeki yasalarda sürdürülebilirlik, etkinlik verimlilik cinsiyetlere göre de farklılık göstermekte ve bu farklılık yeni düzenlemelerin ortaya çıkmasına vesile olmaktadır. Bu nedenledir ki bu çalışmamızın alana katkısının; kırsaldaki halkın cinsiyet bazında algı biçimlerinin incelenerek ortaya konmasının sağlanması olacaktır. Zira yeni kırsal yönetim modeli olan yeni büyükşehir belediyesi yasasına dair algı çok düşüktür. Çalışmamızın beklenen çıktıları; halkın cinsiyetleri bazında beklenen alansal düzenlemeler olacaktır. Bir veri toplama yöntemi olarak anket formu oluşturulmuş ve 5'li likert ölçek kullanılmıştır. Türkiye'de bulunan 31 büyükşehir belediyesi araştırmamızın evrenini oluşturmaktadır. Bursa sınırları içerisinde 17 ilçenin 659 mahallesi ana kütleli oluşturmaktadır. Bu sınırlılıklara karşın çalışmamızda büyükşehir yönetimlerin sunduğu hizmetler, ulaşım, tarımsal sulama, içme suyu, çöp toplama, hayvancılık olmak üzere beş ana başlık altında sınıflandırılmış ve yeni yasal düzenlemeler sonrası yapılan her bir hizmet sonucunda memnuniyet analizi yapılmasını sağlayacak sorular ve cevapları ekonometri istatistiksel veriler ve yöntemler ile analiz edilmiştir. Çalışmamız neticesinde; yerel yönetimlerin kırsala dair yapacakları çalışma ve hizmetleri; cinsiyet bazında yapmış olduğumuz anket sonuçlarından hareketle daha etkin ve verimli planlayabilme imkânı bulmuş olacaktırlar. Yaptığımız bu çalışmanın, halka yapılacak her türlü sunumları kapsayacak şekilde özellikle kırsal alanların yönetimlerinde etkin bir devlet sisteminin oluşturulmasına kaynak olduğu söylenebilir.

Anahtar Kelimeler: Kırsal alan yasası, Hizmetlerde etkinlik, Yerel yönetim,

Valuation of Differences of Opinion According to Gender in the New Rural Management Model

ABSTRACT

With the effect of globalization, rural and urbanization dynamics, new laws and management models are needed to be effective in service delivery, to ensure justice, to solve problems such as lack of communication between the public and local administrations, insufficient information, and being systemless causes unnecessary expenditures. Turkey concerning around 77% of the population and the country's land of approximate management of 50% from the interests of sustainability in the laws based on the management model of new rural areas varies between sexes due to the activity and productivity, and these differences are conducive to the emergence of new regulations. For this reason, the contribution of this study to the field will be to examine and reveal the perception styles of the rural people on the basis of gender, because the perception of the new metropolitan municipality law, which is a new rural management model, is very low. The expected outputs of our study are there will be expected spatial arrangements based on the gender of the population. A survey form was created as a data collection method and a 5-point Likert scale was used. Turkey in 31 metropolitan municipalities constitutes the sample space of our research. 659 neighborhoods of 17 districts within the boundaries of Bursa constitute the main mass. Despite these limitations, the services provided by metropolitan administrations in our study were classified under five main headings: transportation, agricultural irrigation, drinking water, garbage collection, and animal husbandry; the questions and answers that will ensure satisfaction analysis as a result of each service are analyzed with econometric statistical data and methods. As a result of our work, works and services to be performed by local governments regarding rural areas, based on the survey results we have conducted based on gender, will have the opportunity to plan more effectively and effectively. It can be said that this study we have made is a source for the establishment of an effective state system, especially in the management of rural areas, including all kinds of presentations to be made to the public.

Keywords: Rural law, Efficiency in services, Local governance,

GİRİŞ

Bu çalışmamızda amaçlanan; halkın, yerel yönetimlerden beklediği kamu hizmetlerinin kaliteli biçimde karşılanmasına imkân verecek bilgilere ve gereksinimlere ulaşmayı sağlayacak çalışmalar yapabilmek ve ortaya koyabilmektir. Yeni yerel yönetimler için düzenlenmiş olan yasanın getirdiği hükümlerin ve hizmetlerin yeterliliğinin gerek kırsal ve büyükşehir yönetiminde gerekse müşteri konumunda beklentileri olan kişilerde nasıl algılandığı hususunda etkilerinin yansımalarının incelenmesinin, irdelenerek analiz edilmesi ve bir senteze ulaşılması konusu irdelenmiştir. Yönetimin verimliliğini artırmak bu çalışma sonucunda ortaya çıkartılabilecek en önemli reform yapılandırma sürecini yönlendirmiş olacaktır. Hedeflenenle hayata geçirilen her zaman örtüşmeyebilir ve bu süreçteki öngörüler beklenmedik şekilde hayal kırıklığı ile sonuçlanabilir. Bu durumdan en çok zararı ise hizmetlerin sunulduğu vatandaşlar görecektir. Halkın ihtiyaçlarının kentler büyüdükçe büyüdüğünü ve çeşitlendiğini, hissedecek görmeye başlayacak ve taleplerini karşılayacak etkili bir yönetim anlayışı olmalıdır. Halkın; taleplerinin yasa ile bağıntılı olup olmadığının farkına varmadığı ya da büyük ölçekteki yatırım desteği gerektirdiğini algılayamadığı anda ilk sorumlu tutacağı devlet olacaktır ve dolayısı ile devletin çıkarttığı yasalar ve yasalar ile bağlanmış olan yerel yönetimler olacaktır. Bu çalışma ile bir nevi halkın yasanın verecekleri ile haberdar edilmiş olması sağlanacak diğer yandan “Hizmette Vatandaşa Yakınlık (Subsidiarity)” ilkesi ile ters düşülmemesinin ortaya konmasına da olanak sağlamaya çalışılmış olacaktır.

Bu araştırmada, yeni kırsal yönetim modelinde cinsiyete göre görüş farklılıklarının bulunup bulunmadığı ve bulunuyor ise hangi hizmetlere yönelik olduğu hususu ayrıca irdelenmiştir.

Araştırmamız Bursa ili açısından 6360 sayılı kanun çerçevesinde yapılmıştır. Çalışmada konu kapsamında önce merkezi, yerel yönetim ve Büyükşehir Belediyeleri tanımlarına kavram olarak kısaca yer verilmiş ve bu kavramlara ait değerlendirmeler yapılmıştır. Büyükşehir Belediyelerinin yeni kanuna göre mahalle statüsüne geçen kırsal alanlara vermiş olduğu hizmetlerin önem derecesine göre sınıflandırılması yapılmış ve detaylı incelenmiş ve bu bağlamda yeni yönetim sistemi ile yeni Büyükşehir kanunu da araştırma sonuçlarımıza göre değerlendirilmiştir.

Hedeflenen öncelikli olarak vatandaş memnuniyetini arttırmak ve halkın kamu yönetimine daha fazla katılımını sağlamak, vatandaşın artan hizmet beklentilerinin neler olduğunun tespiti ile tüm bunları karşılayabilecek yeni bir modelin elimizdeki destekleyici ya da yükseltici şekilde ortaya çıkartılmasının sağlanması olacaktır. 6360 sayılı yasa il sathında bir yasa olmakla birlikte kırsalda büyükşehir yönetimine getirileri oldukça fazladır. Bu yasa sonucunda belki de kırsal alanlı yeni bir yerel yönetim düzeni oluşturulması gerekecektir.

Bu araştırmanın yapıldığı tarih itibarı ile herhangi bir akademik çalışma bulunmamış olması bu çalışmanın özgünlüğünü göstermektedir. Dünya çapında yapılan araştırmalarda ise bu konunun örnek alındığı ülkelerdeki işleyiş modelleri bulunmaktadır.

Bu çalışmanın ve araştırmasının alana en büyük katkısı; kişilerin algı biçimlerinin cinsiyet ayrımında da incelenerek ortaya konmasının sağlanması olacaktır. Çünkü; Yeni Kırsal Alanlarının düzenlenmesini içeren (6360 sayılı yasa) yeni bir yasa olması sebebi ile kırsal alanlarda yaşayan halkın büyükşehir yada yeni adı ile bütünşehir ve hizmetlerini algılayış biçimleri incelenmemiş ve beklentileri bilinmemektedir. Algının hangi seviyede olduğunun tespiti de yoktur. Çalışmamızın bu alandaki boşluğu doldurması beklenmektedir. Zira kırsalda yeni büyükşehir belediyesi yasasına dair algı da çok düşüktür. Özellikle bilgisizlik, Büyükşehir Belediyelerinin kırsal bölgeler ile ilgili görevleri, büyükşehir ile kırsal arasındaki etkileşim ve bunun idari ve yönetsel boyutu hakkındadır. Çalışmamız neticesinde büyükşehir belediyeleri kırsala dair yapacakları çalışma ve hizmetleri daha etkin ve verimli yapabilme ve planlayabilme imkânı bulabileceklerdir.

Araştırmanın sınırlılıkları ve proje kısıtları ise şunlardır: Araştırmamızda 659 köyde 5000 kişiye anket çalışması yapılmış ancak geri bildirim olarak sadece 369 köyden ve 1290 kişiden yanıt gelmiştir. Diğer başka bir kısıt ise; Türkiye de 31 büyükşehir belediyesi var iken sadece Bursa Büyükşehir belediyesinin dikkate alınmış olması, anket yaptırılan örneklem sayısının bilfiil o bölgede yaşayan nüfusa nazaran aşağıda kalması olarak söylenebilir. Araştırmamızın Alana Katkısı ise; Kamu hizmetlerinin vatandaşa en yakın yerde sunulmasının esas olduğu gerçeğinin ortaya çıkartılmasının sağlanmasının yanı sıra değişen koşulların ortaya çıkardığı ihtiyaçlara cevap verebilecek şekilde bir yapılanmaya sahne olunmasında cinsiyet faktörünün etkin olup olmadığıdır. Çalışmamız neticesinde; büyükşehir belediyeleri kırsala dair yapacakları çalışma ve hizmetleri daha etkin ve verimli yapabilme ve planlayabilme imkanı bulmuş olacaklardır.

Bu çalışmanın; beklenen çıktıları ise; halkın beklediği alansal düzenlemeler olacaktır. Yasanın, kırsalda ve büyükşehir belediyesi açısından başarılı, verimli ve etkin yürütülebilmesi için; bilgi, beklenti ve algısal noktada iyi yönetilmesi gerekmektedir. Bir Büyükşehir yönetimin uygulama alanı, kontrol edebileceği büyüklükteki kentsel alan ya da bölge olmalıdır. İl ölçeği metropoliten olarak nitelenemeyecek bazı illerin gerçekleri ile örtüşmeyebilir. Elde edilen cinsiyet farkına göre verilerdeki sonuçlara göre farklı nitelikteki kentsel alanlarda farklı yönetsel modeller uygulanabilir.

1. BÖLÜM - MERKEZİ – YEREL YÖNETİM – BÜYÜKŞEHİR BELEDİYESİ KAVRAMLARI ve YEREL YÖNETİMLERİN FAYDALARI

1.1 Yönetimin Tanımı ve Kapsamı

Hizmet taleplerinin yerinde ve etkili bir biçimde karşılanması gerekliliğiyle ortaya çıkan bu yönetim birimleri yerinden yönetim kuruluşlarıdır. (Gül vd., 2014: 34). Gül'e göre yerinden yönetim, ülkenin değişik coğrafi alanlarında farklılık gösteren yerel ortak istemlerin karşılanması, hizmetlerin sunulması ve sorunların çözülmesi için yerel özerkliğe sahip; karar organları seçimlerle belirlenen, halkın yerel kararlara katılımını ve denetimini öngören bir yönetim anlayışıdır (Gül, 2008: 92).

1.1.1 İdari Yerelleşme

Bazı hizmetlerin yürütülmesinin genel idare hiyerarşisine dâhil olmayan çeşitli kamu tüzel kişilerine verilmesi idari yerinden yönetimdir (Akyılmaz, 2003, s. 9). Ancak, bu denetim, hiyerarşik bir kontrolden ziyade; idari vesayet adı altında yerel yönetimlerin idari ve mali özerkliği ile bağdaşabileceği kabul edilen özel bir denetim türüdür (Türkoğlu, 2009, s.11).

1.2 Âdemi Merkeziyet Kavramı

Yerel hizmetleri sunmakta merkezi yönetim kurumları yetkilendirilmektedir. Ancak bazı hizmetlerin sunulduğu yerde çeşitlenen ihtiyaçlar ve bu çeşitlenmeye temel oluşturan farklı kamusal taleplerin varlığı devlet örgütlenmesinin de çeşitlenmesini gerektirmiştir (Nadaroğlu, 2001: 21). Yerinden yönetim düşüncesi, farklı kavramsal ifadelerle dile getirilebilecek zenginlikte bir kavramdır. Bu kavramı açıklamak için Fransızlar “decentralisation”, İngilizler “self- government”, Almanlar “selbstverwaltung”, Hollandalılar “zelfbestuur” terimlerini kullanmaktadır (Şengül, 2011: 5).

1.3 Yerel Yönetimler

Yerel yönetim kavramını anlayabilmek için devlet kavramının incelenmesi gerekmektedir. Devlet, insanların toplum yaşamında oluşturdukları önemli bir örgütlenme biçimidir. Devletin temel amacı, ulusal sınırlar içerisinde birlikte yaşayan insanların ortak ihtiyaçlarını karşılamaktır. Buna bağlı devlet kavramı dar ve geniş anlamda tanımlamak mümkündür. Dar anlamda devlet, kamu tüzel kişilerin sadece merkezi ve siyasal özellikte olanları kapsamaktadır. Bu açıdan yerel yönetimler bu tasnif içinde yer almamaktadır. Geniş anlamda devlet, kamu gücünün tamamını ya da kamu tüzel kişilerinin tamamını kapsamaktadır (Sarıçiçek, 2010, s. 8).

1.3.1 Yerel Yönetim Kavramı

Yerel yönetim kavramına bakıldığında birden fazla tanımın ortaya koyulduğu görülmektedir. Genel bir tanımla yerel yönetim; merkezi yönetim haricinde karar organlarının yani yönetiminin halk tarafında seçildiği, özerk bir yönetim yapısına sahip olan amacının yerel toplumun ihtiyaçlarını karşılamak olan yerel örgütlenme modeli olarak tanımlanan bir yönetim şeklidir. Bu saydığımız özellikleriyle yerel yönetimler demokratik yönetim yapısının temellerinden birini oluşturmakta ve bunun yanında yerel kamusal hizmetlerinin etkinliğini artırmak için bütün toplumlarda örgütlenmiş kurumlar olarak yer almaktadır (Çiçek, 2014, s. 53-64).

Kamu Yönetimi Sözlüğü'nde yerel yönetimler, “merkezi yönetimin haricinde, yerel bir topluluğun ortak bir ihtiyacını karşılamak amacı ile oluşturulan, karar organlarını doğrudan doğruya halkın seçtiği, demokratik ve özerk bir yönetim kademesi, bir kamusal örgütlenme modeli” olarak tanımlanmaktadır (Aydın, 2009, s. 31).

Yerel yönetim sistemleri konusunda dünyada çok farklı sistemler olsa da Batı Avrupa yerel yönetim sistemleri ülkemiz açısından büyük önem taşıdığını belirtmekte fayda vardır. Batı Avrupa yerel yönetim sistemleri temelde Güney Avrupa ve Kuzey Avrupa sistemleri olarak ikiye ayrılmaktadır. Napoleonik sistem olarak da bilinen Güney Avrupa sistemi Fransa, İtalya,

İspanya gibi ülkelerden oluşmasına karşılık Kuzey Avrupa sisteminde ise daha çok İskandinav “İsveç, Danimarka vb” ülkelerden oluşmaktadır. Bunun yanında Almanya, İsviçre, İngiltere gibi ülkelerin her iki akımla da örtüşmediği görülmektedir. Ülkemizdeki yerel yönetim uygulaması ise Fransa’dan etkilenilerek oluşturulduğundan Napoleonik sisteme tabidir. Köyler hariç tutulursa bugünkü mahalli idarelerimizin temelleri Tanzimat’tan sonra atılmıştır. Köyler ise eski bir geleneğin devamıdır. Yerel yönetim tarihimizde Belediyeler 1855 yılında İstanbul’da kurulmuş ve bunu müteakip 1864 yılında ise il özel idarelerinin ilk örnekleri oluşturulmuştur (Karaarslan M., 2007, s. 6).

1.3.2 Yerel Yönetimin Yararları

“Yerel yönetimler toplumsal ve ekonomik gelişmede, halkın siyasal açıdan bilinçlenmesinde ve genel olarak tüm toplumun özgür ve demokratik bir nitelik kazanmasında çok önemli işlevleri yerine getirirler.” (Uzun, 2002: 95). Yerel yönetimlerin yararları siyasal, demokratik ve hizmet olarak üç bakımdan ele alınabilir. Toplumsal yaşamın bütün alanlarını kapsayan siyaset, yerel yönetimler aracılığıyla gelişen ve halkı yönlendiren bir kavramdır. Bu sebeple yerel yönetimlerin doğru siyaset yapmaları ve toplumu bilinçlendirmeleri sonucu halkın merkezi yönetimi seçerken de bilinçli karar almalarını sağlayacak bir etmendir. Demokratik siyasetin yönetim anlayışı haline getirilmesi de demokratik toplum, demokratik yaşam ile ahlak ve vicdani değerler yaratılmasını sağlayıcı bir etmendir. Bu nedenle de yerel yönetimlerin siyaseti demokratikleştirme konusundaki yararları unutulmamalıdır. Yerel yönetimin faydaları şunlardır (Günday, 1996:56):

- Yerinden yönetim kuruluşları merkezden bağımsız olarak hareket edebildiklerinden, halkın hizmet ihtiyacını daha rahat bir şekilde yerine getirirler.
- Kırtasiyecilik ve bürokrasi azalacağından, kamu hizmetleri daha hızlı, etkin ve verimli şekilde yerine getirilir.
- Halkın iradesi yönetime yansıtacağından demokratik ilkelere daha uygundur.

1.3.3 Yerel Yönetimin Sakıncalı Yönleri

Merkezi yönetimin otoriter yapısını dengeleme unsuru olarak önemli bir görev üstlenen yerinden yönetim kuruluşları çeşitli yararlar sağlamakla birlikte bazı sakıncaların ortaya çıkmasına da neden olmaktadır. Bu sakıncaları aşağıdaki gibi sıralamak mümkündür (Gül, 2008: 95; Karakılçık, 2013: 89), (Günday:1996:57).

- Kamu hizmetleri ülkenin farklı yerlerinde farklı şekilde yürütülebileceğinden bölgeler arası eşitsizlikler meydana gelebilir.
- Yerinden yönetim kuruluşları organları (yerel yönetim organları) seçimle işbaşına geldiğinden tekrar seçilebilmek için gösterişli uygulamalar yapabilir. Bu durum israfa yol açar.
- Partizanca uygulamalara yol açabilir.
- Her yerinden yönetim kuruluşunun ayrı bütçesi olduğundan mali denetimi güçtür.

1.4 Belediye Kavramı

Özerk yerel yönetim birimi olan belediyeler; yerelleşmeye, yerel demokrasinin güçlenmesine, kentlerin büyümesine, kent ve kentlerde yaşayan insan sayısının artmasına paralel olarak güçlenmiş ve bu etki yıllar itibariyle belediyelerin sayılarına da yansımıştır. Yerel nitelikli ihtiyaçların karşılanmasından sorumlu olan belediyelerin görevi, kentlerde yaşayanların hizmet taleplerini karşılamak ve kentsel sorunları çözmek için katılımcı, etkin, etkili, eşgüdümlü ve hakkaniyetli olarak hizmet sunmaktır

1.5 Kırsal Alan Kavramı

Kırsal alanlar ekonomik nitelikteki etkinliklerin ağırlıkla doğal kaynakların değerlendirilmesine dayandırıldığı, yüz yüze ilişkilerin göreceli olarak daha yaygın olduğu, yaşam kurallarının büyük ölçüde gelenek ve göreneklere göre biçimlendiği, teknik ve teknolojik gelişmeler ile ekonomik, toplumsal ve kültürel gelişmelerin daha yavaş ve dolayısıyla gecikmeli olarak gerçekleştiği ortamlardır (DPT, 2010).

Kırsal alanların kalkınması konusu, kırsal alanlarda yaşayan insanlar açısından olduğu kadar kentsel alanlarda yaşayan insanlar açısından da önem taşımaktadır. Bu alanların geri kalması, kırsal halkın yaşam kalitesinde düşüklük olması, bu insanların kente göç etmelerine ve dengesiz bir kentleşmeye yol açmaktadır. Diğer yandan, kırsal alanlar ekonomisi ağırlıklı olarak tarıma dayanan alanlar oldukları için hem kırsal hem de kentsel nüfusa gıda sağlayıcı mekânlardır (Kayıkçı 2009).

1.6 Büyükşehir (Metropolitan) Yönetim Kavramı

Dünya’da yaşanan hızlı kentleşme süreci pek çok değişim hareketini beraberinde getirmektedir. Bu değişim nüfus dalgalanmalarının yaşandığı kentsel alanlarda daha etkili hissedilmektedir. Nüfusu milyonlarla ifade edilen kentlerde ortak kullanım alanlarının genişlemesi, kentsel alanlardaki yoğunluğun artmasına neden olmaktadır. Bu yoğunluk kentlerin klasik yönetim modelleri ile yönetilmesini zorlaştırmakta, yeni model arayışları ön plana çıkarmaktadır. Bu arayışlar içinde kentlerin hızla büyümesi metropolitan kent kavramını ön plana çıkarmaktadır. Metropolitan kentsel alanların yönetiminde her ülkenin kendi siyasal koşulları içerisinde merkezi yönetime ya da yerinden yönetime önem verilebilmekte ve bu öneme göre de metropolitan yönetimlerin dayanacağı temel değerler şekillenmektedir.

1.7 Yeni Büyükşehir Kavramı

Yerel Yönetimler fonksiyonel etkinlik ve demokrasinin vazgeçilmez unsurları olarak ortaya çıkmıştır. Eryılmaz (2011:145-146). Özgürlük, özerklik ve yeniden paylaşım yerel yönetimlerde önemli unsurlardır. Fonksiyonel etkinlik ve demokrasinin kesiştiği alan ölçektir. Bu iki düzlemin birbiriyle kesiştiği alan ölçektir. Hizmetlerin etkin verimli kullanımının hangi ölçek ile demokrasiyi sağlayacağı önemlidir. Ölçek büyütülmesi ile demokratik katılım büyük, etken ve verimli olacaktır. Ancak tüm hizmetler için uygun bir ölçek saptamak gerekmektedir. Bazı hizmetler büyüklüklerinden fayda sağlarken bazen de fazla büyüklük ek maliyet ve pahalılık getirecektir.

1.7.1 Yeni Büyükşehir Belediye Sistemine Geçiş Nedenleri

Küreselleşme ve kentleşme dinamiklerinin etkisi ile hizmet sunumlarında adaleti sağlamak, kentsel suçlar olan çevre kirliliği, gecekondulaşma, mahalli idareler arasında iletişimsizlik ve yetersiz bilgi, gereksiz harcamalara yol açan sistemsizlik gibi sorunlar büyüyen kentlerin yönetiminin tekrar ele alınmasını gündeme getirmiştir. Bu nedenle yeni yönetim modelleri gereksinimi doğmuştur. (Gül ve Batman, 2015: 20).

Yeni büyükşehir kanununun hedeflerinde; verimli, etkin, etkili, vatandaş odaklı, hesap verebilen, katılımcı, saydam ve mahalli yönetimlere önem veren yönetim anlayışlarının, gelişmiş ülkelerin kamu yönetimi reformları için temel ilke ve değer olduğuna değinilmiş; yerel yönetim birimlerinin de sürekli geliştirilmesinde etkili verimli hizmet üretme kapasitesine sahip olması gerekli ve önemlidir. (Yeni büyükşehir kanunu gerekçesi, 2012: 3).

1.7.2 Yeni Büyükşehir Kanunu ile Gelen Değişimler

Yeni büyükşehir kanunu büyükşehir belediyelerinin hizmet vermekle yetkili olduğu sınırı il mülki sınırı olarak belirlemiştir. Kanun ile sınırları genişletilen daha fazla kişiye hizmet sunmakla yükümlü hale getirilen büyükşehir belediyelerinin daha etkin hizmet sunabilmelerini sağlayabilmek için gelirlerinde artış yapılmış, merkezi yönetim payları yeniden düzenlenmiştir. Ayrıca, ilçe mülki sınırına kadar genişletilen ilçe belediyelerinin daha etkin ve hızlı hizmet sunabilmelerine yardımcı olmak için genel bütçeden aktarılan paylar arttırılmıştır.

Büyük kentlerin kalabalıklaşan yapısı yeni sorunların ve beraberinde çözüm arayışlarının ortaya çıkmasına neden olmaktadır. Hizmet alanlarının genişlemesi, ekonomik, siyasal ve toplumsal temeller farklı ülkelerde farklı yönetim modellerinin metropol alanlar için hayata geçirilmesine sebep olmuştur (Erençin, 2005: 122-123).

Türkiye’de metropoliten alanlara özel yönetim serüveninin başlamasına ve bu kapsamda kentsel alanların yönetim problemlerinin çözülmesine imkan tanıyan anayasal dayanak 1982 Anayasası’dır. (Kavruk, 2002: 208).

1.8 Kırsal Alanlardaki Yeni Yasal Düzenlemelerin (6360 sayılı) Kanununun Gerekçeleri
Türkiye yerel yönetim sisteminde 1984 yılında 3030 Sayılı Yasa ile büyük kentler “büyükşehir” olarak tanımlanmış ve ülkenin yönetim sisteminde diğer kentlerden farklı değerlendirilmiştir (Tekel, 2002: 44). Bu zamandan sonra “büyükşehir” kentin büyüklüğü değil; özel bir yönetim sistemini –idari sistemi- anlatır bir terim olmuştur. Kentlerin büyümesi beraberinde yeni sorunların ortaya çıkmasına neden olmuştur. 6360 Sayılı Yasa, yeni bir yönetim sistematiği getirirken aşağıdaki sorunlara çözüm üretmeyi hedeflemektedir:

1. Uygulama, Planlama ve Kontrole yönelik koordinasyon eksikliği,
2. Ölçek ekonomisinin gerektiği kadar uygulanamaması,
3. Sanayileşme, ulaşım ve çevre gibi artan sorunların küçük ölçekli mahalli idarelerce çözülmesinin zorluğu,
4. Kaynak israfının önlenerek etkin ve yerinde kullanımının sağlanması,
5. Kamu hizmetlerinin kaliteli, etkin ve verimli biçimde karşılanması,
6. Kamu hizmetlerinin sunumunda koordinasyon eksikliği sorunlarının ortaya çıkması,
7. Optimal ölçekte faaliyet yapabilecek kadar güçlü yerel yönetim kadrosunun olması,
8. Küçük ölçekli belediye ya da köylerin beraberinde getirdikleri çevre, ulaşım ve benzer sorunların çözümünde kendi başlarına yeterince verimli olamamaları,
9. Yetersiz malî kaynakların olması,

İl sınırında hizmet üretecek büyükşehir belediye modelinin aşağıda belirtilen olumlu gelişmeleri ortaya çıkaracağı beklenmektedir:

1. Gelişmiş teknolojilerle çalışılması sağlanacaktır.
2. Nitelikli teknik personel ile uzman iş gücü istihdam edileceğinden verimlilik artacaktır.
3. Kaynakların etkin kullanılması merkezden gelen destek ile sağlayacaktır.
4. Adil yönetim tarzının oluşması sağlanmış olacaktır.
5. İl bazında kanunlara uygun imar uygulamalarının gerçekleşmesi sağlanabilecektir. (<http://www.tbmm.gov.tr/sirasayi/donem24/yil01/ss338.pdf>).

1.8.1 Kırsal Alanlardaki Yeni Yasal ve Kurumsal Düzenlemelerin (6360 Sayılı) Kırsal Alana Dair Getirdiği Hükümlerin Değerlendirilmesi

Bu kanunla birlikte 29 İl Özel İdaresinin, 9652 tanesi orman köyü olmak üzere 16082 köyün tüzel kişiliği kaldırılmıştır. Ülkemizde yaklaşık 34.500 köy olduğu düşünülünce bunların yaklaşık yarısı (% 47) artık köy statüsünde değildir. Bu kadar hızla ve kolaylıkla yapılan bu değişikliğin tartışılması gereken birçok boyutu vardır. Kanun, Avrupa Özerklik Şartı’na göre hizmetin yerinden verilmesi ilkesine aykırı olduğu, temsil kademelerinin yerelden merkeze kaydığı, bu şekilde yerel idarelerin gücünün azalacağı ve merkezîyetçiliğin artacağı üzerinden tartışılmıştır. Burada ise daha çok mekânsal boyut üzerinde durulacaktır. Kanun köylerde mevcut yapılaşmaları bazı koşullara bağlı olarak ruhsatlandırarak genel bir affin yolunu açmıştır.

Kentsel hizmetlere karşılık kentsel alandaki gibi köylerden de emlak vergisi ve hizmet bedellerinin alınması söz konusudur. Köy tüzel kişiliği kaldırılan köylerde emlak vergisi, diğer vergi, harç ve katılım payları ilk 5 yıl alınmayacak, su bedeli de aynı süreyle en düşük tarifenin % 25’ini geçmeyecek şekilde alınacaktır. Yani 5 yıl sonra köylerin artık bu vergileri ve bedelleri ödeyebilecek durumda olmaları beklenmektedir. Yani 10 yıl sonra köylerin altyapısının tamamlanmış olacağı tahmin edilmektedir. Büyükşehir belediyelerinin de kilometrelerce uzakta olan köylere, kentlerden çok farklı bir anlayışla gitmesi gereken hizmetleri götüreceği planlanmıştır. Büyükşehir ve ilçe belediyelerinin görev ve sorumluluklarına “Büyükşehir ve

bağlı ilçe belediyeleri tarıma ve hayvancılığa destek verebilir ve bunun için yardımcı olacak çalışmalarda bulunabilir. ” ifadesi eklenmiştir. Ancak bu da zorunlu bir hizmet olarak belirtilmemiştir. Sonuçta daha fazla hizmet bedeli ödeyen, daha az hizmet alan köylerin yani mahallelerin ortaya çıkması kaçınılmaz görünmektedir. (<http://www.mimarlikdergisi.com/index.cfm?sayfa=mimarlik&DergiSayi=385&RecID=3153>)

2. BÖLÜM - YENİ YASA SONRASINDA VATANDAŞLARIN PROFİLLERİNE GÖRE GÖRÜŞ FARKLILIKLARINA İLİŞKİN AMPİRİK BİR ARAŞTIRMA: BURSA ÖRNEĞİ

2.1 Araştırma Yöntemi

Anket yapılacak alandaki kişilerin yerel yönetimlerden 6360 sayılı yasa ile ortaya sürülmüş olan yeni kırsal model kapsamında ne tür hizmetler almaya yetmektedir ve buna karşın yerel yönetimlerin yapmakla yükümlü olduğu şeyler nelerdir ve kırsaldaki halk bunu bilmekte midir düşüncesinden hareketle anket soruları hazırlanmıştır. 6360 sayılı Yasa ile büyükşehir belediyesi statüsü kazanan iller ile yasayla birlikte yönetim sistemleri değişen büyükşehirler de olmak üzere Türkiye’de bulunan 31 büyükşehir belediyesi araştırmamızın evrenini oluşturmaktadır. Araştırmamızın örneklemini ise; Bursa Büyükşehir Belediyesi ile Bursa’nın mevcut olan 17 ilçe belediyesine bağlı yeni düzenleme ile köy statüsünden mahalleye dönüşen alanlar oluşturmuştur. Araştırma örneklemini tespit edilirken zengin bilgisi olduğu öngörülen hallerde ayrıntılı çalışma yapılmasına imkân sağlaması sebebiyle amaçlı örnekleme seçilmiştir. Araştırmanın ana kütesini Bursa sınırları içerisinde 17 ilçenin 659 mahallesi ve 5000 kişi oluşturmaktadır. Fakat oluşturulan anket formu bu mahallelere ulaştırıldığında ancak 369 mahalleden 111 kişi kadın 1179 kişi erkek olmak üzere 1290 kişiden yanıt alınabilmektedir. Bu sınırlılıklara karşın özellikle Büyükşehir Belediyesinin sunduğu hizmetler önemli olduğu için, çalışmada hizmetler 5 ana başlık altında sınıflandırılmış ve bu sınıflara göre temel hizmetlerden olan ulaşım, tarımsal sulama, içme suyu, çöp toplama hizmetleri, hayvancılık, ve göçün nasıl bir durumda olduğu ve yeni düzenlemeler sonrası köylünün yapılan her bir hizmet sonucunda memnuniyet analizi yapılmasını sağlayacak sorular sorulmuş cevapları ekonometri ve istatistiksel veriler ve yöntemler ile analiz edilmiştir. Halkın beklentilerini karşılamakta zorluk çeken bir devlet olmaktan kaçınmak, yönetimde etkin rol olan hükümetler için çok önemlidir. Bu nedenle her yeni bir oluşumda, bu oluşuma ait gerekli eğitimlerin verilmesi, memnuniyet anketlerinin yapılması, sonuçlarının üniversiteler tarafından danışmanlık statüsünde değerlendirilmesi ve real paylaşımlarda bulunulması akabinde hemen gerekiyor ise yasaların revizyona gidilmesi çok önemlidir. Yaptığımız bu çalışmaların halka yapılacak her türlü sunumları kapsayacak şekilde özellikle kırsal alanların yönetimlerinde etkin bir devlet sisteminin oluşturulmasına kaynak olduğu söylenebilir. Öncelikle halkın nabzının yoklanması, ortak akıl ile adım atmak bir demokratikleşme gereğidir. Gelişen kentsel alanlarda çeşitlenen ve artan ihtiyaçların karşılanması, kentsel sorunların çözümü için etkin ve etkili yönetsel yapıların varlığını ön plana çıkarmaktadır. (Gül, vd. 2014: 170). Küreselleşme nedeniyle kentlerin beklentileri de çeşitli ve farklı olmuştur. Öyle ki kentsel alanlar, sosyal alan olmaktan çıkarak, üretim yönetimi, finansı, kontrol ve yaratıcılığı içine alan mekanlar haline getirmiştir. (Eraydın, 2001: 374’ten aktaran Gül ve Batman, 2015: 325).

Araştırmada veri toplama yöntemi olarak, alan araştırması, anket formu kullanılmış, betimsel araştırma sonuçları elde edilmiş, 5 li likert ölçek kullanılmıştır. Ana Hipotezimiz olan yeni kırsal modele dayanak teşkil eden yasanın il bütünlüğünde getirdiği hükümler ve yenilikler, kırsaldaki vatandaşlar tarafından kadın erkek herkes tarafından biliniyor mu ve ciddi bir algı eksikliği yaşanıyor mu? Bu durumla ilgili yapılmış olan yasal düzenleme etkin midir? soruları oluşturmuştur. Çıkan sonuçları değerlendirmede, Hipotez Testleri, varyans analizleri, ki- kare testi ve korelasyon metotları uygulanarak değişkenler arasındaki ilişki ortaya konulması ile betimsel İstatistik rakamlarımız elde edilmiştir. Anket sonuçlarında frekanslar yüzdesel olarak

ortaya çıkarılmış, çıkan model sonucunda yerel yönetimlere önerilerde bulunulmuş ve gerekli yönetim sistemleri önerilmiştir. Tüm anket soruları SPSS (Statistical Package For Social Science) ortamına aktararak veriler oluşturulmuştur. Anketin güvenilirliğini değerlendirmede Cronbach Alfa katsayısı kullanılmıştır. Oran yüzde 89.9 olarak ölçümlenmiştir. Verilerin değerlendirilmesinde SPSS for Windows 20 istatistik paket programı kullanılmıştır.

Bu çalışmamızı kapsayan anket çalışması iki ana bölümden oluşmaktadır. Birinci bölüm demografik bilgiler başlığı altında kişilerin, gelir, medeni durum, yaş, eğitim durumu, meslek grubu, aylık ortalama gelir şeklinde demografik sorulardan ibarettir. Bu bölümde anket yapılacak alandaki kişilerin gelir düzeyi, cinsiyeti, yaşı, aylık kazanç, medeni durum, çocuk sayısı, eğitim düzeyi, gibi sosyo ekonomik kriterleri de dikkate alınarak büyükşehir belediyesinden ne tür hizmetler almaya yetmektedir ve buna karşın belediyenin yapmakla yükümlü olduğu şeyler nelerdir ve kırsaldaki halk bunu bilmekte midir düşüncesinden hareketle sorular hazırlanmıştır. Çalışmada yer alan 23 likert tipi sorular; 1=kesinlikle katılıyorum, 2=katılıyorum, 3=fikrim yok, 4=katılmıyorum, 5=kesinlikle katılmıyorum şeklindedir.

İkinci bölümde yeni yasa ile ilgili olarak Belediyenin sağlamış olduğu hizmetler 5 ana başlık altında sınıflandırılmış ve bu sınıflara göre yeni düzenleme öncesi durumun nasıl olduğu hakkında cevaplar alınmak istenmiştir. Kısacası kırsal alanların köylerin mahalleye dönüşmesine yönelik yeni düzenlemelerden yani yasa öncesinde, temel hizmetlerden olan ulaşım, tarımsal sulama, içme suyu, çöp toplama hizmetleri, hayvancılık, ve göçün nasıl bir durumda olduğu hususunda cevaplar alınmıştır.

Çalışmamızın Ana hipotezi ve varsayımları olarak ise; 6360 sayılı Büyükşehir Belediyesi yasasının il bütünlüğünde getirdiği hükümler ve yenilikler kırsaldaki vatandaşlar tarafından yeterince biliniyor mu bu hizmetlerin beğenilmesinde kadın erkek cinsiyet farklılığı etkili mi halkta ciddi bir algı eksikliği yaşanıyor mu? Bu durumla ilgili yapılmış olan yasal düzenleme etkin midir? soruları oluşturmuştur Çalışmamızın amacı aynı zamanda araştırmamızın problem cümlesini de oluşturmaktadır. Bu çalışmaya başlarken cevaplandırmaya çalıştığımız önemli soru aynı zamanda problemi bulmamıza sebep olmuştur. Bu durumda problem Cümlemiz ise; Belediyelerin yeni kırsal düzenlemelerinin sonucunda halka sunduğu hizmetlerde diğer demografik özelliklerin yansira özellikle araştırmamızın konusu bağlamında özellikle cinsiyet ayrımında da bir iyileşme olup olmadığı sınırlanmıştır. Problem bir fark olup, olmadığıdır. Nicel araştırma türlerinde örneklem üzerinden evrende genelleme yapmak amacıyla seçilen örneklemin büyüklüğü önem kazanırken, nitel araştırma türlerinde örneklemin büyüklüğü daha sınırlı olabilmektedir (İslamoğlu, 2009: 183).

2.2 Bulgular, Değerlendirme ve Tartışma

Bu yeni yasa düzenlemesinin, etkinlik ve hizmet ölçeği açısından olduğu kadar güç ilişkileri açısından siyasal ve etnik açıda da göz ardı edilemeyen sonuçları olacağı muhakkaktır. Araştırmamızın bulguları ve değerlendirilmesini güvenilir kılmak adına güvenilirlik test sonuçları da çalışmamıza eklenmiştir.

2.3 Güvenilirlik Analizi

Uygulanan anket formunun içsel tutarlılığını (güvenilirliğini) belirlemek amacıyla Cronbach's Alpha değeri kullanılmıştır.

Tablo-1: Güvenilirlik Analiz Sonuçları

	Cronbach's Alpha
Kurumsal Düzenlemelerin Etkisi	0,899

Cronbach's Alpha katsayısının 0,70'den büyük olması güvenilirlik açısından kabul edilebilir bir düzeydir. Anket formunda yer alan sorular için hesaplanan Cronbach's Alpha değeri 0,899 olarak hesaplanmıştır. Güvenirlik düzeyi $0.80 < \alpha < 1.00$ ise ölçek yüksek derecede güvenilir bir ölçektir (ÖZDAMAR, Kazım, 2004). Soruların tek tek güvenilirlik düzeyleri birbirine yakın

seviyelerde olduğu için anketimizde soru ekleyip çıkarmak güvenilirlik düzeyini önemli ölçüde etkilememektedir. Diğer bir ifadeyle her bir soru için madde analizi uygulandığında ise herhangi bir sorunun silinmesi durumunda bile Cronbach's Alpha değeri yükselmektedir.

Açıkça ifade edebiliriz ki; Yeni Kırsal Alan Düzenlemeleri de (6360 sayılı yasanın) bu yerel yönetim reform çalışmalarının en yeni versiyonu olmakla beraber halkın sesini amprik çalışmalar ile aktardıktan sonra en sonucusu olmayacağı ve yönetim sistemlerinin belki bu yeni iletimlere göre sürekli kendisini yenilemek durumunda kalacağını söylemek mümkündür. Zira yerel yönetimler ve kurumlar, yerel halkın ihtiyaç duyduğu hizmetleri detaylı bilgi destek ve ilgi ve yeterli kapasite ile sağlayıp sağlamadığı hususunda yerel halkın istek ve ihtiyaçları ile uyumlu karar ve kanunların ve politikaların çıkarılmasında ve uygulanmasında beklentilerin neler olduğunun bilinmesi hususu bu çalışmanın ana temasını oluşturmaktadır. Yeterince başarıya ulaşmadığı anket çalışmaları sonuçlarına göre görülecek olur ise yeniden düzenleme yapma gereği oluşacaktır. Yeni Kırsal Alanları Düzenleme Yasası (6360 sayılı yasa) bu kapsamda analiz edilmiştir.

Yasanın teoride ve kurguda düşünülen şekli ile uygulamaya yansıma şekli arasında da önemli farklılıklar olduğu görülebilir. Çünkü bu yeni düzenlemenin başarısı, süreç öncesi ve sonrasında izlenecek yollar ve yapılandırma ve halkın gözündeki algılanmasının durumu ile yakından ve doğrudan ilişkilidir. Bu algı durumunun yerel yönetimlerce bilinmesi gerekli ve oldukça önemli bir faktördür. Bu nedenle bu çalışma bütüncül ve geniş kapsamlı bir araştırma konusu olarak karşımıza çıkmıştır.

2.4 Vatandaş Profiline İlişkin Betimsel İstatistikler

İlk olarak Vatandaş profilini ortaya koymak amacıyla, katılımcıların demografik özelliklerini belirlemek gerekmektedir.

Tablo-2: Vatandaş Profillerine İlişkin Betimsel İstatistik Sonuçları

		Frekans (n)	Yüzde (%)
Cinsiyet	Kadın	111	8,6
	Erkek	1179	91,3
Medeni Durum	Bekar	123	9,5
	Evli	1118	86,5
	Boşanmış	13	1,0
	Eşi ölmüş	28	2,2
Yaş Grubu	15-25	35	2,7
	26-33	89	6,9
	34-41	140	10,8
	42-50	259	20,0
	51+	427	33,0
Eğitim Düzeyi	Okur yazar değil	15	1,2
	Okur yazar	57	4,4
	İlkokul	756	58,5
	Ortaokul	189	14,6
	Lise	179	13,9
	Üniversite	83	6,4
	Yüksek Lisans/Doktora	6	0,5
Meslek Grubu	İşçi	171	13,2
	Memur	61	4,7
	Esnaf/Serbest Meslek	97	7,5
	İşsiz	101	7,8
	Emekli	401	31,0
	Çiftçi	438	33,9
	Diğer	20	1,5
Aylık Ortalama Gelir	0-1500	993	76,9
	1501-2500	190	14,7
	2501-3500	58	4,5

	3501-4500	9	0,7
	4501 ve üzeri	42	3,3

Araştırmaya katılanların %8,63'ü kadın %91,3'ü ise erkektir. Araştırma kırsal alanları kapsadığından katılımcıların cinsiyetinin erkek ağırlıklı olması hem doğal, hem de büyükşehir belediyesinin hizmetlerini değerlendirmek yönüyle gereklidir. Medeni durum itibariyle katılımcıların büyük bir çoğunluğu %86,5 ile evlilerden oluşmaktadır. Bekarlar %9,5 oranında iken geriye kalan kısım boşanmış ve eşi ölmüş kişilerden oluşmaktadır.

Yaş grubu itibariyle ankete katılanların %10,8 oranı 34-41 yaş aralığındaki kişilerden, %20 oranında 42-50 yaş aralığında ve %33'ü ise 51 yaş ve üstü kişilerden oluşmaktadır. Dikkat edilirse, anket uygulanan kişilerin yarısından fazlası 42 yaştan büyüktür. Buraya kadarki sonuçlar değerlendirildiğinde vatandaşların yaş profilinin 42 yaş üstündeki evli bireyler olduğu sonucu ortaya çıkmaktadır.

Eğitim düzeyi sorusu için elde edilen sonuçlar şu şekildedir. Ankete katılan kişilerin %58,5'i ilkökul mezunudur. %14,6'sı ortaokul, %13,9'u ise lise mezunudur. Üniversite ve/veya lisansüstü mezunu olanların oranı %6,9'dur. Dikkat edildiği üzere kırsal bölge olması sebebiyle ileri yaşlı ve nispeten düşük eğitilmiş bireylerin olduğu gözlenmektedir.

Meslek grubu çerçevesinde çiftçi olup ankete katılanlar %33,9 oran ile diğer meslek gruplarına göre çoğunluktadır. Diğer temel meslek grupları içerisinde emeklilerin oranı %31'dir. İşçilerin oranı %13,2 olması yine bu oranların kırsal bölgelerin vatandaş profiline uyduğu söylenebilir. Aylık ortalama geliri 0-1500 Türk Lirası arasında olanlar %76,9 iken, 1501-2500 TL arasında olanların oranı ise yaklaşık %14,7 civarında, 2501-3500 TL arasında olanlar %4,5 oranındadır. O halde 2500 TL ve altı gelirlilerin oranı %91,6'dır.

6360 sayılı yeni yasanın büyükşehir belediyesinin hizmetlerinde genel olarak bir iyileşme olduğu düşüncesinin vatandaşların profil özellikleri bağlamında bir fark gösterip göstermediğini belirlemek üzere çalışmanın bu kısmında hipotez testleri ve Varyans analizi kullanılmaktadır.

2.5 Demografik Bilgilerine Göre Çöp Toplama, İçme Suyu, Ulaşım, Tarımsal Sulama ve Hayvancılık Puanlarının Karşılaştırılması

2.6 Cinsiyete Göre Bakış

Cinsiyete göre görüş farklılığı ortaya koymak amacıyla hesaplanan test istatistik değerleri sonuçlarına yer verilmektedir. Araştırmaya katılanların %8,63'ü kadın %91,3'ü ise erkektir. Araştırma kırsal alanları kapsadığından katılımcıların cinsiyetinin erkek ağırlıklı olması hem doğal, hem de büyükşehir belediyesinin hizmetlerini değerlendirmek yönüyle gereklidir.

Tablo-3: Ankete Katılanların Cinsiyetlerine Göre Çöp Toplama, İçme Suyu, Ulaşım, Tarımsal Sulama ve Hayvancılık Puanlarının Karşılaştırılması

Hizmetler					Varyansların Eşitliği için Levene's Testi		Ortalamaların Eşitliği için T Testi Sonuçları		
	Cinsiyet	N	\bar{x}	ss	F	p	Test İst.	Sd.	p
Çöp Toplama	Kadın	111	20,00	1,21	0,526	0,468	-0,655	1288	0,513
	Erkek	1179	20,80	1,24					
İçme Suyu	Kadın	111	28,19	1,47	4,103	0,043	-0,837	1288	0,403
	Erkek	1179	29,50	1,58					
Ulaşım	Kadın	111	33,60	1,51	0,383	0,536	-0,198	1288	0,843
	Erkek	1179	33,91	1,56					
Tarımsal Sulama	Kadın	111	31,62	1,63	1,102	0,294	-,992	1288	0,321
	Erkek	1179	33,29	1,70					
Hayvancılık	Kadın	111	34,86	1,42	,648	0,421	-,164	1288	0,870
	Erkek	1179	35,10	1,48					

Çöp toplama hizmetlerinde cinsiyete göre hesaplanan ortalamalar incelendiğinde kadınların ve erkeklerin ortalamaları arasında yaklaşık 0,08 oranında fark elde edilmiştir. Bu farkın istatistiksel olarak anlamlı olup olmadığını belirlemek üzere bağımsız örneklem testi yapılmıştır. Ortalamaların farkını sınımadan önce her bir grubun varyansının eşit olup

olmadığının sınanması gerekmektedir. Hesaplanan F-istatistik değeri 0,526 ve bu değerin marjinal anlamlılık düzeyi 0,486'dır. Yani sıfır hipotezi red edilememekte, o halde iki grubun varyanslarının eşit olduğu bulunmuştur. İkinci aşamada t-istatistik değeri -0,655 bulunmuş ve marjinal anlamlılık düzeyi 0,513 olarak bulunmuştur. Sıfır hipotezi red edilemediğinden iki grubun ortalamalarının ana kütlede farklı olmadığı sonucuna ulaşılmaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında çöp hizmetlerinde bir iyileşme olduğu kanaatindedir.

İçme suyu hizmetlerinde görülen iyileşmenin cinsiyete göre hesaplanan ortalamaları incelendiğinde kadınların ve erkeklerin ortalamaları arasında yaklaşık 0,14 oranında fark elde edilmiştir. Bu farkın istatistiksel olarak anlamlı olup olmadığını belirlemek üzere bağımsız örneklem testi yapılmıştır. Ortalamaların farkını sınamadan önce her bir grubun varyansının eşit olup olmadığının sınanması gerekmektedir. Hesaplanan F-istatistik değeri 4,103 ve bu değerin marjinal anlamlılık düzeyi 0,043'tür. Yani sıfır hipotezi red edilmekte, o halde iki grubun varyanslarının eşit olmadığı bulunmuştur. İkinci aşamada hesaplanan t-istatistik değeri -0,890 bulunmuş ve marjinal anlamlılık düzeyi 0,375 olarak bulunmuştur. Sıfır hipotezi red edilemediğinden iki grubun ortalamalarının anakütlede farklı olmadığı sonucuna ulaşılmaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında içme suyu hizmetinde bir iyileşme olduğu kanaatindedir.

Ulaşım hizmetlerinde görülen iyileşmenin cinsiyete göre hesaplanan ortalamaları incelendiğinde kadınların ve erkeklerin ortalamaları arasında yaklaşık 0,03 oranında fark elde edilmiştir. Bu farkın istatistiksel olarak anlamlı olup olmadığını belirlemek üzere bağımsız örneklem testi yapılmıştır. Ortalamaların farkını sınamadan önce her bir grubun varyansının eşit olup olmadığının sınanması gerekmektedir. Hesaplanan F-istatistik değeri 0,383 ve bu değerin marjinal anlamlılık düzeyi 0,536'dır. Yani sıfır hipotezi red edilememekte, o halde iki grubun varyanslarının eşit olduğu bulunmuştur. İkinci aşamada hesaplanan t-istatistik değeri -0,8198 bulunmuş ve marjinal anlamlılık düzeyi 0,843 olarak bulunmuştur. Sıfır hipotezi red edilemediğinden iki grubun ortalamalarının anakütlede farklı olmadığı sonucuna ulaşılmaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında ulaşım hizmetinde bir iyileşme olduğu kanaatindedir.

Tarımsal sulama hizmetlerinde görülmeyen iyileşmenin cinsiyete göre hesaplanan ortalamaları incelendiğinde kadınların ve erkeklerin ortalamaları arasında yaklaşık 0,16 oranında fark elde edilmiştir. Bu farkın istatistiksel olarak anlamlı olup olmadığını belirlemek üzere bağımsız örneklem testi yapılmıştır. Ortalamaların farkını sınamadan önce her bir grubun varyansının eşit olup olmadığının sınanması gerekmektedir. Hesaplanan F-istatistik değeri 1,102 ve bu değerin marjinal anlamlılık düzeyi 0,294'tür. Yani sıfır hipotezi red edilememekte, o halde iki grubun varyanslarının eşit olduğu bulunmuştur. İkinci aşamada hesaplanan t-istatistik değeri -0,992 bulunmuş ve marjinal anlamlılık düzeyi 0,321 olarak bulunmuştur. Sıfır hipotezi red edilemediğinden iki grubun ortalamalarının anakütlede farklı olmadığı sonucuna ulaşılmaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında tarımsal sulama hizmetinde bir iyileşme olmadığı kanaatindedir.

Hayvancılıkta vatandaşlara göre görülmeyen iyileşmenin cinsiyete göre hesaplanan ortalamalar incelendiğinde kadınların ve erkeklerin ortalamaları arasında yaklaşık 0,03 oranında fark elde edilmiştir. Bu farkın istatistiksel olarak anlamlı olup olmadığını belirlemek üzere bağımsız örneklem testi yapılmıştır. Ortalamaların farkını sınamadan önce her bir grubun varyansının eşit olup olmadığının sınanması gerekmektedir. Hesaplanan F-istatistik değeri 0,648 ve bu değerin marjinal anlamlılık düzeyi 0,421'dir. Yani sıfır hipotezi red edilememekte, o halde iki grubun varyanslarının eşit olduğu bulunmuştur. İkinci aşamada hesaplanan t-istatistik değeri -0,164 bulunmuş ve marjinal anlamlılık düzeyi 0,870 olarak bulunmuştur. Sıfır hipotezi red edilemediğinden iki grubun ortalamalarının anakütlede farklı olmadığı sonucuna

ulaşılmaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında hayvancılıkta bir iyileşme olmadığı kanaatindedir.

SONUÇ VE ÖNERİLER

Çalışmamız sonucunda hızlı ve artan toplumsal , sosyal ,ihtiyaçlara cevap vermekte etkili bir model olup olmadığı kamuoyunun yeterince bilgilendirilmesi ya da halkın bilgiye erişebilirliğinin sağlanabiliyor olması, katılımcılık, açıklık ve kapsamı ve niteliği genişletilmiş bir hesap verme sorumluluğu taşıyan bir yerel yönetim yasası ile karşı karşıya olduklarının farkında lığı okunmaya çalışılmaktadır. Bu nedenle makalemizin araştırma çıktılarına göre; Kamu hizmetlerinin vatandaşın en yakın yerde sunulmasının esas olduğu gerçeğinin ortaya çıkartılmasının sağlanmasının yanı sıra değişen koşulların ortaya çıkardığı ihtiyaçlara cevap verebilecek şekilde bir yapılanmaya sahne olunup olunmadığı hususunu öne çıkmıştır. Çalışmamızın içeriğinde; yeniden yapılanma çalışmalarının esasen yıllar boyu süren bir süreç olduğu, mevcut yapının değişen koşullara cevap vermede yetersiz kalması, bozulması veya ortaya çıkan yepyeni koşulların yepyeni yapıya ihtiyaç yaratması yeni yönetim yapısında da sürekli olarak bir reforma ihtiyaç oluşturmasının teoride açıkça görülmesine geniş olarak yer verilmiştir.

Bu yasanın en savunulacak yanı hizmet etkinliği olduğu yönündedir. Fakat her hizmet ve kadın erkek ayrımında bunu söylemek çok doğru olmayacaktır. Planlama açısından olabilir. Hizmet etkinliği sürdürülebilir olma ile desteklenir ise fayda gösterecektir kanısı hakim olabilir. Gerek yeni çıkartılmış olan yasalar, gerekse yönetmelikler ya da tüzükler Yerel Yönetimler içinde uygulanması açısından bir çok sorunu da maalesef birlikte getirmektedir. Nitekim bu bağlamda; köylere ulaştırma hizmetlerinde köyde yaşayanların kendi olanakları ile ulaşım sağlayanların yerine belediye tarafından sunulan hizmetlerin artış gösterdiği anlaşılmıştır. Sonuç olarak bu değişiklik yasadaki önceki ulaşım imkânlarından yasa ile daha iyi duruma geldiğini ortaya çıkarmıştır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında ulaşım hizmetinde bir iyileşme olduğu kanaatindedir.

İçme suyu hizmet sunumu ile bağlantılı şekilde 6360 sayılı kanundan önce halkın kendi olanakları ile içme suyu gereksinimlerini giderdikleri görülmüştür. Köye hizmet götürme birlikleriyle içme suyu hizmeti aldığını söyleyen vatandaşların oranı artış göstermiştir. Fakat kanun sonrasında içme suyu hizmetinin köyün kendi imkânlarıyla sağlandığını söyleyenlerin miktarında düşüş görülmüştür. . Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında içme suyu hizmetinde bir iyileşme olduğu kanaatindedir. Yeni yasa öncesi ile sonrası arasındaki fark düşüktür. Bu farkın köye hizmet götürme birliklerinin oranında artıştan kaynaklandığı ampirik çalışmamız sonucunda anlaşılmıştır.

Detaya inildiğinde kent olarak kırsal alanların etkin yönetiminde en çok beğenilen ve halkı rahatlatan hususun ve en önemli sonucun *çöp toplama hizmetlerinde* yaşandığı anlaşılmaktadır. İmece yoluyla toplanan çöplerin kanun sonrasında belediye tarafından toplanması halkın düşüncelerinde değişikliği ortaya koymaktadır. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında çöp hizmetlerinde bir iyileşme olduğu kanaatindedir.

Hayvancılık konusunda yeni yasanın eski duruma bir değişiklik getirmediği görülmektedir. Hayvancılığın evlerin bitişiğinde veya yanındaki yerlerde yapıldığı ifade edilmeye devam edilmiştir. Damların evin birkaç metre ötesine taşınmanın yasa gerekliliği olsa da halka fiziki ve emniyet açısından zorluk çıkardığı belirtilmiştir. Bütün bu neticelere göre bu yeni yasa spesifik olarak Bursa'ya en fazla *çöp hizmetlerinde* fayda sağlamıştır. İkinci sırada *içme suyu* gelirken üçüncü sırada *ulaşım* yer almaktadır. Bunun yanında tarımsal sulamada ve hayvancılıkta devletin kırsal alanlar için düzenlediği köylerin mahalle olması ve köy statüsünden çıkmalarına ilişkin en son yasalar ile halkın memnuniyeti üzerinde yetersiz kaldığı ve insanların ekonomik ve sosyal hayatlarında önemli katkılar ortaya koymadığı bu araştırma

sonucunda ortaya konmuştur. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında hayvancılıkta bir iyileşme olmadığı kanaatindedir.

Tarım alanlarına yapılan sulamada yasa öncesi ve sonrasında belirli bir değişiklik görülmemiştir. Diğer bir ifadeyle hem erkekler hem de kadınlar 6360 sayılı yasa sonrasında tarımsal sulama hizmetinde bir iyileşme olmadığı kanaatindedir.

Bu konu üzerinde devletin teşvikler yolu ile gerekli tedbirleri alması gerekmektedir. Köylerdeki yapılaşma ise, köyün doğal yapısını bozmayacak kültürel ve geleneksel özelliklerini taşıyacak ve koruyacak şekildeki tip projeler şeklinde olmalı ve akabinde de bu projelerin gerçekleştirilmesinde de köylüye teşvik, uygun kredi ve maddi destek sağlanmalıdır. Özellikle istihdam sorunu kadın ve erkek tüm kırsalın önemli bir derdi olmaya devam etmektedir. Özellikle tarla ve hayvancılıkta kırsalın elinin güçlendirilmemesi kadınların geleneksel köy yemek yada eliş faaliyetlerine yönelerek turizmin canlanmasına ön ayak olmaları kendi bireysel çalışmaları neticesinde filizlenen istihdam olanakları yaratmıştır. Köylerdeki tek geçim kaynağı olan tarım ve hayvancılığın artık yapılamıyor olması ve ekonomik imkanların zorlaşması sonucunda kanun ile gelen su, emlak vergi paralarının ödenmesinde zorluk çekileceği, bunları ödemek ve yaşamlarını idame ettirmek adına da şehirlere göç olacağı gerçeği yansıtılmıştır. Bunları önlemek adına halkında sevinçle desteklediği önerinin, köy bölgelerinin bir takım harçlardan muaf tutulması ve herşeyden önemlisi Tarım sanayi işbirliği ile birlikte tarımsal sanayi ürünlerinin geliştirilmesinin sağlanması için ucuz faizsiz destek kredileri ve teşvikler beklenmektedir. Kırsal bölgeler kendine has özelliklerini kaybetmeden hatta bu özellikleri ile cazibe merkezleri haline gelebilecek yerler olması için devlet desteğinin arttırılması çalışma sonucunda çıkartılan en önemli sonuç olarak algılanmıştır.

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Ticaret Hukukunda Nitelikli Tüccarın Uluslararası Nitelikleri

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ÖZET

Son yıllarda sermayenin uluslararası dolaşımının kolaylaşması ve yaygınlaşmasıyla birlikte, ekonomi ve ticaret alanlarında da genişlemekte ve hukuki anlamda uyumsuzlukların çözümü giderek daha güç hale gelebilmektedir. Tüm bu gelişmelerle birlikte ulusal pazarlar giderek daha fazla küresel pazarlara dönüşmekte ve ticaretin kapsamı artmaktadır. Bu süreçte hukuki uyumsuzlukların çözümü için öncelikle, hukuki süreçlerin tanımlanması ve özelliklerinin belirlenmesi gerekir. Her ne kadar ticaret hukuku ve ilgili kaynaklarda nitelikli tacir konusu üzerine çalışmalar olsa da, nitelikli tacirin uluslararası düzeyde vasıflarına yönelik çalışmaya rastlanmamıştır. Bu nedenle yapılan bu araştırmada, ticaret hukukunda nitelikli tacirin uluslararası vasfı incelenmiştir. Araştırmada göstergebilimsel analiz ve içerik analizi yöntemleri kullanılarak, akademik anlamda yapılan kavramsal çalışmalar incelenmiştir. Araştırmada elde edilen sonuçlara göre ticaret hukukunda ulusal düzeyde nitelikli tacire yönelik bazı düzenlemeler olsa da, iç hukuk sistemlerinde dahi bu alanda önemli eksiklikler vardır. Özellikle tacir kavramının esnaf kavramından ayrılması, ticari işletme kavramının tanımındaki belirsizlikler ve ticari işletmenin bir kısmının işletilmesi şartındaki “bir kısım” ibaresi iç hukukta karışıklıklara neden olmaktadır. Uluslararası anlamda ise nitelikli tacirin yerel ve ulusal düzeydeki tanımı ile uluslararası faaliyet alanlarının belirlenmemiş olması, yerli ve yabancı tacirin niteliklerinin hukuki sistemde yeterli düzeyde temsil edilememesi uluslararası anlamda hukuki karışıklıklara neden olmaktadır. Bu nedenle, ulusal ve uluslararası düzeyde daha dinamik, kapsayıcı ve sorun çözmeye odaklı hukuki yaklaşım gereklidir.

Anahtar Kelimeler: Hukuk, uluslararası hukuk, tacir, nitelikli tacir.

International qualification of the qualified trader in commercial law

ABSTRACT

In recent years, as the international circulation of capital has become easier and widespread, it has also expanded in the fields of economy and trade, and legal dispute resolution may become increasingly difficult. With all these developments, national markets are increasingly turning into global markets and the scope of trade is increasing. In this process, for the resolution of legal disputes, first of all, legal processes must be defined and their characteristics must be determined. Although there are studies on the subject of qualified merchant in commercial law and related sources, no study has been found on the qualifications of qualified merchants at international level. For this reason, in this study, the international character of the qualified trader in commercial law has been examined. In the study, conceptual studies conducted in academic terms were examined by using semiotic analysis and content analysis methods. According to the results of the research, although there are some regulations in

commercial law for qualified merchants at national level, there are important deficiencies in this area even in domestic legal systems. Especially the separation of the concept of merchant from the concept of tradesman, the ambiguities in the definition of the concept of commercial enterprise and the phrase "part of" in the condition of operating a part of the commercial enterprise cause confusion in domestic law. In the international sense, the local and national definition of the qualified trader and the international activity areas are not determined, the lack of sufficient representation of the qualifications of the domestic and foreign traders in the legal system causes legal confusion in the international sense. Therefore, a more dynamic, inclusive and problem-solving legal approach is required at national and international level.

Keywords: Law, international law, merchant, qualified merchant.

1. GİRİŞ

Günümüzde uluslararası alanda sermayenin hareketinin artması, beraberinde hukuki süreçlerin de uluslararası boyuta taşınmasını getirmiştir. Bu süreçte ülkeler bir yandan uluslararası sermayeyi çekmeye çalışırken, bir yandan da ortaya çıkan hukuki uyumsuzluklara çözüm arama yoluna gitmişlerdir (Darity ve Davis, 2005; Deraniyagala ve Fine, 2003).

Sanayi devriminin ardından ekonomik büyüme çok daha hızlı ve kalıcı bir şekilde büyümeye başlamış ve bu büyüme istikrarlı ve sanayileşme döneminden önce kaydedilenden daha yüksek olmuştur. Bu hızlı ve istikrarlı büyüme Batı Avrupa'da başlamış ve büyük ölçüde uluslararası ticaret yoluyla dünya çapında yaygınlaşmıştır (Samue, 2019).

Öte yandan Post-endüstriyel 21. yüzyıl, bir iş ortamında istikrarsızlık ve düzensizliklerle tanımlanmaktadır. Şirketler sadece ürünlerini değil aynı zamanda kültürlerini, satış şekillerini, müşterilerle ilişkilerini veya içyapılarını da değiştirmektedir. Piyasada kalmaya, rakiplerinden farklılaşmaya ve katma değer yaratmaya çalışırken, yeni avantajlar elde etmeye odaklanmışlardır. Yeni teknolojiler, daha iyi eğitim, küreselleşme, yeni iletişim araçları ve dağıtım ağları, iş geliştirme için yeni fırsatlar yaratmaktadır. Bu iş modelleri analizinin temel amacı, iş sistemlerini, yeni eğilimleri ve değişiklikleri belirlemektir (Stefan ve Richards, 2014). Tüm bu sistem içerisinde uluslararası nitelikte yapılan ticaretlerin de hacmi ve şekli değişmektedir.

Her ne kadar ticaret hukuku ve ilgili kaynaklarda nitelikli tacir konusu üzerine çalışmalar olsa da, nitelikli tacirin uluslararası düzeyde vasıflarına yönelik çalışmaya rastlanmamıştır. Bu nedenle yapılan bu çalışmada, ticaret hukukunda nitelikli tacirin uluslararası vasfı incelenmiştir. Araştırmada göstergebilimsel analiz ve içerik analizi yöntemleri kullanılarak, akademik anlamda yapılan kavramsal çalışmalar incelenmiştir.

2. TEORİK ÇERÇEVE

Uluslararası anlamda nitelikli tacirin özelliklerinin daha iyi bir şekilde anlaşılması için, öncelikle tacir kavramının genel tanımının, ticaret hukukundaki yerinin ve uluslararası hukuktaki yerinin anlaşılması gerekir. Bu nedenle devam eden başlıklarda, bu konulara genel olarak yer verilmiştir.

2.1. Tacir Kavramı ve Nitelikli Tacir

1949 yılında Karl Llewellyn tarafından yayınlanan Tekdüzen Ticaret Kanunu (Uniform Commercial Code) ilk olarak 2. maddesinde tüccar kavramına yönelik hukuki tanımı genişletmiş ve tartışmalara farklı bir boyut getirmiştir. 2. Madde tüccarını anlamak ve teşhis

etmek için ortaya çıkan mücadele göz önüne alındığında, tüccar tanımının belirsizliğini eleştirenler "Size söylemişim" diyerek haklı görülebilir. Pek çok mahkeme ve akademisyen, kendi araçlarına bırakıldığında, 2. Maddenin tüccar kurallarının yalnızca fiili ticari uygulamaları, kullanımları ve gelenekleri kodladığını varsaydı. Ticaret kurallarının ticari uygulamaların sadık yansımaları olduğuna inanan mahkemeler, 2. madde tüccar kurallarının yalnızca iş uygulamalarına aşına olanlar veya daha önce benzer işlemlerde bulunanlar için geçerli olduğu, çünkü yalnızca ilgili ticaret geleneklerini ve işlerini bilecekleri sonucuna varmıştır (Hillinger, 1985).

2.2. Ticaret Hukukunda ve Uluslararası Hukukta Nitelikli Tacir

Geçtiğimiz birkaç on yılda neoliberal fikirler, serbest ticaret anlaşmalarını destekleyen ortak normatif anlatıyı sağlamıştır. Bu argümanın çıkış noktası, serbest ticaretin tüm tarafları daha iyi duruma getirdiği iktisatta kabul gören düşüncedir. Bu yaklaşım, korumacılığın genellikle yanlış yönlendirildiğini savunmaktadır. Öte yandan, ticaretin serbestleştirilmesi, belki de yerel sanayilere ve işçilere geçiş dönemindeki sancılara neden olurken, büyümeyi teşvik eder ve karşılaştırmalı üstünlüğün büyümesi aracılığıyla, tüm eyaletlerin genel refahını artırarak her devlete kendi nüfusu arasında paylaşılacak daha fazla zenginlik verir. Serbest ticaret küresel ve ulusal pastayı büyütür ve herkesi daha yüksek refaha kavuşturabilir (Cohen, 2018).

Ticaret hukukunda, özel hukukun alt bir alanı olarak gelişmesi ve uygulama alanının tayini konusunda yaşanan sorunlar, tarihi süreçte yaşanan gelişmelerin neticesinde ortaya çıkmıştır. Ticari faaliyet yapanların ihtiyaç duyduğu hukuk kurallarının meydana gelmesi başlarda ticari faaliyetleri yürüten ve tacir olarak tanımlandırılan küçük bir grubun özel bir hukuki rejime sahip olması şeklinde değerlendirilmiştir (Göktürk, 2015).

Uluslararası ticaretin temel taşlarından olan sanayi firmalarının genişlemesinin ayrılmaz bir parçası olan artan getirilerin ölçeğe dahil edilmesindeki sorunlar, ticaret teorisi literatüründe daha önce de ele alınmıştır. Marshall, maliyetlerin tarihsel ve dolayısıyla zaman içinde geri döndürülemez olduğunu varsayarak, artan getiri altında olası çoklu denge sorunundan kaçındı. Marshall aynı zamanda Pigouvian'ın ilgili artan ve azalan maliyetli endüstriler için vergi ve ikramiye teklifinden de tek seferde kaçınmıştır. Benzer bir sorun, artan getiri ve ticaret üzerindeki etkileri ile ilgilenen Graham ve Knight tarafından da gündeme getirilmiştir (Sen, 2010).

Menşe kuralları (ROO) uluslararası ticaret sisteminde önemli bir rol oynar ve herhangi bir ayrımcı düzenlemenin vazgeçilmez bir bileşenini oluşturur. Hem tercihli anlaşmaların hem de seçici kısıtlayıcı önlemlerin hızla yaygınlaşması, menşe kurallarının önemini önümüzdeki yıllarda artmasının beklendiğini göstermektedir. ROO'nun önemi konusundaki artan farkındalığa paralel olarak, akademisyenler ve politika yapımcılar, faaliyetlerinin istenmeyen sonuçlarının giderek daha fazla farkına vardılar. ROO'yu ticareti kısıtlamak için stratejik bir araç olarak kullanma eğilimi bu endişeleri yoğunlaştırıyor. Bir korumacılık aracı olarak ROO'nun yaygın kullanımı, mevcut ticaret sistemi için önemli bir zorluk teşkil etmektedir (Hirsch, 2002).

Uluslararası ticaret, aksi takdirde, farklı devletlerden bireyler arasında mal, hizmet, sermaye ve fikri kişisel hakların değişimini içeren dış ticaretin farklı yönlerden farklı yorumlandığını savunur. Dış ticaret iki farklı anlamla yorumlanır. Birincisi, bu ticaret türü, malların farklı ülkelerden cirosu anlamına gelirken, ikinci anlamıyla dış ticaret, malların cirosu dışında, sermaye hizmetlerinin cirosu, işgücü, bilgi transferi vb. bu, dış ticaretteki döviz değişimine bağlı olarak ayırt edilir. Uluslararası yük değişimi, uluslararası hizmet alışverişi, uluslararası sermaye hareketleri ve uluslararası işgücü hareketi gibi kavramlar uluslararası hukukun konusudur (Aliaj ve Mekaj, 2018).

3. YÖNTEM

Araştırmada sosyal bilimlerde içerik tarama analizi, betimsel tarama modeli ve kaynak tarama modeli kullanılmıştır. Bu çerçevede geçtiğimiz son on yılda uluslararası hukuk ve ticaret alanında yapılan çalışmalar incelenmiş ve nitelikli tacir kavramına yönelik çalışmalar değerlendirilmiştir. Araştırmada bu kapsamda uluslararası veri tabanlarından EBCOHOST, Science Direct, Elsevier, J Stor, Springer, Wiley gibi veri tabanları taranmıştır.

Araştırmada derlenen akademik çalışmalar göstergebilimsel analiz yöntemleri ile analiz edilmiş ve hukuki anlamda nitelikli tacirin vasıflarına yönelik literatürde en fazla ön plana çıkmış olan kavramların analizine yer verilmiştir.

4. BULGULAR VE TARTIŞMA

Fiziksel piyasada işlem yapan nitelikli tacirlerin işlemlerinde; işlem yapan taraflar, kolaylık ve güven gereksinimlerini karşılamayı amaçladıkları bir dizi yüz yüze mekanizmaya güvenirlere. Ödemeler gerçek para içerdiğinden ve bu nedenle suçlular için birincil hedef olacağı için, bu gereksinimler elektronik ödeme sistemleri için daha da önemlidir. Kolaylık ve güven, tüketicilerin ödeme istekliliğini ve tüccarların İnternet üzerinden ödeme kabul etme istekliliğini etkileyen en önemli faktörlerdir. Kolay kayıt, indirmeye gerek yok, kabul edilebilirlik, kullanıcı dostu arayüz, entegrasyon kolaylığı ve kullanım kolaylığı, uygun bir ödeme sisteminin potansiyel unsurlarıdır (Bracun, 2003).

Hem ulusal hem de uluslararası hukukta politikalar ve yasal rejimler, normatif durumlara bağlıdır. Paylaşılan anlatılar, yasal rejimi, onunla ve altında yaşayanlar için meşrulaştırmaya yardımcı olur, böylece kuralları belirli bir topluma ve onun politikasına yerleştirir. Uygulayıcılara o rejimin kurallarını yorumlamalarına rehberlik eden ilkeler sağlar ve kuralların ulaşması amaçlanan hedeflere veya değerlere daha iyi uyan yanıtlar önerirler. Bu nedenle, paylaşılan normatif anlatılar, belirli bir rejimdeki kuralların tutarlılığını da destekler ve bunları mantıksal bir bütünün parçası olarak bir araya getirir. Bu anlatılar tutarlılık sağlayarak ve egemen otoritenin keyfi uygulamalarından ayırt edici kılarak, rejimin algılanan meşruiyetine de katkıda bulunur (Cohen, 2018).

Ekonominin büyümesi ile ticaretin açıklığı arasında her zaman teorik bir tartışma olmuştur. Pek çok araştırmacı, ticarete açıklık olduğunda ekonomideki büyümenin işe yarayacağını tahmin etse de, gelişmeler ekonomik açıklığın bazen ekonomik büyümeyi sağlamadığını göstermektedir. Artan uluslararası ticaret, teknolojik olarak gelişmiş malların doğrudan ithalatından teknoloji bilgisinin yayılmasının kolaylaştırılması durumunda ekonomide bir büyümeye neden olmaktadır. İçsel büyüme modelleri, ticaretin ekonominin büyümesine katkısının, ülkenin rekabet avantajının, ekonominin kaynaklarını uzun vadeli büyümeyi sağlayan faaliyetlere yönlendirmesine veya bu faaliyetlerden uzaklaştırmasına bağlı olarak değiştiğini ortaya koymaktadır. Dahası, daha fazla teori, mali veya teknik kısıtların varlığında, daha az gelişmiş ülkelerin daha gelişmiş ekonomilerden ithal edilen teknolojileri benimsemek için yeterli veya hatta tamamen yoksun olabileceğini öne sürmektedir (Samue, 2019). Bu durum da, uluslararası anlamda ticari konuların yeniden düzenlenmesini zorunlu hale getirmektedir.

Literatürdeki ticaret modelinin arz yönlü açıklamalarından farklı olarak, 1964 yılında İsveçli bir iktisatçı olan Staffan Linder (1961) tarafından “örtüşen talep” açısından ticaret modelinin alternatif bir açıklaması sunulmuştur. Linder'e göre, ticaret yapan ülkelerdeki kişi başına düşen

gelirde tipik olarak talep edilen bir dizi mal için temsili talep, ülkeler arası ticaretin fizibilitesini belirler. Üretim ve ticaret için, ilgili ülkelerdeki temsili talebin, ortak olarak üretilen ve tüketilen mal çeşitleri bakımından örtüşen bir bölgeye sahip olması gerekir. Yukarıdaki ticaret yorumu açısından, ticaretin bir açıklaması olarak merkez aşamaya gelen arz değil taleptir (Sen, 2010). Dolayısıyla ticaret işleminde ve tacirin tanımlanmasında, aynı zamanda talep tarafına da yer verilmesi gerekir. Uluslararası düzende ise nitelikli tacire yönelik tanım ve vasıflar belirlenirken, talep ve ticaret dengelerinin de dikkate alınması gerekir.

Uluslararası hukuk, uluslararası ticareti, yatırımı artırmaya ve refahı teşvik etmeye hizmet eder. Bu yasalar ve mekanizmalar, kategoriler arasında önemli bir örtüşme olsa da, iki ana kategoriye ayrılır: uluslararası ticaret özel hukuku ve uluslararası kamu hukuku. Özel ticaret yasası, uluslararası tüccarların ve yatırımcıların karşı karşıya olduğu hak ve yükümlülüklerle ilgilidir. Burada, farklı hukuk sistemlerinden kişiler arasındaki kanun çatışmalarını çözecek mekanizmalara ihtiyaç vardır. Farklı hukuki kültürlerden insanlar arasındaki ticari işlem maliyetlerini düşürmek için uyumlaştırma girişimlerini teşvik etmenin de bir ekonomik değeri vardır (Aliaj ve Mekaj, 2018).

SONUÇ VE ÖNERİLER

Araştırmada elde edilen sonuçlardan da görüleceği üzere, uluslararası hukukta nitelikli tacirin vasıflarına yönelik günümüzde hukuki düzenlemeler yeterli olmayıp, tacirin uluslararası alandaki özellikleri ve herhangi muhtemel bir hukuki süreç ile ilgili de hukuki sistemlerden kaynaklanan farklılıklara çözüm olabilecek yeterli uygulama bilgileri de yoktur. Her ne kadar ülkelerin kendi içerisinde ulusal düzeyde geliştirmiş oldukları hukuki düzen içerisinde nitelikli tacirin vasıflarına yönelik tanımlar daha belirgin olsa da, uluslararası alanda uygulamada hukuki normların farklılığı kendisini göstermektedir.

Genel anlamda küçük farklılıklar göstermesine karşın nitelikli tacir, ticaret hukukuna göre ticari bir işi sürekli olarak icra ederek onu meslek edinen, ticari bir işletmeyi kısmen ya da tamamen işleten kişiye tacir denmektedir. Bu tanım tüm ülkelerde benzer şekilde hukuki düzenlemelerde yerini alsa da, söz konusu nitelikli tacir ve vasıfları olduğunda farklılıklar görülmektedir. Özellikle borçlar hukukuna göre her bir işlemin borçlar hukukuna konu olması ve işlem şartları, taraflardan birisini satıcı konumunda değerlendirmektedir. Borçlar hukukundaki borç ilişkisinin ticaret hukukuna konu olması, esnaf ve tacir ile nitelikli tacir arasındaki ayrımlar, günümüzde ulusal hukuki düzenlemelerde dahi önemli uygulama farklılıklarına neden olmaktadır. Ticari bir işletmeyi “kısmen de olsa işleten” kavramındaki kısmilik düzeyi, esnaf ve ticari işletme arasındaki farkın net olmaması gibi hukuki anlamda gerek ulusal, gerekse uluslararası düzeyde görülen eksiklikler, uluslararası ticaretin daha yangın hale gelmesinin önünde önemli bir engeldir.

Günümüzde küreselleşmenin giderek arttığı ve dünyada artık küresel ekonomik güçlerin hakim olduğu bir yapıya giderken, uluslararası anlamda da, bu gelişmeleri takip eden daha dinamik ve daha pragmatik bir hukuki sisteme ihtiyaç vardır. Bunun yanında küreselleşme ile birlikte rekabet artmakta ve bunun sonucunda, yerel piyasalara daha fazla yabancı katılımı artmaktadır. Bu süreçte ulusal sistemlerde rekabet hukuku ve uyumlu eylemler aracılığıyla ulusal pazarda ticari aktörler korunurken, uluslararası anlamda küresel şirketlerin rekabet hukukunda uyumlu eylemlere benzer bir ortam yaratması ve ekonomik anlamda ciddi sorunlara neden olması mümkündür. Bunun önlenmesi için öncelikle nitelikli tacirin vasıfları ulusal ve uluslararası ticaretin mevcut dinamikleri içerisinde incelenerek, buna göre hem ulusal, hem de uluslararası düzenlemelerin yapılması gerekir.

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Azerbaijan - Turkey Relations: Main Dynamics in Bilateral Relations and Strategic Alliance Aspect

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ABSTRACT

Turkey's relations with Azerbaijan are at a high strategic level. Less than a month later, on November 9, Turkey became the first state to recognize the Republic of Azerbaijan, which adopted an act of independence on October 18, 1991. Diplomatic relations between Turkey and Azerbaijan officially began on January 14, 1992. In modern geopolitical conditions, the strengthening and further expansion of relations with Turkey, a reliable strategic partner of Azerbaijan, is an important part of our country's foreign policy. In terms of the comprehensive development of bilateral economic relations, the measures taken since 1994 and the steps taken to improve the legal framework have laid the foundation for a special stage. In both countries, the first visit of the president-elect to the fraternal republic has become a tradition and a symbolic significance. Turkish-Azerbaijani bilateral relations serve to establish stability and peace in the region and do not pose a threat to any country. Turkish-Azerbaijani relations have always played a very important role for both countries and the region. Azerbaijan-Turkey brotherhood and their joint activities are a very important factor in the regional world. Azerbaijani-Turkish relations continue on international platforms. The two countries cooperate in the United Nations, the Organization for Security and Cooperation in Europe, the Council of Europe, the Black Sea Economic Cooperation Organization, the Turkish Council and the Organization of Islamic Cooperation. Common roots, unity of religion and language, as well as the presence of similar cultures, customs and traditions are the main factors contributing to this factor. Even if we look at history, we see that Azerbaijan and Turkey have always supported each other in their most complex and difficult times and have always demonstrated this support. Both high-ranking officials and statesmen of both countries have played an important role in strengthening relations between Azerbaijan and Turkey. The development of relations between the countries on the basis of mutual trust and confidence confirms the reality reflected in the expression "One nation, two states" to this day. Today, Turkey-Azerbaijan has a strategic partnership and relations are developing successfully in all areas. Azerbaijan has formed multi-sided relations web during the period after gaining independence. This relations web contains cultural, military, politic fields. In this article, relations between the two countries which have been developing rapidly every day are tried to be illuminated as objectively as possible. Turkey-Azerbaijan diplomatic relations have been shown to be how important in terms of ensuring social and economic development based on peace, security and cooperation in the South Caucasus region.

Keywords: Azerbaijan, Turkey, Strategic Partnership , Bilateral Relations, Foreign Policy.

INTRODUCTION

Azerbaijan-Turkey relations, based on the friendship, sincere relations and high-level cooperation that have existed throughout history, are constantly developing. The fact that nations have similar characteristics, such as language, religion, culture, etc. made them native. Unlike other countries and peoples, Azerbaijan and Turkey have shown their friendship in support of each other in happy and sad days. Today, as a result of the purposeful policy pursued by both heads of state, relations between the states are reaching a high level and are already entering a new phase in a number of areas. Such a high level of development of relations between Azerbaijan and Turkey has given impetus to the development of both countries and the region, as well as played an important role in establishing general stability. President Ilham Aliyev expressed these views on Azerbaijani-Turkish relations: "Relations between the two countries play an important role not only for us, but also for the entire Turkic world. We are making joint efforts to unite the entire Turkic world and develop relations between the Turkic-speaking peoples."

The development of relations between Azerbaijan and Turkey has important aspects for both countries. Thus, if Turkey is an ally and partner for our country in the international arena, the fact that Azerbaijan is a strong state is important for Turkey in world politics (Azerbaijan-Turkey relations. "Heydar Aliyev's legacy" International Electronic Library).

For many years, Azerbaijan and Turkey have been cooperating not only in politics, but also in education, economy and culture. Thus, the development of these areas between the two countries also plays an important role in strengthening relations.

Whenever there is a problem with either Azerbaijan or Turkey, both countries always help each other to solve it. We can give an example of the Armenian problem. Today, the Turkish state does not establish any diplomatic relations with Armenia, which has occupied Azerbaijani lands. This unity proves the cooperation of "one nation, two states" in all areas (Mikail Elnur Hasan, 2015).

In short, the friendship between Azerbaijan and Turkey is strengthening over time, relations between the two countries are developing successfully, and both countries are becoming guarantors of security in the regional sphere (Mammadov, 2018).

Azerbaijan-Turkey relations

The history of Azerbaijani-Turkish relations is ancient. Thus, back in 1918, the Turkish Caucasus Islamic Army under the leadership of Nuru Pasha liberated Baku from the occupiers. This was the second step taken to liberate Baku and was successful. At that time, Nuru Pasha's rescue of Baku from occupation was a turning point for Azerbaijan. The whole nation welcomed Nuru Pasha as a savior, because thanks to him the capital of Azerbaijan was liberated (http://anl.az/el/emb/N.Hesenzade/meqale/hn_haqqinda/2010/np_28may.pdf).

Later, national leader Heydar Aliyev also praised the assistance provided by the brotherly country: "The arrival of the Turkish army in Baku, the liberation of Azerbaijan from the aggression of the Dashnaks was a very important step for every Azerbaijani, and our people will never forget this assistance provided to us."

From the second half of the 20th century, official relations between Azerbaijan and Turkey began to be established. Despite the fact that Azerbaijan was part of the Soviet Union during these years, the visits of the Prime Minister of the Republic of Turkey Suleyman Demirel to Baku in 1967 and the President of the Republic of Turkey Cevdet Sunay in 1969 had a significant impact on relations between the two countries (Azerbaijan-Turkey relations. "Heydar Aliyev's legacy" International Electronic Library).

After the collapse of the Soviet Union and the declaration of Azerbaijan's independence in 1991, relations between Azerbaijan and Turkey began to develop more rapidly. Shortly after our country declared its independence on October 18, 1991, that is, on November 9, Turkey recognized our independence, and on January 14, 1992, diplomatic relations were established and thus became the first state to recognize the independence of Azerbaijan. Thus, Turkey has remained in the memory of the Azerbaijani people as a good and reliable friend (<https://kars.mfa.gov.az/tr/content/3>).

The statesmen of both countries have an incomparable role in the development of friendly relations. During his tenure as chairman of the Supreme Assembly of the Nakhchivan Autonomous Republic, national leader Heydar Aliyev re-signed the Kars Agreement with the Turkish leadership and contributed to the commissioning of the Umid bridge over the Araz River, which borders Turkey (Mammadov, 2018).

Also, the visit of Turkish President Turgut Ozal to Azerbaijan on May 1, 1992 and the Joint Statement signed during this visit identified the main directions of development of relations between the two countries. Based on this statement, Azerbaijan and Turkey began to take consistent steps towards joint cooperation.

On February 8, 1994, the first official visit of the President of the Republic of Azerbaijan Heydar Aliyev to Turkey took place. During the visit, Heydar Aliyev met with the President, Prime Minister and Speaker of the Turkish Parliament and gave a new impetus to the development of bilateral relations. He also addressed the Turkish Grand National Assembly and informed about the relations between Azerbaijan and Turkey and the views of our country for the expansion of these relations. During the visit, the countries signed a protocol on cooperation and mutual assistance, an agreement on scientific, cultural and economic spheres, an agreement on the development of friendship and a number of other documents. Heydar Aliyev's second official visit to Turkey was in 1997. During this visit, an agreement on deepening strategic cooperation was highlighted.

Heydar Aliyev was awarded the State Emblem of Turkey in 1997 and the International Ataturk Peace Prize in 1999; in addition, the election of "Person of the Year" by many Turkish media outlets, as well as Honorary Doctors of various universities is the result of his exceptional role in the development of relations between Azerbaijan and Turkey. Ilham Aliyev was the successor of the great leader Heydar Aliyev in the development of friendly relations.

President Ilham Aliyev's first official visit to Turkey took place in 2004. During the three-day visit, Ilham Aliyev was awarded the diploma of "Honorary Doctor" at Bilkent University and the "World Peace Prize" named after I. Dogramaci. During the visit, some protocols and documents on civil aviation and cooperation were signed. Even today, the first official visits of Turkish heads of state and government to Azerbaijan are another sign of the strength of relations between the two countries. In this regard, the thoughts of Turkish President Recep Tayyip Erdogan are a very good example of friendly and cooperative relations between Azerbaijan and Turkey: "Relations between the two countries are developing on the basis of fraternal relations in all areas. According to one of the founders of these relations, leader Heydar Aliyev, Azerbaijan and Turkey are of the same nationality, but separate states. We are always together, both in joy and in sorrow, and all the countries of the world envy our unity."

Along with all these political ties, economic ties between the two countries are unshakable and strong. Representation of Turkish Petroleum in the Association of Foreign Oil Companies in the "Contract of the Century" signed on September 20, 1994 was the first and most important manifestation of the development of cooperation between Turkey and Azerbaijan (Azerbaijan-Turkey relations. "Heydar Aliyev's legacy" International Electronic Library).

Azerbaijan pays special attention to Turkey's participation in global economic projects in the region. On September 7, 1998, an international conference on the restoration of "The Great Silk Road" was held in Baku. This conference was held with the support of the "Transport Corridor

Europe - Caucasus - Asia" (TRACECA) program, which is considered important in establishing transport and communication links between Europe and the East. The conference was attended by 32 countries and 13 international organizations. The holding of such a conference on September 7 gave a new impetus to the expansion of strategic cooperation between Azerbaijan and Turkey. Not only this project, but also other economic projects serve to strengthen relations between the two countries, to ensure political, economic and strategic interests in the region.

On November 18, 1998, the OSCE Summit in Istanbul signed the Agreement on the Transportation of Crude Oil from Azerbaijan, Georgia and Turkey via the Baku-Tbilisi-Ceyhan Main Export Pipeline, an important project of the new century. The signing of this agreement was an important step in terms of joint strategic cooperation and European integration of the countries of the region. At the same time, the presidents of the three countries adopted the "Istanbul Declaration". This Declaration supported the signed global project. This played a great role in the implementation of the oil policy of the Azerbaijani state, especially the great leader Heydar Aliyev, and the continuation of friendly relations with the Turkish state (Ahmadov, 2015).

The discovery of the Shah Deniz gas field in Azerbaijan in 1999 created conditions for the establishment of a new gas cooperation between Azerbaijan and Turkey. Two years after the discovery of this gas field, in 2001, during the official visit of President Heydar Aliyev to Turkey, the "Agreement on the purchase and sale of natural gas between Azerbaijan and the Republic of Turkey on the supply of Azerbaijani natural gas to the Republic of Turkey" was signed (Azerbaijan-Turkey relations. "Heydar Aliyev's legacy" International Electronic Library).

The next Summit was held on April 29-30, 2002 in Trabzon, Turkey with the participation of the Presidents of Azerbaijan, Turkey and Georgia. At the meeting, the three countries signed "an agreement on combating terrorism, organized crime, drug trafficking, psychotropic substances, weapons, human trafficking and other important crimes". The meeting also decided to build a gas pipeline to transport natural gas from the Shah Deniz gas field to Turkey via the Baku-Tbilisi-Erzurum route.

On July 13, 2006, the Baku-Tbilisi-Ceyhan main export pipeline, named after the great leader Heydar Aliyev and an important part of the East-West energy crossing, was inaugurated in the Turkish port of Ceyhan. This went down in history as a result of Heydar Aliyev's premeditated and successful oil policy. Over time, this event, which some experts did not believe in and doubted would happen, was recorded as an event carried out by three marine legends.

The implementation of such global economic projects was of great importance both in terms of ensuring peace and security in the region, as well as improving the welfare of peoples. In this regard, on July 24, 2008, during the next visit of President Ilham Aliyev to Turkey, he took part in the groundbreaking ceremony of the Turkish section of the Baku-Tbilisi-Kars railway in Kars. Even today, the fact that Azerbaijan and Turkey are reliable strategic partners has become a key component of our country's foreign policy (Ahmadov, 2015).

On September 15, 2010, a Joint Declaration on the Establishment of a High-Level Strategic Cooperation Council between the Republic of Azerbaijan and the Republic of Turkey was adopted in Istanbul. The Declaration was adopted in order to further develop the long-standing friendly and fraternal relations and the ongoing relations between the two countries in all areas. (Law of the Republic of Azerbaijan on approval of the Joint Declaration "On the establishment of the High-Level Strategic Cooperation Council between the Republic of Azerbaijan and the Republic of Turkey") At the signing ceremony of the Joint Declaration at the Ciragan Palace, the leaders of the two countries reiterated the importance of this decision.

Recep Tayyip Erdogan :

“ – The long-awaited event in the cooperation between Azerbaijan and Turkey, described by the late President Heydar Aliyev as one nation and two states, is taking place today. I believe

that this friendship will continue for future generations. Thus, the cooperation between Azerbaijan and Turkey is based not only on solidarity between the states, but also on the deep history of our peoples."

Ilham Aliyev :

" – Today is a truly historic day. I am very pleased to be here in Turkey at the moment, and I believe that this document will ensure the development of relations between the two countries in the future" (<https://president.az/articles/721>).

The first meeting of the High-Level Strategic Cooperation Council was held on October 25, 2011 with the participation of the Presidents of Azerbaijan and Turkey, as well as the Ministers of Defense of both countries. Many important decisions were made at this meeting as well. One of these decisions was related to the TANAP project. The second meeting of the Council was held on October 11, 2012 in Gabala, the third meeting was held on November 13, 2013 in Ankara, and the fourth meeting was held on January 15, 2015 in Ankara (Aslanli, 2018).

The agreement on the Trans-Anatolian Natural Gas Pipeline (TANAP), which is expected to be operational for about 40 years, was signed in 2012 between President Ilham Aliyev and then Turkish Prime Minister Recep Tayyip Erdogan. The construction of the pipeline was planned to take five years. In 2018, the first phase of the project was completed. The total cost of the Southern Gas Corridor is about \$ 40 billion. (<https://www.bbc.com/azeri/international-50615308>).

In the last months of 2019, Azerbaijan-Turkey relations have been comprehensively developed in various fields. During this period, mutual visits and meetings were held between the two countries, especially in terms of economic relations. On September 16, 2019, on the eve of the 101st anniversary of the liberation of Baku from occupation by the Turkish Caucasus Islamic Army, Turkish presidential aide Fuat Oktay arrived in Baku for a meeting of the 8th Azerbaijan-Turkey Joint Economic Commission. Also, President of Azerbaijan Ilham Aliyev went to Turkey to inaugurate the Trans-Anatolian Natural Gas Pipeline Project (TANAP) European relations and attended a ceremony with Recep Tayyip Erdogan on November 29, 2019 (<https://www.aa.com.tr/tr/analiz/turkiye-azerbaycan-ekonomik-iliskileri-stratejik-boyutlar-kazaniyor/1698615>).

Military relations between the two countries are also very strong. Thus, the Azerbaijani-Turkish military cooperation, which dates back to the time of the Azerbaijan Democratic Republic, has developed rapidly over time. Participation of Turkish President Recep Tayyip Erdogan in military parades dedicated to the 100th anniversary of the liberation of the Azerbaijani Armed Forces and Baku on September 15, 2018, demonstration of Azerbaijani and Turkish Air Force fighter jets during the parade, the joint march of the soldiers of the two countries was another clear example of the high level of military cooperation between Azerbaijan and Turkey. On the same day, September 15, President Ilham Aliyev made this statement during a speech at Freedom Square: "For several years now, the unity of Azerbaijan and Turkey has been manifesting itself in every field. Our cooperation in the military field is deepening day by day. Here it is! Today, the soldiers of the Azerbaijani and Turkish armies stood side by side in this square. And soon they will pass before us as brothers" (Speech by Ilham Aliyev at the parade dedicated to the 100th anniversary of the liberation of Baku. 15.09.2018).

From the first years of independence of the Republic of Azerbaijan, the occupation of our lands by Armenia and Russia's supply of weapons to Armenia were factors that posed a great threat to military security. At that time, it was considered very important for Azerbaijan to find an ally, both militarily and politically.

During this time, it was very important for Azerbaijan to have a military-political ally like Turkey. In March 2001, President Heydar Aliyev addressed the Turkish Grand National Assembly on this issue: "Turkey is a friend, brother and rear support for us. As you know, the situation in our Caucasus is not so good. Because Azerbaijan is at war with neighboring

Armenia. We even have some problems with some of our neighbors. Therefore, the real friend and ally of Azerbaijan in the world is Turkey. From a political and strategic point of view, Azerbaijan needs Turkey's help" (Speech by Heydar Aliyev at the Turkish Grand National Assembly. 13.03.2001).

The Turkish state has always fully supported our country from the first day in terms of the Armenian-Azerbaijani conflict, especially the Nagorno-Karabakh conflict, and has repeatedly stated its support for the peaceful settlement of Azerbaijan's territorial integrity. Turkey, which completely closed its borders with Armenia after the occupation of the Kalbajar region in 1993, has not yet established any diplomatic relations with this country.

All this shows how much Turkey attaches importance to military cooperation with Azerbaijan. One of the main goals of President Heydar Aliyev's official visit to Turkey in March 2001 was to discuss the signing of an agreement on military cooperation between Azerbaijan and Turkey. There is no doubt that during the visit, Heydar Aliyev discussed this issue in a one-on-one meeting with the Chief of General Staff of the Turkish Armed Forces Huseyn Kivrikoglu.

In August 1992, the "Agreement on Mutual Military Training - Education between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey" was signed in Ankara. As a result, Azerbaijan-Turkey military cooperation took a new turn with the signing of the Agreement on Strategic Cooperation and Mutual Assistance in August 2010 and the Joint Declaration on the Establishment of the Azerbaijan-Turkey High-Level Strategic Cooperation Council in September of that year.

Thus, military cooperation between the two countries began to expand. At present, the legal basis of military cooperation consists of various agreements and treaties. We can say that the cooperation between Azerbaijan and Turkey covers all areas of military cooperation. There are military-political, military-technical, military education and training, etc. areas included.

High-Level Military Dialogue (HSD) meetings have been held between the two countries since 2007. At these meetings, the delegations of the two countries discuss issues of cooperation, determine an action plan for the implementation of their obligations and sign a final protocol in accordance with the results of the meetings.

One of the main areas of military cooperation between the two countries is military education. The basis of these relations is the "Agreement on Mutual Military Training - Education" signed in August 1992 and the "Agreement on Cooperation in Military Training, Technology and Science" signed in June 1996. Today, these relations are developing rapidly. As in other areas, Turkey is one of the first countries to assist Azerbaijan in the field of education. One of the other main directions of military relations is military-technical cooperation. In September 2000, an agreement on cooperation in this field was signed for the first time. The "Agreement on Strategic Partnership and Mutual Assistance between the Republic of Azerbaijan and the Republic of Turkey" signed in 2010 has a section on "Military and military-technical cooperation". According to this section of the agreement, they agreed to cooperate in the creation and use of defense products, as well as the provision of defense services. Military-technical cooperation between Azerbaijan and Turkey includes the implementation of joint projects for the production of weapons, the establishment of enterprises, as well as the import and export of military products.

One of the signs of the military cooperation between the two countries is the holding of joint military exercises between the Armed Forces of Azerbaijan and Turkey since 2013. Conducting such military exercises is important in terms of increasing the combat capability of the Azerbaijani and Turkish armies, the exchange of experience. The number of cross-country exercises covering all types of troops is growing (Bagirova, 2019).

Proof of all this is the fact that Turkey has openly stated its position on the recent events in Tovuz since July 12, 2020, which is a clear indication of this commitment. Even the country's

officials have made a number of statements that they will protect the territorial integrity of Azerbaijan by all means.

In this regard, the Turkish Foreign Ministry said in a statement that it would support Azerbaijan at all times. On the other hand, Minister of National Defense Hulusi Akar said that we will continue to support Azerbaijan against Armenia in the Nagorno-Karabakh conflict(<https://www.baki-xeber.com/siyaset/104527.html>) . Based on the further expansion of military cooperation between Azerbaijan and Turkey, the increase in the number of military exercises, we can say that today Turkey is the most important partner and employee of Azerbaijan in the military field.

Along with political, economic and military spheres, cooperation between Turkey and Azerbaijan in the field of education is strong. For the first time since gaining independence, Azerbaijan has signed agreements with Turkey in the field of education. Thus, on February 28, 1992, the first agreement was signed between the Ministry of Education of the Republic of Turkey and the Ministry of Education of the Republic of Azerbaijan. The agreement called for the continuation of student exchange between the education systems of the two countries. This in itself was an important event in terms of the integration of newly independent Azerbaijan into the world.

On January 29, 1993, Azerbaijan and Turkey signed a protocol of agreement on "Cooperation in the field of education and its further development." After the signing of the agreement, relations between the brotherly countries in the field of education have significantly improved. At the same time, another agreement was signed on the establishment of a Turkish-Anatolian lyceum in Baku.

During the official visit of national leader Heydar Aliyev to Turkey in February 1994, a protocol was signed between the two countries to develop cooperation in the field of science and education and bring it to the international level. This protocol, consisting of 29 articles, was considered an important document both politically and legally. In the following periods, a number of new agreements and arrangements related to education were signed between Azerbaijan and Turkey, and measures were taken. These relations, which began in the late 80s and early 90s, are still developing rapidly and more dynamically (Çamalan, 2012).

For many years, it has not been possible for the Republic of Azerbaijan to directly join the cultural sphere in the international arena. However, there was a need to establish cultural ties between the peoples of Azerbaijan and Turkey, which are similar in terms of customs and traditions. At that time, Niyazi, Arif Malikov, Zeynab Khanlarova and others were able to present our culture to the Turkish public. Thus, our prominent artist Niyazi staged Tchaikovsky's opera at the Ankara State Opera and Ballet Theater. One of our other prominent artists, Zeynab Khanlarova, has been on tour in Turkey. During these visits, he demonstrated the power of Azerbaijani music and culture. Zeynab Khanlarova, who became a favorite performer of the Turkish audience at that time, was awarded a special diploma by Turkish President Cevdet Sunay in 1970. In 1977, he visited Istanbul, Ankara and Izmir together with the Azerbaijan State Dance Ensemble led by Leyla Vakilova.

After gaining independence in 1991, Azerbaijan has developed in the field of culture, as well as in other areas. On November 2, 1994, the commemoration ceremony of the Azerbaijani poet Muhammad Fuzuli was held in the Turkish Grand National Assembly and Heydar Aliyev delivered a speech at this ceremony. On March 9, 2001, President of the Republic of Azerbaijan Heydar Aliyev signed a decree on the opening of the "Azerbaijan Atatürk Center". The signing of this decree once again proved the reliable friendship between Azerbaijan and Turkey. Three days after the signing of the decree, i.e. on March 12, 2001, Heydar Aliyev issued an order in Ankara to approve the protocol of cooperation between the Ministry of Culture of the Republic of Azerbaijan and the Ministry of Culture of the Republic of Turkey.

On March 9, 2007, the First Form of the Heads of World Azerbaijani and Turkish Diaspora Organizations was opened at the Heydar Aliyev Palace in Baku. President of Azerbaijan Ilham Aliyev and Prime Minister of Turkey Recep Tayyip Erdogan also attended the forum, which was attended by 48 countries (Azerbaijan-Turkey relations. "Heydar Aliyev's legacy" International Electronic Library).

The summits that have been held for several years have played a special role in building and developing relations between the Turkic states. The first initiative to hold the summit was put forward in 1992 by Turkish Prime Minister Suleyman Demirel. The first such meeting was held on October 30-31, 1992 in Ankara, Turkey. As a result of this meeting, a Declaration was signed. The Second Summit of Turkish Heads of State was held in October 1994 in Istanbul. Azerbaijan was represented at the summit by a delegation led by Heydar Aliyev. At the end of the meeting, the Istanbul Declaration was adopted. The declaration stated that the states consider the principles and norms adopted by the UN and the OSCE necessary.

III Summit - in August 1995 in Bishkek (Kyrgyzstan), IV Summit - in October 1996 in Tashkent, V Summit - in June 1998 in Astana, VI Summit - in April 2000 in Baku, VII Summit - in April 2001 in Istanbul and VIII Summit - in November 2006 in Antalya was held (Huseynova, 2007: 214).

In 2009, the Cooperation Council of Turkic Speaking States (CCTS) was established to promote mutual cooperation between Turkic-speaking countries. This organization was established in accordance with the Nakhchivan Agreement signed on October 3, 2009 during the next Summit in Nakhchivan. Since the establishment of the CCTS, 7 Summits have taken place. The first of them - on October 20-21, 2011 in Almaty on "Economic Cooperation", the second - on August 22-23, 2012 in Bishkek on "Cooperation in education, science and culture", the third - on August 15-16, 2013 in Gabala on "Transport and Connection", the fourth - on June 4-5, 2014 in Bodrum on "Cooperation in the field of tourism", the fifth - on September 10-11, 2015 in Nur-Sultan (Astana) on "Cooperation in the field of media and information", the sixth - on September 3, 2018 in Cholpan-Ata on "Youth and Sports" and finally the seventh - on October 15, 2019 in Baku on "Support of Small and Medium Entrepreneurship" was held.

On April 10, 2020, the CCTS Extraordinary Summit on "Solidarity and Cooperation in Combating the COVID-19 Pandemic" was held via video conference. The meeting, chaired by Ilham Aliyev, was attended by the heads of state of Kazakhstan, Kyrgyzstan, Uzbekistan, Turkmenistan, Hungary and Turkey. The meeting was attended by the Presidents of these countries, the Secretary General of the CCTS Baghdad Amreyev and the Director General of the World Health Organization Tedros Adhanom Ghebreyesus (<https://mfa.gov.az/az/content/176/turkdilli-dovletlerin-emekdasliq-surasi-tdes>).

In addition, a documentary entitled "Turkey - Azerbaijan: one nation, two states" was made in 2020. This documentary was made at the initiative of the Public Relations Department of the Turkish Presidential Administration. The documentary emphasizes that the relations between the two countries are based on ancient history and looks at the developing relations between Turkey and Azerbaijan.

The documentary also draws attention to the events that took place in the direction of the Tovuz region of the Azerbaijan-Armenia border. It is clarified why Tovuz was chosen as a target. The film notes that Turkey's military and political support is always with Azerbaijan in the fight against the enemy. Thus, brotherly Turkey declares its support for our country. The documentary also covers the views of Presidential Aide Hikmet Hajiyev on the Azerbaijan-Armenia Nagorno-Karabakh conflict, as well as military-political cooperation between Azerbaijan and Turkey (<https://www.facebook.com/ictimai.tv/videos/1624618247725923/>).

On September 27, President of the Republic of Azerbaijan Ilham Aliyev addressed the nation and informed them that the Armenian armed forces had fired on our settlements, as well as our military positions, using various weapons, including heavy artillery, from several directions.

He also noted that there were casualties among the civilian population and our servicemen as a result of enemy fire.

In response to the enemy, our army delivered crushing blows. President Ilham Aliyev stated at the end of his address: “Today, the Azerbaijani Army protects the territorial integrity of Azerbaijan on its territory. What does an Armenian soldier do in our land?! What is the Armenian army doing in our land?! It is no secret that 90 percent of the personnel of the "Nagorno-Karabakh Army" are Armenian citizens. Armenia is an aggressor state, this occupation must end and will end.”

The brotherly Turkish state, which has always stood by Azerbaijan, has not left us alone in this difficult moment. According to the presidential press service, on the same day, September 27, President of the Republic of Turkey Recep Tayyip Erdogan called President of the Republic of Azerbaijan Ilham Aliyev.

Today, the Turkish President expressed his condolences to the head of state and the people of Azerbaijan in connection with the death of Azerbaijani civilians and servicemen as a result of the Armenian military provocation, and asked God to bless them. Recep Tayyip Erdogan stressed that, as always, Turkey stands by Azerbaijan.

Expressing gratitude for the condolences, the head of state praised the Turkish President's constant support in the Armenian-Azerbaijani Nagorno-Karabakh conflict.

President Ilham Aliyev has today reported on the events on the frontline as a result of Armenia's military provocation against Azerbaijan. The heads of state expressed confidence that relations between friendly and brotherly Azerbaijan and Turkey would continue to develop successfully. Not only President Ilham Aliyev, but also the First Vice President of the Republic of Azerbaijan Mehriban Aliyeva thanked for the support of brotherly Turkey. Mehriban Aliyeva expressed her gratitude with these words: “I express my deep gratitude to all the people, organizations and states that have demonstrated their principled and just position in support of the state and people of Azerbaijan. First of all, I am grateful to the brotherly Turkish people and personally to President Recep Tayyip Erdogan. Their solidarity and moral support makes every Azerbaijani proud today.”

On September 29, the program "60 minutes" aired on Rossiya-1 TV channel aired a program dedicated to the recent events on the Azerbaijani-Armenian contact line. During the program, the presenter asked Ilham Aliyev about Turkey's support and assistance on the battlefield and asked him to explain Turkey's role in this war. After that, President Ilham Aliyev said:

“Turkey is a brotherly country for us. This country is also our ally. From the first hour when the world community knew about Armenia's attack on Azerbaijan, the Turkish President and other leaders unequivocally supported Azerbaijan and international law. This is the role of Turkey, in fact, it has no other role. Turkey provides us with moral support, and we thank the Turkish leadership, the Turkish President and the Turkish people for their solidarity and support.”

On October 5, President Ilham Aliyev gave an interview to the Turkish TV channel TRT Haber. During the interview, the journalist noted that the transfer of armed drones to the Azerbaijani Army had a significant impact on the movement. Ilham Aliyev expressed his views on this issue in the following words:

“These armed aircraft are of the highest level in the world, and their presence in the Azerbaijani Army has greatly strengthened our army. These devices have created great opportunities for us, and at the same time, the loss of manpower has not been so great. This perfect technological intellectual product shows the potential of the Turkish people. Of course, Turkey's moral support to us, as well as the fact that we have the products of the Turkish defense industry, strengthens us, and the whole world sees it” (<https://azertag.az/>).

The most popular drone during the Karabakh war was the Turkish Bayraktar TB2 attack drone. In the videos shared by the Azerbaijani military about the firing of targets in Karabakh by some experts, they noted that most of the drones belonged to the Bayraktar TB2 drone. This drone

was developed by the Turkish company Baykar a few years ago and can operate under the control of an operator or independently, and can be used for reconnaissance, surveillance or strike. In an interview with TRT Haber, Ilham Aliyev stressed that we have such drones (<https://www.bbc.com/azeri/azerbaijan-54364458>).

During this difficult period for Azerbaijan, both our brotherly country and our closest partner, Turkey, have once again shown their support. Thus, on October 6, a delegation led by the Minister of Foreign Affairs of the Republic of Turkey Mevlüt Çavuşoğlu paid an official visit to Azerbaijan. Receiving the delegation, Ilham Aliyev expressed deep gratitude on behalf of the Azerbaijani people to the fraternal Turkish people and its President for this support.

A rally in support of Azerbaijan was held in Golcuk district of Kocaeli province of Turkey on October 10. Thus, this event was organized by Golcuk Municipality and Kocaeli Derince Azerbaijan House Association. A statement in support of brotherly Azerbaijan was read at the rally. Patriotic songs performed by Azerbaijani and Turkish artists were performed at the event ([https://azertag.az/xeber/Turkiyede Azerbaycana destek aksiyasi kechirilib VIDEO-1609973](https://azertag.az/xeber/Turkiyede_Azerbaycana_destek_aksiyasi_kechirilib_VIDEO-1609973)).

On October 19, President Ilham Aliyev received a delegation led by the Turkish Grand National Assembly. Speaker of the Turkish Grand National Assembly Mustafa Şentop said he first greeted President Recep Tayyip Erdoğan and all members of the Turkish Grand National Assembly, then said in his speech that he always prayed for Azerbaijan's success and that Turkey was happy as a nation as soon as it received good news from Azerbaijan. He stressed that there is no other country in the world like Azerbaijan-Turkey friendship and brotherhood. At the end of the meeting, President Ilham Aliyev expressed his deep gratitude for Recep Tayyip Erdoğan's greetings and asked him to convey his greetings to the Turkish leader.

Three days later, on October 22, the General Ombudsman of the Republic of Turkey Şaraf Malkoçoğlu paid a visit to Azerbaijan. The ombudsman said that despite all the talks, there had been no progress for 30 years, on the contrary, Azerbaijani lands were still under occupation, and then he stressed that Turkey was with Azerbaijan in this struggle for justice and always supported Azerbaijan. (<https://azertag.az/>).

After President Ilham Aliyev announced on October 22 the liberation of several villages in Fizuli, Jabrayil and Zangilan, Turkish presidential aide Fuat Oktay said that Ankara would not hesitate to send troops and provide military support to Azerbaijan if such a request was made by Ankara reported (<https://www.trtworld.com/asia/turkey-says-it-will-send-troops-to-help-azerbaijan-if-requested-40772>).

During the war in Azerbaijan, Turkey did not leave Azerbaijan alone, not only in politics, but also in humanitarian terms. Thus, Turkey has supported the people of Azerbaijan, who have been living in very difficult times as a result of Armenia's attacks on civilians since September 27 and the violation of three humanitarian ceasefires since October 10. Humanitarian aid consisting of 11 trucks departing from Istanbul arrived in Baku on October 28 (<https://turkishpress.com/turkey-to-send-more-aid-for-azerbaijani-citizens/>).

Azerbaijan, in turn, did not leave the brotherly Turkish state alone in its difficult times. President Ilham Aliyev called President of the Republic of Turkey Recep Tayyip Erdoğan in connection with the earthquake in the Aegean region of Turkey and said he was saddened by the Azerbaijani people and was ready to provide all possible assistance to the brotherly country.

On November 1-8, President Ilham Aliyev received a delegation led by Turkish Foreign Minister Mevlüt Çavuşoğlu, former Prime Minister Binali Yıldırım and Turkish Defense Minister Hulusi Akar.

November 10 is a historic day for our country. Because on November 10, President of the Republic of Azerbaijan Ilham Aliyev addressed the nation and announced the end of the Armenian-Azerbaijani Nagorno-Karabakh conflict. On the same day, President of the Republic of Turkey Recep Tayyip Erdoğan called Ilham Aliyev and congratulated him on the brilliant

victory of Azerbaijan. In turn, President Ilham Aliyev once again thanked the President of Turkey and the Turkish people for their political and moral support to Azerbaijan during the war.

A meeting of the Defense Ministers of Azerbaijan and Turkey took place on November 10. The issues of Azerbaijan-Turkey bilateral military cooperation were discussed at the meeting between the Minister of Defense of the Republic of Azerbaijan, Colonel-General Zakir Hasanov, and the Minister of National Defense of the Republic of Turkey, Hulusi Akar, at the Central Command Post of the Ministry of Defense (<https://mod.gov.az/az/news/azerbaycan-ve-turkiye-mudafie-nazirlerinin-gorusu-kecirilib-video-33801.html>).

Finally, we can say that all the visits, meetings, constant support of Azerbaijan during the speeches of Turkish officials and sincere telephone conversations between the presidents of the two brotherly countries once again demonstrate the power of the phrase "one nation, two states" not only in words but in deeds indicates that.

CONCLUSION

Today, Azerbaijan and Turkey are both brotherly and friendly countries. The peoples living in both countries belong to the same ethnic origin. The common history of the two countries has brought them closer together. Azerbaijan and Turkey have established mutual economic relations, successfully developed friendly and fraternal relations over time, and very good results have been achieved from this union.

Throughout the historical period, Azerbaijan-Turkey relations have been stable and long-lasting. Progress has been made in the economic, political and social life of both countries as a result of mutual relations. Azerbaijan and Turkey have always supported and helped each other in all difficult tests. These countries have paid special attention and care to each other's problems. Today, the largest oil and gas pipelines to the world extend through the transit space of Azerbaijan and Turkey. Other countries are also aware of the strong political ties between the two countries. In particular, these two factors play an important role in the integration of Azerbaijan and Turkey into the world economy.

One of the largest investors in the Turkish market is Azerbaijan. In recent years, Azerbaijan is ahead of some countries in terms of investments in Turkey. The signing of the TANAP agreement between the two countries was a very important event in the political and economic history of the world. With the signing of this agreement, Azerbaijan and Turkey have strengthened cooperation and security in the region.

Every day, the relations between Azerbaijan and Turkey are developing in all areas. Because there is an Azerbaijan and Turkey that are getting stronger over the years. The place of these two countries has been and will be important among the countries of the world.

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Medical Ethics in the Context of Globalization

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ABSTRACT

An example of overcoming SARS give us an cautious optimism in solving of a such sudden global challenge as COVID-19. This new pandemic needs the similar international cooperation of researchers, physicians, politics, and the constant exchange of information on all levels which was demonstrated with SARS. Although Globalization contributes to a new diseases, but it also is an only method pandemic overcoming.

Keywords: Biomedical Technologies; Openness and Availability of Information; Corporate Interest; Anti-epidemic Measures

INTRODUCTION

Based on the example of overcoming SARS, it is justified to argue that, based on the principles of medical ethics, effective international integration in the field of research and practice of medicine is possible.

1. DISCUSSION

The openness of the Republic of Uzbekistan as an independent subject of the world system facilitates the perception of the achievements of world biomedicine. The globalized world community needs appropriate medicine. Globalization is fundamentally changing both the rate at which diseases spread and the rate at which a means of combating them is sought. On the one hand, globalization contributes to the spread of epidemic. Millions of people cross the borders of the countries of the world every day, and trade in food and medicine is expanding. In these conditions, most infections acquire the character of epidemics, and an armed conflict or serious economic difficulties complicate the process of overcoming it, therefore the main victims of infections are usually refugees.

On the other hand, it is the active international cooperation of researchers and physicians, the constant exchange of information, and the development of common preventive measures that make it possible to “recognize” the infection and stop its growth in the shortest possible time. This tendency was most clearly demonstrated by the experience of overcoming the outbreak of SARS.

By reducing the mortality rate, increasing life expectancy, expanding the boundaries of active productive age in conditions of limited biological resources, medicine actualizes a number of problems associated with population reproduction. Many questions arise, whether humanity has the right to consciously manage its reproduction, to regulate the birth rate, whether artificial life extension technologies are moral, whether genetic certification of the population is permissible as a means of preventing hereditary diseases, whether all people have the right to biological heritage, are transgenic food products a blessing or evil, and many others. However along with these worldview problems, modern bioethics is faced with urgent challenges in the form of

outbreaks of infectious diseases and develops tactics to overcome them. This tactic is in the openness of information and in international cooperation.

SARS - SARS Severe Acute Respiratory Syndrome - SARS - was defined in November 2002. The infection, first recorded in Southeast Asia, instantly penetrated into Canada, in those areas where immigrants from China live compactly. Residents of the regions where SARS patients were registered panicked, since the death rate was higher than from other infectious diseases and reached 15%. Dr. Carlo Urbani, the first to describe the disease also died of SARS.

The danger of SARS has been overcome thanks to the international solidarity of doctors and researchers. Since the diagnosis of this disease, all information has been open and available to specialists from all countries, there was an operational exchange of each other's achievements. Tough anti-epidemic measures were proposed in the hotbed countries. In China, for violation of the conditions of quarantine, the sick were punished up to the death penalty. A number of preventive measures have been taken in all countries. This made it possible to block the spread of a dangerous disease in a short time.

Openness and transparency are actively used by developers of biomedical technologies. Those involved in human genome research have similar experiences. Scientists have managed to overcome corporate interests and make information openness the rule for all. It was due to this, for example, that the firm of Celera K. Venter, a "brilliant parasite", was able to decipher the human genome: "He pulled out all the information that was obtained by others and was in the public domain. But it was one hundred percent legal! And it was reasonable and it was right". Recent events, such as cases of SARS, chicken flu, the sale of products of companies using transgenic products (Nestlé, Pepsi, etc.), clinical trials of new pharmacological agents show that in the Republic of Uzbekistan there is a need to adopt special legislation, which would regulate the normative and ethical aspects of the implementation of modern biomedical technologies. It would regulate the medical aspects of new technologies. The republic has legislation on the protection of the health of citizens, but it is not enough to protect against medical errors, from the penetration of low-quality food and many other things.

During the fight against SARS in Bulgaria, a group of scammers, disguised as ambulance doctors and police officers, demanded from foreigners a certificate of atypical pneumonia vaccinations. A fine of \$ 50 was charged for the lack of a certificate. None of the "patients" had any doubts about the appropriateness of the vaccination, which was immediately offered to them. "People are not to blame for the fact that they are the way they are - greed, aggressiveness, selfishness are inseparable from them.

CONCLUSION

In world practice, supervision over the observance of certain norms in research and practice in the field of biology and medicine is expressed in the form of adoption and observance of international documents. The leadership of the republic constantly shows concern about the state of health of the population. But the emergence of new diseases, the modification of old ones, the rapid rate of their spread, technogenic and stress factors, acts of bioterrorism convince that it is necessary to intensify the activities of the state and civil society to coordinate efforts to protect the health of the population. The instinct of self-preservation unites the efforts of doctors in the fight against new diseases.

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Urban Historiography of Medieval Rajasthan

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ABSTRACT

A field of history that examines the historical nature of cities and towns and the Urbanization process is known as urban history. It is a well-established and flourishing field of historical research. It is a rapidly expanding field of historical studies, driven by the rise in city populations across the globe. In history, Urbanization is a recent trend and worldwide phenomenon. It is true that the urban studies have evoked keen interest in recent times as cities and towns have played an important role in the growth of communities and in evolving cultures and civilizations throughout the vast span of world history. The scope of urban studies is wide, varied and fascinating. Urban studies pertaining to India have been growing rapidly in recent times and in case of Rajasthan state, enough work has been done by many historians and scholars. In the aforesaid study, an attempt has been made to discuss the Historiography of Medieval Rajasthan. The present study will also analyze how professional groups (especially- Ironsmiths and Weavers) were instrumental in the acceleration of urban growth of medieval Rajasthan because the role of professional groups has not received sufficient attention of the historians and scholars.

Keywords: Historiography, Different commodities, Iron industry, Julaha, Luhar, Pattis, Textile industry, Urbanization.

A Brief Historiographical Sketch of Urban Studies in India (Especially Medieval Rajasthan)

It is true that the urban studies have evoked keen interest in recent times as cities and towns have played an important role in the growth of communities and in evolving cultures and civilizations throughout the vast span of world history. The scope of urban studies is wide, varied and interesting. Europe and United States witnessed proliferation of historical enquiry like social history, women's history, oral history and most importantly urban history, in the later part of sixties and early period of seventies of the 20th century. The thread of urban history was taken strenuously by Jim Dyos and W.G. Hopkins as they raised urban history to the development of full fledged flourishing academic (sub) discipline. Many historians and scholars began examining the issues like the pattern of migration and settlements, components of urban culture, etc., after 1970's.

In india, urban history came into existence when the famous Urban History Association was constituted with Prof. Nur-ul-Hassan as it's founder president (Amritsar, 1978). There were

many promoters of the association like Prof Irfan Habib, Prof.Ashvin Das Gupta and Prof.S.C.Misra. The said association played a significant role in spreading the trend of urban history in the country. A.Ghosh, Vijaykumar Thakur, Dilip K. Chakrabarti, Kameshwar Prasad, M.Lal and R.S.Sharma have published interesting and significant studies on the urban history of ancient India. On the urban history of medieval India, J.S.Grewal, Indu Banga, Eugenia Vanina, Hameeda Khatoun Naqvi, Gavin Hambly, S.C.Mishra and I.P.Gupta produced useful works.

Rajasthan's Urbanization and urbanism have attracted the attention of many historians and scholars like B.L.Bhadani Madhu Tandon Sethia, Masanori Sato, G.D.Sharma, K.L.Mathur, G.S.L.Devra, S.P.Gupta, B.L.Gupta, Jibraeil, G.S.Sharma and Dilbagh Singh. Their studies offer a welcome information from the economic point of view. They have studied the structure and stratification of the village and urban society and traced the changes taking place in agricultural production, trade and commerce, non-agricultural taxes, revenue demands and prices. They have also studied the patterns of migration and urban population. K.C.Jain has produced a good work on Rajasthan entitled , " Ancient cities and towns of Rajasthan". In the said book, a comprehensive survey of the cities and towns during ancient and early medieval period has been made and it projects cultural aspect in particular. The other important scholars and researchers whose names can't be omitted while discussing urban studies in Rajasthan are Sunita Zaidi, Syed Shahid Ashraf and Athar Hussain. They too have produced a good works on the theme under discussion. Although, an enormous work has been done on the aforesaid study, but the role and contribution of professional groups has not received much attention of the scholars and researchers. The present study tries to analyze how professional groups (particularly-ironsmiths and weavers) enhanced the urban growth of Medieval Rajasthan.

Professional groups (Especially- Ironsmiths and Weavers) as boosters of Urbanization process of Medieval Rajasthan

A process through which an urban settlement comes into existence is known as Urbanization. It means an increasing shift from agrarian to industrial services and distributive occupations. It is a process in which there is increase in population concentration involving shift from agrarian to non-agrarian occupations. G.S.Ghurye defines Urbanization as migration of people from village to city and the effect of this movement will be upon the migrants and their families and upon fellowmen in the villages.

SERVICES PROVIDED BY IRONSMITHS

It is true that after the downfall and breakup of the Mughal Empire, the Rajput states made their position and base strong and secure by paying much heed and emphasis towards the re-organization of their army. There was also rise of petty principalities, adventurers and free booters in Rajputana and they all needed arms and ammunition, this in turn, stimulated and enhanced the iron production and iron industry. It is necessary and very interesting to mention that who were associated with this? One of the important sets of artisans i.e., luhars (iron smiths) were associated with iron production and they contributed a lot in the emergence of iron industry, in this way in the process of urbanization. The ironsmiths gave their full attention and effort in the arms manufacturing in the towns and they enlarged and increased the population of the towns, in this way proved fruitful for urban growth. The position of iron smiths was good as they were employed in the state karkhanas. It should be kept in mind that the iron smiths not

only produced for the state and the military purposes, but they also produced for the domestic purposes as well.

Different items were manufactured by ironsmiths as evident through sources. For instance, knives, scissors, iron pots for cooking, ladle, griddle, sieve, buckets, etc. Not only these, many other items were produced by them which were very valuable and useful like ,a pair of pincers, clamps, etc. These items were made for masonry purposes and we're indeed very beneficial for craftsmen particularly for masons. We also find reference of heavy chains, being produced, in order to tie the horses and camels. Through the examination of sources, we came to know that the ironsmiths were also manufacturing iron boxes of good quality at Pali and Nagaur regions of Rajasthan. Some delicate items (like kalamdan) were also manufactured as evident through sources. In the area of Nagaur, the wire of musical instrument guitar was also made. Many weapons like swords, daggers, canons, etc. were casted and manufactured by iron smiths. It is a fact that the Rajputs used lances and swords in good quantity in war, so these were produced in good quantity by iron smiths. They had a great skill and the state needed their skill as evident through the source that they were called from Baran to Nanta as were considered to be expert in making the iron fittings for gates. It is a clear indication of a good role played by iron smiths in the urbanization of Rajasthan during the period under study. They stimulated the iron production and iron industry, in this way enhanced and accelerated the process of urban growth.

SERVICES PROVIDED BY WEAVERS

The weavers also played a significant role and rendered a meritorious service in the urban growth of Rajasthan during 17th-18th century. They served as lifelines to the towns and proved very instrumental in the said process. The cotton textile production has been considered to be present in almost all parts of India. In the state of Rajasthan, cotton was produced on a large scale and it was a major craft practiced by weavers. We find reference of weavers coming from different places to learn and experience skill. Weavers from Multan, Bihar, Patan, Jaldal, Sultanpur, Bidar, etc., were working in Patti of Julaha Kalu in Kasba Barod in 1751. It speaks of migration and shows how they enlarged the towns and cities and expanded the population of Rajasthan during the period under study. In Rajasthan weaving was practiced at many places. For instance, in Kota, due to availability of black soil, weaving and spinning was practiced on a large scale as it was considered a major craft. Besides Kota, weaving was practiced at many other places like Sanganer, Pali, Nagaur, Marwar, Amber, Sangod (Qasba Sangod is near Ujar river) etc.. Among the artisanal classes, weaver class was the leading professional class that had dominated the certain areas in Rajasthan. It was through their efforts and skill that the textile industry in Rajasthan flourished during 17th-18th century. Their services gave fillip to textile production and textile industry, in this way boosted the urban growth. They proved fruitful for the urban growth of Rajasthan during the period under discussion.

As already mentioned there were a good number of weavers living and residing in pattis (in one patti, there used to be five weaver families. Sometimes even 30 weaver families) and in some kasbas, pattis of Julahas were training and exchange of skill centres, besides manufacturing a variety of materials. It shows the kind of mobility which skill and profession had acquired by this time. Through the examination of Jodhpur Records, we came to know that in the promotion and development of weaving industry, good interest was taken by the state. In Nagaur region of Rajasthan when weavers were not available and present in good numbers, an invitation was sent to weavers to come and settle down in the Nagaur region of Rajasthan and they were given certain facilities particularly concession of taxes. The weavers came from different areas with their kith and kin and enlarged the population of the said area. Nagaur was

a well-known centre of cotton cloth production. Besides cotton clothes, woolen clothes were also produced during the Mughal times. Even the rulers of Jodhpur used to purchase cloths from Nagaur. We have reference of the city- Akola in Mewar and Jalrapatan town where decrees were issued by the state for the benefit of professional class. The state abolished duties and taxes and granted privileges and immunities to the inhabitants of the city Akola and town Jalrapatan. Pali and Sanganer were also important centres of weaving and spinning. We find that there was a good production of cotton and cotton clothes. Wool was also produced on a large scale. Weavers were also present in qasba Sangod as evident through the sources that out of 17 castes recorded, the julaha was the leading one and they were conducting their business in a better way. In trade of Bikaner state, wool production had a tremendous share. There was a constant production of wool and woolen products which generated amount of revenue in state treasury. Bikaner state used to export wool and woolen to other states of Rajputana and also to central India. In the state of Bikaner, we find reference of *Paisar* and *Naikar* (these terms were used for import and export). Sixty-six camels laden with wool were carried by Mukand Dass Parakh and Ratanshi Dhamani from Bikaner to Jaipur. Growth of trade and commerce and growth of service oriented economy boosts urbanization process. Weavers gave fillip to economy through the production of clothes.

CONCLUSION

In the back-drop of the fore-going discussions and facts narrated, we are safely able to say that on the urban history of medieval Rajasthan, an enormous work has been done but the role and contribution of professional groups has not been given much space and sufficient attention. It can be suggested that professional groups deserve much attention of historians and scholars. Professional groups especially ironsmiths and weavers rendered a meritorious service in the form of their skills and production. They gave their best in the emergence of towns, markets and industries (iron and textile). The role of the state cannot be underestimated who was keen enough in the said process by providing various facilities and opportunities which were absorbed by the professional class, hence helped in the development and flourishing of towns and markets. On the basis of above evidences and discussion, it can be said that in the acceleration of urbanization process of medieval Rajasthan, good service was given by professional class. In nutshell, we can say that no study of medieval crafts (particularly 17th-18th century) will be adequate if the people who were involved in these activities are forgotten or there would be no complete knowledge of urbanization and urban industries in medieval India, if the social-structure and corporate organization of the artisans is not considered.

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Juveniles Work in Kosovo, the Services Offered and Social Policies in the Field of Protection of their Rights

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ABSTRACT

The work of juveniles in Kosovo services provided and social policies in the protection of their rights. Scientists and experts of these areas are interested in addressing the problems of child welfare in the society, a field which previously was studied closely with the welfare of society in general. This study belongs to the methodology of quantitative research and research strategy used is cross-sectional study. The sample size resulted in 600 children respondents in urban and rural areas. Included are both genders, age groups 10-17 years of children were selected to complete the questionnaire. The average age of children involved in the research was 11.3 years, females 12.3 years and males 10.8 years.

The study highlights the fact that the level of education of the children is a factor contributing to the awareness of children about their involvement in the work. Namely, study identifies the family, friends and community when analyzing the awareness of children to avoid heavy work and work harmful to their age and health. Also, identifies poor families in social need state, taking into consideration a number of those children who were identified in the work. The result is *not* significant between male and female when the children started to work ($p < .01$).

Keywords: children, social condition, risk, hard work, social exclusion.

INTRODUCTION

The work of juveniles in Kosovo, the building of social policies, the services offered in the prevention of child labor in the countries. In every society with a high level of education and education role and special priority, every time and at any time is devoted to growth and healthy child education. Children today are more sensitive and more vulnerable to the diverse diversities occurring anywhere in the world even in those countries that have a higher level of education and education. With the change of society, with the fundamental transformations that are taking place today in the contemporary world there is a need to have more pragmatic approaches to children in offering different problem solving, but also in guaranteed institutional support (Radfar et al., 2018). Our purpose is to raise these issues in various forms to the highest governmental instances and of international organizations to deal directly with them, to be more effectively influenced in the non-proliferation of harmful phenomena for children, as it can have many consequences for them and for society in general. The descriptive aspect of the research aims to describe and measure and report more specifically the characteristics of children, parents of children in relation to the phenomenon of child labor, especially during the night and the season where the temperatures are low. Also, the characteristics and impact of their integration into school and family and taking appropriate measures from relevant institutions for the prevention of child labor in general here in Kosovo.

The aims of the study are to describe in general the main characteristics, in this case the assessment of the child's status of the work they perform such as: night work, as a large number of children are involved in this sector. Within it the other objective will be the assessment of the consequences of serious work on children; the assessment of the age of the child involved in different work; Identify the consequences of serious and dangerous jobs for children; Identify the assessment of the situation of the institutions and their awareness of the provision of services to children, especially to those children identified as sellers of small items on different roads and in areas dangerous to their age and health.

Although every child is entitled to protection, some children are deprived on daily basis of their guaranteed rights, including children with disabilities, children involved in serious and dangerous labor, child victims and witnesses of violence, children in conflict and in contact with the law. Child protection can only be achieved when the rights of the child are respected by everyone, parents, legal guardian, family members and the community; professionals working in public and private institutions (*RKS, 2019; Simler, 2011*).

Promoting opportunities of children relates to social inclusion in various domains, ranging from education to labor markets. Bearing in mind this framework, analytical challenges in youth development include: What are the main barriers or processes that prevent access of youth to assets? What are the consequences for youth lack of opportunities (social, economic, and/or political)? Supporting the development of life and livelihood skills for youth can result in increased social capital on the community level. The social capital, builds social cohesion in the society as a whole, as well as political stability within and among countries, and the overall environment can contribute to this process by providing resources for youth or having policies that enhance youth empowerment (*La Cava et al., 2004*).

The employment is central to reducing poverty and raising living standards through more rapid and more inclusive growth. Kosovo's unemployment rate is estimated at 46 percent in the 2009 Labor Force Survey (Statistical Office of Kosovo, 2010) and 48 percent in the World Bank's more recent Country Economic Memorandum. The employment rate is only 26 percent (World Bank, 2010). Creating jobs is even more important because Kosovo's population is young in comparison to other countries in the region. Approximately one-half of the population is less than 24 years old, and only six percent of the population is older than 65 years old (World Bank Europe, 2011).(*Statistical Office of Kosovo, 2011*).

According to ILO declaration on fundamental principles and rights at work and its follow-up, adopted by the International Labor Conference at its Eighty-sixth Session, Geneva, 18 June 1998 (*Annex revised 15 June 2010*), declares that all Members have an obligation to respect, to promote and to realize, in good faith and in accordance with the Constitution, the principles concerning the fundamental rights, namely:

- 1) Freedom of association and the effective recognition of the right to collective bargaining;
- 2) The elimination of all forms of forced or compulsory labor;
- 3) The effective abolition of child labor; and
- 4) The elimination of discrimination in respect of employment and occupation (ILO, 2010).

The study raises the following research questions:

1. Is there a significant difference between male and female when the children started to work?
2. Is there a significant difference between ages when the children started to work?
3. Which are the motives that incited the children to work?

1.1. Research Methodology

For this study was used the Quantitative method research. This is an explanatory study on children's working in rural areas and their social exclusion with their inclusion in those richer populated areas in the villages. The applied of quantitative method in this study is based in the narrative and descriptive aspect of the phenomenon that are studied in the framework of this study.

1.2. Population and sample

The information for achieving the goal that the study has undertaken has been gathered from the survey of 600 children in selected research areas. Although the sample size resulted in 600 respondents to increase the study's strength, we decided to include 650 of children to compensate for potential rejections stopped during the research, because during the interview there are cases of non-fulfillment of the questionnaires in the form and the opportunity requested.

Included are both genders, age groups 10-17 years of children were selected to complete the questionnaire. The Eighteen -year-olds were not included in the group because those who are of this age are no longer considered children age because in this period children with the exception of light labor, who do not endanger their health, are banned from work. The average age of children involved in the research was 11.3 years' females 12.3 years and males 10.8 years. So, as seen, females were slightly older than males, with significant statistical importance ($p < 0.0001$).

1.3. Results analyses and discussion

A set of indicators, methods and techniques and statistical tests were used to describe the evaluation and interpretation of the data available in this study as well as the links between different variables. Numeric variables (mean variables) were the magnitude of the central inclination (arithmetic average) and dispersion sizes (standard deviation) and standard deviation. For categorical variables, absolute numbers and relative percentages were reported. Estimation of links between different variables used statistical tests in accordance with the nature of variables participating in a particular link. In the case of numerical variables (continuous) it makes sense to talk about their average value and compare the average value of this variable between the two groups in the study. The age of the child is a numerical variable.

When we talk about numeric variables, we need to consider another detail: whether the constant variables are distributed in a coherent and normal way or not in the population of the study. Depending on the fact whether the numerical variable is normally distributed or not applied, and different statistical tests for comparing the average values between the two groups. In the case when the numerical variable is normally distributed to the population of the study (i.e., the average median value and modality are approximate to each other and the curve is not shifted too much left or right, above or below the normal curve) for the evaluation or comparison of the average values between the two groups the student test was used, which is a test to be applied when data is distributed in normal way, variance from the approach and nature of the study. In the case, when the numerical variable did not meet the conditions of a normal distribution then the test became unusable as the assumption of normal distribution of variable values was violated in this study analysis process.

Research Question 1

1. Is there a significant difference between male and female when the children started to work?

1.4. Gender affiliation of the children surveyed

In all areas, the homes we have assigned to do this research, among other things, have made the selection of both males and females taken as a subject of study. This has been done to recognize all factors influencing this direction, since in all regions within and outside the capital where research has been conducted; there are children of both genders involved in the work. The largest number of children involved in the research belongs to the male gender. 64.8% of them are males and 35.2% females.

Group-age (years)	Female		Male		Total	
	N	%	N	%	N	%
Total	211	35.2	389	Total	211	35.2
Mean ± SD	12.3 ± 0.5	10.8 ± 0.4	11.3 ± 0.3*	Mean ± SD	12.3 ± 0.5	10.8 ± 0.4
5-11	67	26.1	190	5-11	67	26.1
12-14	73	41.7	102	12-14	73	41.7
15-17	71	42.3	97	15-17	71	42.3
Residence[#]			Residence[#]			
Town	95	45.0	171	44.0	266	44.3
Village	116	55.0	218	56.0	334	55.7

Figure 1. VW: General Characteristics of the Children included in this research

1.5. Children age selected for research

The group-age of the children most attended was 5-11 years, with 42.8% of the cases. After comes the group-age of the children from 12-14 years, with 29.1%, while the other group-age 15-17 years with 28.1%.

At age 5-11, 73.9% of children were males, aged 12-14, 58.3% of children were males and at the age of 15-17, 57.7% of children were boys. So, there is a dominance of males, in the three age of groups, a difference with significant statistics importance ($p < 0.0001$). The data show a higher performance of boys involved in performing different jobs. This is because we generally, in most cases, dominate persuading that only males need to work and get involved in different types of work.

1.6. Areas included in the research

The status of origin is of particular importance to the selected in this research. Analyzes testify to multiple differences among the children that are the subject of study. This is because they come from different areas.

The number of selected children for this research mostly of them comes from rural areas, 55.7%, while from the urban areas are 44.3%.

1.7. Age of the juvenile children’s start working

The question was that in which age have started to work incited by parents or even the difficult economic situation of the juvenile responded as in Table 2.

Research questions 2

Is there a significant difference between ages when the children started to work?

Group age	Female		Male		Total	
	N	%	N	%	N	%
5-11	38	18.0	39	10.0	77	12.8
12-14	85	40.3	152	39.1	237	39.5
15-17	88	41.7	198	50.9	286	47.7
Total	211	100.0	389	100.0	600	100.0

p < 0.01

Figure 2: *The age when the Children started to work according to the gender and ages*

The result is *not* significant between male and female when the children started to work ($p < .01$). The *t*-value is -1.1882. The *p*-value is .300481

According to the quantitative data that emerged from the study, a statement was drawn that indicates the age at which the children of both genders started to work. From the age group of children 5-11 years 10% are males and 18% females. From the age group 12-14, it turns out that 39.1% are males and 40.3% females, while in the age group 15-17 years, we have 50.9% males and 41.7% females. This means females have a tendency to start working at a younger age, with significant statistical importance ($p < 0.01$) (Table 2).

In our question set in the questionnaire on the identification of children at work and the type of work that they carry them of particular importance, their gender is also represented. In high-risk jobs, the largest number of identified children, 17%, are of a male gender. In lighter jobs, they are more suited to the character of girls, such as various housework (ironing of laundry clothes of floors, food preparation, homework helps etc.) are more involved in female children with 14.5%.

The data from the questionnaire show that in agriculture, especially in the most dangerous ones, a small percentage of females. Out of the total number, it results in 3.7% in the sector. In jobs such as scrap iron collection in the streets and other places where they are deposited, we have the involvement of children of both genders by about 23%. It is worth noting that the research results show a great involvement of Roma females, about 17% of the charity-seeking. The research results show a fairly high percentage of employment of children of both genders, in restaurants in large stores, especially women, reaching 9.2%. In some types of jobs such as mining in the gathering of precious metals found in a great depth of the earth, it turns out that we are dealing with children of Albanian and Roma belonging. Of the total number of Albanian

children, altogether 16% are males and 10% females. From the survey data, regarding gender, we have concluded that in every sector, excluding the household sector where 14.5% of females perform different jobs, in all other sectors have the largest number of males. The involvement of children of male gender is found in the largest number of mines for the extraction of precious metals and stones found at a depth of 8-10 meters in the ground. This work in Kosovo compared with the work done so far requires a high degree of danger

Research question 3

Which are the motives that incited the children to work?

Research data shows that one of the main motives and drivers to engage children in work is the poverty of the families they belong to. In the research sample with a total of 600 children, in the question posed, what motivates them to work 16% of children claim that poverty, 20.0% the difficult economic and social situation of the family, 8.8% of children the main motivation they relate to the obligation of their parents to work, while 5% claim to be interested in working because the work brings benefits. They reason that they want to have money wherever they are, in school, in society, and so on. 10% of children responded that they were involved in work due to the consequences of war. As a main motive for this engagement, 15% mentioned the high unemployment rate in the country, 3.8% declared for the cultural aspect, 4.2% for social inequality and 9.2% for migration - movements from rural to urban areas (Table 3).

Motive for work	N	%
Poverty of the family	96	16.0
The difficult social-economically situation of the family	120	20.0
War consequences	60	10.0
The high level of unemployment in the country	90	15.0
Family duty	53	8.8
Wish for money	30	5.0
Cultural Aspect	23	3.8
Social inequality	25	4.2
Immigration, movements from rural zones to urban zones	55	9.2
Independence of the children from parents	48	8.0
Total	600	100.0

Figure 3: Motive that incited the children to work

1.8.Conclusion and Recommendation

The study notes that juvenile delinquency is a very dynamic process that is influenced by a number of factors: economic status, unemployment rate, consequences of war, marginalization of society, lack of awareness, child intimacy and the family in general to have their child work. This study demonstrates for the first time that social exclusion is a problem that also depends on the context, apart when analyzing the factors that affect it; one cannot speak of a definitive determination of it.

Based on past practices in Kosovo, expenditures on consumer durable items and rent are excluded from the consumption measure. The adequacy of a given value of household consumption depends on the size and demographic composition of the household, so household consumption is divided by the number of adult equivalents in the household to arrive at the welfare measure, which is consumption per adult equivalent, expressed in Euros at 2009 prices. Consumption is preferred to other monetary measures such as income for several reasons. Consumption is generally a better indicator of current well-being, as it reflects households' efforts to smooth out income fluctuations (*World Bank Europe, 2011-2015*).

Employment issues are challenging to the reality in which we live, because moving from one part of the population to a single purpose for a better life affects to a large extent the spread of the incremental segment of poverty lack of unemployment. The study demonstrates the level of involvement of children at work where at the same time the most pronounced is specifically in the areas with emphasis where the unemployment rate is higher and this has influenced its dissemination. The study demonstrates that only 17% of children benefit from other services and assistance needed to engage their children in activities that affect the labor and employment benefits of their families. The study also demonstrates the problem of employment of children on the streets and especially those types of children works that are more widespread, as is the case with the sale of cigarettes and small items in different streets and localities,

Poverty is also an integral part of the social exclusion of those families that their living conditions are very serious and difficult.

Implementation of the International Conventions in the field of human rights protection is a basic principle that must be respected by the institutions but also by the other mechanisms since today there are many violations of human rights and freedoms. Establish a mechanism that would empower youth centers and enrich them with different activities. This mechanism would identify the needs of young people in the community they live in and provide adequate services for children and young people in general, such as providing information and various bulletins for pursuing studies on the possibility of creating a favorable basis for attending school abroad, at a prestigious school, for providing scholarships for students, etc. Schools, teachers, child custodians should be attentive to timely identify cases, children who are driven or driven by a factor such as the difficult economic-social situation to abandon schooling and to was included in the FRPF (*Regional Employment and Training Fund.2014*) which, in cooperation with parents and children within the municipality, enabled the prevention and successful fighting of this phenomenon. School management, if necessary, its classroom tutor's department should be more attentive to seeking medical professional assistance. Schools should be equipped with at least one psychologist physician, social pedagogues for students' needs. A school that has more than 400 students is equipped with a general dentist but it is recommended that each school has a social psychologist.

*Educational field experts are recommended to work in school curricula and manage them in such a way that within certain subjects they are invited experts to carry out lectures or lessons for hazardous work, various illnesses and negative phenomena (trafficking, tobacco, alcohol, drugs etc. for which during the research work we have noticed that very few or no lectures are held in schools, although a large number of children are involved in them. Relevant institutions in this case, schools and other mechanisms, are recommended to work harder in organizing workshops so that children are more informed about the consequences that they bring and cause tough and diverse children. The school should play the coordinating role children - parents with the social pedagogue and the relevant institutions that provide lawful assistance and care.

It is recommended that parents care more about their children in providing care and welfare services. Parents should also be aware of their child's disturbance at school, but also of the inevitability - abandonment of learning.

Responsible institutions authorities are required to build the necessary infrastructure that will prevent the use of children through work and other forms. At the same time, create the opportunity for the services needed for all the children who are used in these cases.

Centers for Social Welfare, specifically social workers, intensify their work to identify the verification and professional treatment of working children so that they can influence the prevention of negative phenomena in time.

- *Social Services Clerks assess the needs of the children's families, and their social situation is clearly demonstrated by what is the main juncture for these children.*
- *It is also recommended that social service employees work to raise awareness and raise awareness of the consequences of children's involvement in working with children in general and society in general and provide them with the opportunity to attend training, and other institutional services.*
- *To better influence this, it is recommended to train CSW employees working on CSW for the psycho-physical and social consequences. The trainings are held by acquaintances of certain areas that deal directly with these problems both at home and abroad.*
- *Centers for Social Welfare in cooperation with regional training centers and employment agencies should provide assistance in training and employment to families whose children are involved in work; this will be one of the opportunities for providing services.*
- *Increase cooperation between schools and parents CSWs to avoid the occurrence of child labor involvement. Above all, good case referral reports should be established and adequate methods for common work to be found in this regard.*
- *CSWs to engage in seeking forms and other opportunities for assistance to families whose children work. These cases should be made known to NGOs and other associations involved in providing assistance in order to improve the material condition of these families.*
- *To raise the awareness of the general public through media and other ways of involving the children at work, the causes and consequences of this engagement for children and the society.*
- *Make the children aware of the consequences for them. To enable children to get acquainted with their rights (the Convention on the Protection of Children) and this can be done within the school, i.e. along with the acquisition of other knowledge.*

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The Innovation and Employment Nexus: Empirical Evidence from Lationamerica

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ABSTRACT

Purpose: Given the lack of empirical findings on the innovation and employment nexus in developing economies, this research aims to elucidate the role of employment rates in innovation for the Latin American economies.

Design / Methodology / Approach: Consistent with previous works this research question is analyzed using a panel threshold regression model. This article is based on a sample of 13 Latin American countries over seven years, from 2013 to 2019. Using data from the World Bank on unemployment rates, GDP per capita, inflation and Innovation from data from the Global Innovation Index.

Research Implications: This research contributes to closing the gap in the current literature by determining causality using longitudinal analysis. And examine how other dimensions of formal institutions serve to generate innovation.

Originality / Value: This study aims to determine the nexus between innovation and employment. Given that the existing literature has established that innovation changes the structure of employment, this article aims to understand how innovation affects employment in developing economies.

Keywords: Innovation, Employment, Unemployment, Developing Economies.

INTRODUCTION

A central area of research from a theoretical and an empirical perspective is the link between innovation and employment (Calvino, 2017). The focus of policy discussions, due to current economic downturn, is to understand whether technical improvements are valuable or detrimental to employment (Cirera, & Sabetti, 2019), and therefore whether mechanisms for compensation that can counterbalance the two opposing forces exist (Calvino, 2017; Crespi, Tacsir, & Pereira, 2019). To date it has been difficult to discern the effects of innovation on labor demand in its many declines and intrinsic complexity (Piva & Vivarelli, 2018). Therefore, in the light of the most recent theoretical contribution (Bianchini, & Pellegrino, 2019), a comprehensive analysis that links the technical change with job is needed (Falk, & Hagsten,

2018). For this reason, this research aims are to elucidate the role of employment rates in innovation for the Latin American economies. Therefore, we contribute in three ways: firstly, we will provide support to close the gap in actual literature about the role of employment with innovation allowing a direct comparison with previous empirical research. Secondly, we present the institutional factors that are correlated as mechanisms to link innovation and employment. Finally, the research would provide robust support on an unexplored context that allows public policies generation.

The structure of this paper is as follows: we discuss the research the core concepts and theoretical background. The data and method are then addressed. After presenting statistical results, the main findings of our empirical analysis are discussed. Finally, theoretical and practical implications are presented.

CORE CONCEPTS AND THEORETICAL BACKGROUND

As Calvino (2007) summarize there are two alternative economic approaches that present contrary explanations of the phenomenon. On the one hand, the equilibrium perspectives (Neoclassical analyzes) and, on the other hand, the disequilibrium perspectives (namely, Evolutionary, Keynesian, Structural, and Regulationist theories). The main disagreement between the two points of view is the possibility of a self-adjustment process that begins as soon as innovation is introduced. According to the former, higher innovation leads to an increase in productivity and therefore in the rate of growth (Hou, et.al, 2019). The causal effect of innovation leads to higher employment, by increasing total output and reducing wages. According to the latter the impact of innovation on employment is difficult to discern, constituting technological progress as a complex phenomenon. This research aims to test both theoretical perspectives, employing as a measure of occupation the unemployment rate, therefore, we hypothesized

H1: Unemployment rate have a direct and negative effect on innovation.

H2: Institutional factors have a direct and positive effect on innovation.

DATA AND METHODS

The sample

To determine whether relationship exist between Innovation and unemployment we have built a panel database with information for 13 Latin American countries: *Peru, Mexico, Argentina, Brazil, Chile, Colombia, Guatemala, El Salvador, Nicaragua, Panama, Ecuador, Paraguay and Uruguay* over seven years, from 2013 to 2019.

The Data

The data base was created from the intersection of available data from (1) The World Bank Databank, which includes information about the GDP per capita, and the unemployment rates, (2) The Global Innovation Index, and (3) The Worldwide Governance Indicator, with information about the institutional quality of the countries. Table 1 summarize the variable's description and sources.

Table 1-Variables' description and Sources

Variable	Variable Description	Source	Category
<i>Score Global Innovation Index (GII)</i>	The Global Innovation Index (GII) provides detailed metrics about the innovation performance of 131 countries and economies around the world.	World Intellectual Property Organization	Innovation activity

<i>GDP Per Capita/ Ln GDP Per Capita</i> <i>(constant 2010 US\$)</i>	Gross domestic product per capita in dollars. (constant 2010 US\$). A transformation on natural logarithmic was employed.	The World Bank Databank	Economic growth
<i>Unemployment, total</i> <i>(% of total labor force)</i>	Unemployment refers to the share of the labor force that is without work but available for and seeking employment.	The World Bank Databank	Economic growth
<i>Inflation, consumer prices (annual %)</i>	Inflation as measured by the consumer price index reflects the annual percentage change in the cost to the average consumer of acquiring a basket of goods and services. The Laspeyres formula is generally used.	The World Bank Databank	Economic growth
<i>Corruption Control</i>	It indicates the perception of magnitude in which the public power is exerted to obtain private gains. It includes both great and small forms of corruption. Higher values indicate greater forms of corruption	The World Bank Databank	Institutional Quality
<i>Government Effectiveness</i>	It indicates the perception of quality of public and civilian services & its independence degree of political pressures. It measures the quality in formulation and implementation and the commitment of the government with related policies.	The World Bank Databank	Institutional Quality
<i>Regulatory Quality</i>	It captures perception of the ability of the government to formulate and implement sound policies and regulations that permits and promote private sector.	The World Bank Databank	Institutional Quality
<i>Voice and Accountability</i>	It captures the perception level in which the citizens of a country can also participate in the government selection. This reflects expression and association freedom	The World Bank Databank	Institutional Quality

The table shows the definition and source of information of the endogenous and exogenous variables used for this research. It was used as source: (a) World Intellectual Property Organization for the Global Innovation Index, and (b) The World Bank Databank for the GDP Per Capita, Unemployment rate, Corruption Control, Government Effectiveness, Regulatory Quality, and Voice & Accountability.

The Global Innovation Index provides specific indicators on innovation performance in 131 countries around the world. In this research we have used information referring to 13 Latin American economies for which the one with the highest score in the GII index is Chile through all the years in the sample. Considering unemployment rates, the economy with the highest unemployment rates for the analyzed years is Brazil, reaching a maximum of 12.8 % in 2017. The economy with the lowest unemployment rates is Guatemala with rates around 2.5%, although the lowest value of the sample corresponds to Panama with 2.29%. In table 2 summarized the descriptive statistics of the variables.

Table 2-Descriptive Statistics

Variables	N	Mean	Std. Dev.	Min	Max	Skew.	Kurt.
Score GII	89	32.369	4.356	22.5	41.2	-.288	2.34
Inflation	84	4.609	6.779	-.731	53.548	5.546	37.637
Unemployment	89	5.581	2.56	2.3	12.822	.848	2.968

Ln GDP per capita	89	8.856	.595	7.448	9.623	-.625	2.464
Voice and Accountability	89	.243	.482	-1.077	1.257	.324	2.864
Government Effectiveness	89	-.103	.514	-.948	1.265	.69	3.215
Regulatory Quality	89	.088	.606	-1.074	1.494	.168	3.071
Control of Corruption	89	-.277	.707	-1.122	1.542	1.545	4.025

The table shows the descriptive statistics of the variables used in the model. The unit of analysis is country. The panel has information about 13 countries: Peru, Mexico, Argentina, Brazil, Chile, Colombia, Guatemala, El Salvador, Nicaragua, Panama, Ecuador, Paraguay and Uruguay.

Dependent Variable

We have used the Global Innovation Index (GII) developed by the World Intellectual Property Organization as a measure of national innovation. The GII recognizes the key role of innovation as an engine of growth, as well as economic prosperity and the need for a broad horizontal vision of innovation applicable to developed and emerging economies.

Independent Variables

The explanatory variable is unemployment, this has been obtained from the World Bank Databank and is modeled by The International Labor Organization, ILO. The variables chosen to measure the of the economy were inflation and GDP per capita. We have also added institutional variables to take into account the quality of the institutions.

Model

Given the nature of the data, where both a cross-sectional and time series dimensions are observed, a panel data method of estimation is used. Considering the Wooldrige (2010) process, it was made the Hausman test. This evaluates the consistency of an estimator compared to an alternative, particularly it helps to evaluate if a statistical model corresponds to the data. After performing an analysis with both the fixed effects and random effects estimators, with a Chi-square test value of 52.325, the Hausman test indicates that the most appropriate in this case is to use fixed effects. Therefore, the statistical model is determined by the equation

$$y_{it} = a_i + X'_{it}\beta + u_{it}$$

The subindex i represents individuuum, and the subindex t represents the period. Besides, the parameters a_i is the individual intercept, X'_{it} is the set of exogenous variables, β is the estimators sets, and u_{it} is the error terms. Under fixed effect, consistency does not require that the individual intercepts and u_{it} are uncorrelated. Nonetheless, it must hold that the expected value between the exogenous variables and the error terms is equal to zero $E(X'_{it}u_{it}) = 0$.

RESULTS

The pairwise correlation between all eight variables is presented in Table 3.

Table 3-Pairwise correlations

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
(1) ScoreGII	1.000							
(2) Inflation	0.051 (0.647)	1.000						
(3) Unemployment	0.332 (0.002)	0.374 (0.000)	1.000					
(4) Ln GDP pc	0.827 (0.000)	0.172 (0.118)	0.474 (0.000)	1.000				
(5) Voice and Accountability	0.655 (0.000)	0.186 (0.090)	0.429 (0.000)	0.833 (0.000)	1.000			
(6) Government Effectiveness	0.749 (0.000)	0.061 (0.579)	0.315 (0.003)	0.787 (0.000)	0.841 (0.000)	1.000		
(7) Regulatory Quality	0.642 (0.000)	-0.111 (0.313)	0.094 (0.383)	0.484 (0.000)	0.615 (0.000)	0.757 (0.000)	1.000	
(8) Control of Corruption	0.571 (0.000)	0.165 (0.134)	0.395 (0.000)	0.632 (0.000)	0.871 (0.000)	0.845 (0.000)	0.654 (0.000)	1.000

The table present the pairwise of the eight (8) variables used in the model. The analysis was made considering the 13 countries available in the sample. Probability of the correlations are presented in parenthesis.

A moderate correlation has been observed between the score of Global Innovation Index (GII) with Ln GDP per capita and the Government Effectiveness. Besides, it was observed the explanatory, variables Voice and Accountability and Ln GDP per capita. We can also observe an important correlation between the institutional variable Control of corruption and the variables Voice and accountability and Governance effectiveness.

Table 4 presents the results of the panel data regressions. Column 1 presents the results of ordinary least square (OLS) regression, column 2 presents results of the fixed effects (FE) estimation and column 3 presents fixed effects estimation without the control variable of Ln GDP per capita. As expected, the estimators indicate that exist a negative relationship between innovative activity and unemployment, the panel data estimation with fixed effects is the one that presents the highest coefficient. The institutional factors, Regulatory quality and Control of corruption, are significant in the three models to explain the relationship between innovative activity and unemployment as previously mentioned. The FE-II fixed effects regression omits the GDP per capita variable, as we observed, by excluding this variable, the significance and magnitude of the effect of inflation and of the control variable, Voice and Accountability, changes.

Table 4-Results

	(1)	(2)	(3)
	OLS	FE-I	FE-II
Inflation	.026 (.019)	.048 (.056)	.115** (.05)
Unemployment	-.05 (.087)	-.484*** (.157)	-.22* (.108)
Ln GDP per capita	7.601*** (.769)	-21.034*** (6.506)	
Voice and Accountability	-6.29*** (1.437)	-3.795 (2.349)	-6.92** (2.267)
Government Effectiveness	-1.562 (1.119)	-3.61* (1.69)	-4.112* (2.142)
Regulatory Quality	4.413*** (.55)	6.042*** (1.381)	7.548*** (1.83)
Control of Corruption	1.827** (.88)	4.026** (1.635)	6.493** (2.522)
_cons	-33.523*** (6.351)	221.202*** (57.759)	34.815*** (1.261)
Observations	84	84	84
R-squared	.856	.537	.409
Bayesian Crit	359.908	295.649	311.655
Akaike's Crit	340.461	278.633	297.07

Robust standard errors are in parentheses

*** $p < .01$, ** $p < .05$, * $p < .1$

The table presents the results of the ordinary Least Square (OLS), and Fixed Effect estimation (FE). The endogenous variable is the Global Innovation Index. The exogenous variables are unemployment rate, Ln GDP per capita, Voice and Accountability, Government Effectiveness, Regulatory Quality, and Control of Corruption. All the variables are explained in table 1. Robust standard errors are represented in parentheses.

DISCUSSION AND LIMITATIONS

This article makes progress in understanding how innovation affects employment in developing economies. Based in the equilibrium and disequilibrium perspective a panel data was analyzed to validate the role of both the unemployment rate and the institutional factors that serves as mechanisms. This understanding is relevant for several reasons. Initially, we have provided support to close the gap in actual literature about the role of employment with innovation allowing a direct comparison with previous empirical research. Secondly, we present the institutional factors that are correlated as mechanisms to link innovation and employment, particularly *Voice and Accountability, Regulatory Quality, and Control of Corruption*, presents a direct and positive effect. Finally, the research provides robust support on an unexplored context that allows public policies generation based on the use of employment as a generation tool for new technical development.

This research is not without limitations. On the one hand, this research has been made using an unbalanced panel data, then, further work could be made employing extra information. On the other hand, only the Latin America context was used, ergo, others could provide extra support.

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The Comparative Analysis of Social Protection System in South Caucasus Region Countries

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ABSTRACT

The paper analyses the social protection system in South Caucasus region (Armenia, Azerbaijan, and Georgia). Since independence the social protection system in South Caucasus region have undergone several stages of transformation. Although these transformations were not always implemented in a coordinated manner and led to desired outcomes; however, they have created significant preconditions for developing the existing system. In general, the current social protection system is rather complex. It comprises multiple levels of governance, different actors, and several sub-components. All the public administration levels, starting from local to national, have some social protection functions, although the distribution of functions among them is fluctuating and not always clear. The main four sub-components of the system (social security, social insurance, social assistance, and social services) are under central government regulation. Along with state interventions, the non-governmental sector also has a substantial share in social services provision and funding. Based on the conducted analysis it was found that Social Protection System in South Caucasus countries fails to perform its functions effectively and, at best, only maintains the status quo or physically rescues vulnerable populations from year to year. Despite of the significant reforms conducted, in social protection system, the attention must be paid to ensuring an adequate level of payments, since often social benefits are insufficient to enable people to get out of poverty and insecurity in the South Caucasus region. For the situation to change, more complex policies need to be developed, with a closer link between economic and social policies.

Key words: *Social Protection, South Caucasus countries, Social System.*

INTRODUCTION

Social protection, as one of the human rights, is defined as a set of measures and programs aimed at reducing and preventing poverty and insecurity during a person's life. Social protection includes child and family benefits, maternity benefits, unemployment benefits, in case of work-related injuries, illness, old age, disability, and in case of loss of the breadwinner, as well as health care. According to the International Labor Organization report of 2019, despite the noticeable expansion of social protection in many regions of the world, the human right to social protection is not yet part of the real-life of the majority of the world's population. Only 45% of the world's population enjoys the right to at least one type of social protection payment, while the remaining 55%, 4 billion people remain unprotected. (https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-moscow/documents/publication/wcms_646848.pdf.)

In SCC, the social protection system is designed in a way to help people, especially the poor and vulnerable, cope with crises and shocks, find jobs, increase productivity, invest in children's health and education, and protect an aging population. Carefully designed and implemented social safety nets can create countries that can increase human capital and productivity, reduce

inequality, develop resilience, and end the generational poverty cycle. Such systems and tools were transformed not only to mitigate the economic and financial shock of the poor and destitute but also to provide equal opportunities that allow them to escape poverty and become members of a productive society. At present, one of the critical issues is the lack of a comprehensive social protection strategy, which should outline sectoral priorities and the main coping principles of social problems. Although there are some sub-sectoral strategies, like in child protection, however, they are not useful in terms of overall systemic principles and approaches.

Well-designed social protection programs are practical and economically viable in countries, with approximately 1.5 percent of GDP. The living conditions and the standard of living are primarily determined by the effectiveness of the functioning of social services in the country. At this point, the main developments in the social protection system include the structural changes in the management and provision of social services, the steps towards the professionalization of social service workforce, the expansion of the range and geography of social services. Also, the transformations involve developments in poverty reduction and employment policies, including improvements in poverty assessment methodology and changes in the structure of family benefit.

Evaluation and current situation in the Social Protection System of SCC Countries

SCC countries' Social Protection system has gone through significant stages of development over the past ten years. The collapse of the Soviet Union changed Soviet approaches to social policy. The existing system was destroyed, and new ones need to be built in its place. The economic transition meant the end of full employment, which was the basis of the Soviet welfare system. The transition has also led to a dramatic increase in poverty. According to a World Bank standard survey in 1988, 2 percent of the population lived in absolute poverty in the former socialist camp countries. Ten years later, in 1998, according to the World Bank, the number of people living below the poverty line was 21 percent of the population. A severe shortage of statistics casts doubts on the accuracy of these figures. However, the strong tendency of the Social Protection problem is noticeable. Inequality in the Gini coefficient in all countries has increased, especially noticeably in SCC Countries. The severe consequences of the transition have also contributed to labor migration. According to the International Labor Organization, more than 9 million former Soviet citizens moved to another country between 1990 and 1996 (Myant, Drahokoupil 2011).

In the early years, the universalist model of Soviet inertia formally existed. However, its existence became impossible for two main reasons. First, there were no financial resources to meet its needs fully, and second, there were no well-functioning and active state institutions and legislation, driven by civil war, turmoil, and inexperience. Since 1995, the situation has begun to stabilize. SCC Countries' economic transformation reforms are actively underway, the transition to the market economy and liberalization. The logical consequence of this policy was to reduce the state's responsibility for both economic and social policies. Under the new circumstances and the new system, the state could not afford to provide citizens with employment and comprehensive social protection. The Soviet universalist model that came closest to the Nordic model ended its actual existence, and from the second half of the 1990s, new social protection legislation began to be implemented and its reforms implemented. However, the retirement age was soon reduced to reduce social spending. Despite the economic growth that began at that time, it was not enough to solve the existing problems. Although the state tried to pursue a pro-active policy in terms of employment policy, the results were almost insignificant. Consequently, the high unemployment rate indicated that there was no reduction in the number of citizens in need of social assistance.

Social Protection System till-2003, was difficult to identify as any Social Protection model. However, later despite this, there was a tendency for the Nordic model to emerge from the Soviet Union and to abandon the emergence of powerful market-liberal elements close to the Anglo-Saxon model. The impact of the Mediterranean model was also driven by old-age pensions, low employment rates, and efforts to institutionalize family roles in social security. In order to reduce the threat of a severe deterioration in the quality of life, the government has decided to support all possible adequate social risk management mechanisms. As the state was not ready to handle this burden, it decided to increase the role of institutions such as the market and the family. Although social assistance has been broken down into categories, it is the first time in SCC Countries that targeted social assistance has been introduced. The state clearly states that instead of universal social welfare mechanisms, its priority is to care for the dignified life and social integration of citizens who, for objective reasons, are unable to obtain social protection. This approach became the basis for liberal reforms that were more institutionalized and consistent in the aftermath of the Rose Revolution. Since 2006, the current targeted social assistance program has been operational. This approach is closest to the liberal Anglo-Saxon model. The state sees its obligation to provide social assistance to a citizen only when he or she receives the status of a socially disadvantaged social worker. The social assistance system is a social lifeguard, which means that if the citizen is below the poverty line, their last lifeguard is this social assistance. Currently, SCC Countries' Social Protection system consists mainly of two components of targeted social assistance and old-age pension. Therefore, the state has virtually no preventive mechanism and policies in place to prevent its citizens from finding themselves below the poverty line. However, after receiving the status of the socially disadvantaged, there is no mechanism that will bring these people back into the active labour force and remove them from the vulnerable base. Although poverty rates have been reduced in the early years through the targeted social assistance program, substantial change is currently needed as the system continues to function inefficiently and leads to a deadlock, which may be due to a number of reasons: One reason is the decrease in the number of recipients, from another hand the number of registrants is even greater. It is fair to note that the ratings of aid recipients have also been raised, but the denial of systemic influence is not correct. Thus, the targeted social assistance system performs only the function of a social rescuer and maintains the status quo. The second reason is the high rate of inequality. According to the Gini coefficient, the highest rate of inequality in SCC Countries was observed after the targeted aid was enacted. The poorest part of society is tied to the social assistance system. They have no other opportunity and a chance for social mobility, creating a dramatic inequality that is close to the average of Latin American countries with poverty. The third reason is the increase in poverty and stigma, which is particularly characteristic of targeted assistance. The stigma is mutual on the part of the poorest citizens of society, as well as those people who find it difficult to perceive themselves as full-fledged citizens and integrate into society, start a job, escape socially disadvantaged status and succeed. Reducing the number, poverty, and inequality of vulnerable people, eliminating established stigmas, these are the main problems that the targeted social assistance system is unable to tackle. In fact, too much of the budget allocated to fund this program is spent inefficiently because it fails to meet the program's key objectives, effectively tackle poverty and reduce the number of socially disadvantaged. From year to year, huge sums of money are being spent on SCC countries' budget, only to find a social network for these people. That in itself places a heavy burden on the state. Social policy must be based on and be a logical extension of the economic system. At the same time, all groups of society, including the most vulnerable in this case, should be involved in this process. In order to improve their mobility and to reduce the status of vulnerable people. Extensive participation will also help to defeat and eliminate stigmas. Fighting child poverty is particularly important. A universalistic approach to children's issues is particularly important to avoid inequality from the outset. The

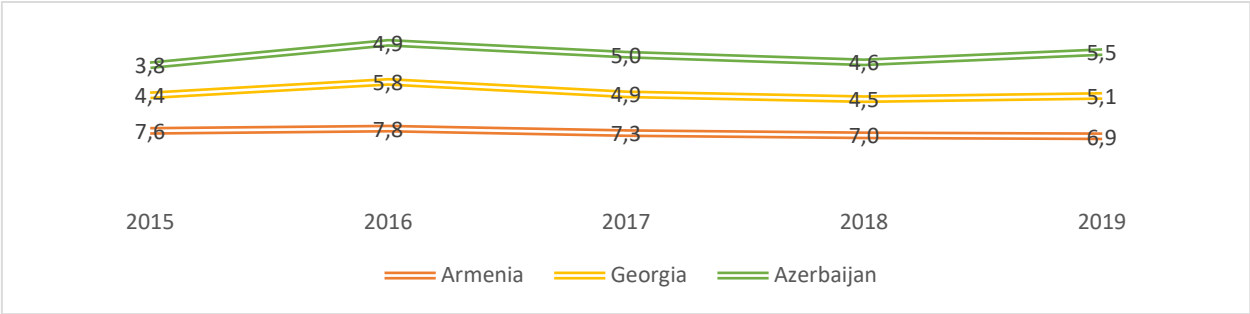
high rate of poverty among children results in their chances of success being minimal and consequently reproducing poverty. The notions of solidarity and social justice are the key component and unifying that makes these approaches possible. Thus, we currently have a two-component Social Protection system that fails to perform its functions effectively and, at best, only maintains the status quo or physically rescues vulnerable populations from year to year. For the situation to change, more complex policies need to be developed, with a closer link between economic and social policies. The goal of the SCC countries state should be to develop a universalistic and development-oriented social protection policy that encompasses more than just social benefits and pensions. Such a development-oriented social protection system should prevent the citizen from falling below the poverty line. Furthermore, if this goal is not achieved, the citizen should be not only able to use social rescue and self-reliance but also be able to escape the status of the socially unprotected. These approaches should become the basis for the formation of the SCC countries welfare state, as well-functioning welfare systems and effective social policies are the backbones and essential component of all successful, modern countries. Currently, to get socially vulnerable status in SCC Countries family that consider themselves socially vulnerable can contact the territorial unit of the social service agency of the area where they live. They must fill out a particular application. After that, within one month, the social worker comes to the family to fill out an individual document on the family declaration. It is this document that plays the most critical role in scoring. It contains information about family members, about their education, health, about whether a family has a pensioner, children, persons with disabilities, a single mother. The declaration also notes what income family members have: do they have a car, agricultural land, livestock, beehive, and so on. An authorized person of the family must sign each page of the declaration - this confirms agreement with the data that the social agent entered into the document. After that, the data are entered into the database of the Ministry of Health for comparison with data on this family from the revenue service, the Ministry of the Interior, the public registry, and the government services development agency. On the 30th day after filling out the family declaration, the family rating points or the welfare index are calculated. The process is conducted by using a particular computer program. Based on this, a decision is made on whether the family will receive assistance. The identification for social protection is done through scoring mechanisms, which is a complex mathematical formula that experts or statisticians can understand. Moreover, the rating points of each family are calculated individually, there are no specific criteria, and it is impossible to give an unambiguous answer as to what type of family will be able to receive social assistance. According to the new methodology that exists today in SCC Countries, the emphasis is more on large families. The formula that worked until 2015 saw fewer children, which caused great concern to the UN Children's Fund. The complexity of methodology caused very high unrest among the population. It happened that due to the refrigerator, which was donated by a neighbor or relative, families lost social assistance or did not receive it at all. Another factor, which is also found in the new formula, is an objective assessment of the social agent, and there is still an opinion among the population that a social agent can "write" high scores or be subjective. The old methodology, the subjective opinion of the social agent was huge, and in some cases crucial however now the data are recorded in the family declaration, and then undergo technical processing - they are entered into a special program that calculates rating points, that is, a social agent cannot make a subjective assessment and influence rating points. In the new formula, subjective factors are minimized.

FINDINGS

The reforms and development of the Social Protection system are in high priority in SCC, since well-targeted social protection nets help the most vulnerable. Although the social protection

benefits in the SCC countries are among the highest relative to developing Europe and Asian countries, the coverage remains uneven.

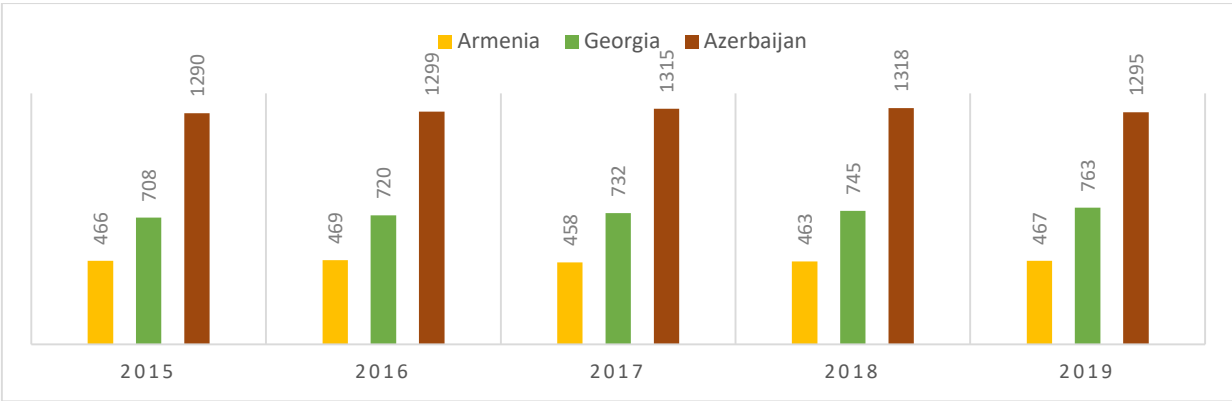
Figure 1. Social Protection Expenses (percentages of GDP)



Source: World Bank database, Ministry of Finance republic Azerbaijan <http://www.maliyye.gov.az/static/243/dovlet-budcesi-haqqinda-azerbaycan-respublikasinin-qanunu>. Ministry of Finance of SCC Countries <https://mof.ge/images/File/biujeti/N400%20ganwera.pdf> Interactive Budget, Ministry of Finance of Armenia, <http://budget.minfin.am:82/>, inflation-adjusted, author calculation.

In nominal term each year, the expenditure on Social Protection in all three countries growing; however, adjusted with inflation amount indicate not large changes in term of percentage of GDP amount. The most considerable portion of the expenses on Social Protection is dedicated to providing pensions. A common characteristic of the SCC region is the fact of a growing number of persons receiving assistance and social packages.

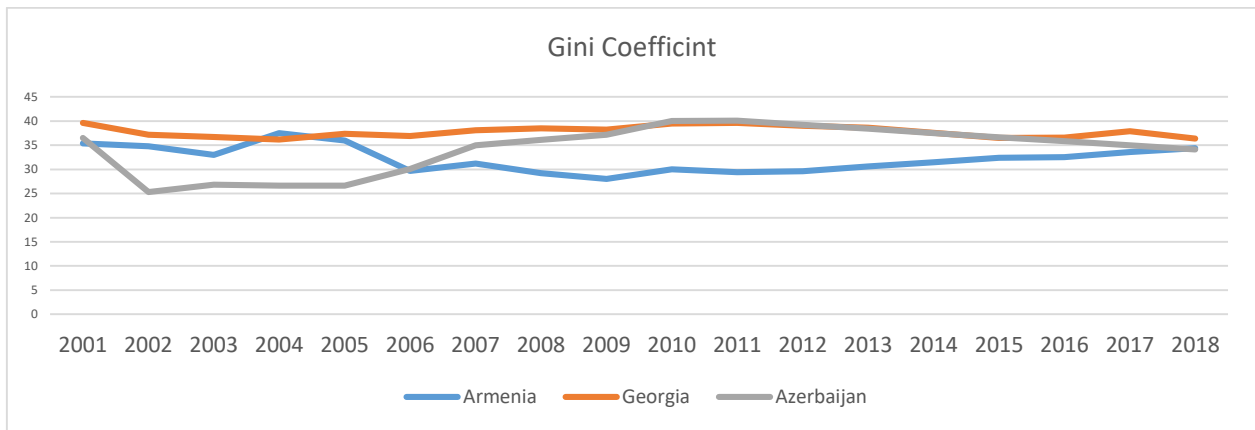
Figure 2. Number of Pensioners in SCC (in thousand.)



Source: Statistical departments database of the SCC countries

During the last five years (Figure 2), the number of people receiving the pension and social packages increases each year, which creates extra difficulties with financing that puts an overwhelming weight on the states. In the SCC the amount of the received pension is much lower than the subsistence level. All types of pensions are considered benefits, and the difference between a social pension and an old-age pension is minimal. Besides, the experience of workers throughout their working life, the duration, quality, and type of activity is not taken into account.

Figure 3. GINI Coefficient in SCC



Source: [World Bank Data](#)

The poor have benefited greatly from both the social policies of the government and the new economic opportunities. Although inequality remains high by regional standards, it has been decreasing recently due to a significant improvement in household welfare at 40 per cent of the income distribution. It has been proven that social protection is an effective measure to eliminate income inequality and unequal access to healthcare and education, as well as to empower vulnerable groups. By reducing inequality, social protection contributes to sustainable development: it promotes inclusive growth, promotes social cohesion, and contributes to positive environmental outcomes. Recognizing its crucial role in sustainable development, CSS countries have made significant progress in improving its Social Protection systems. The social protection system could not improve the social inequality in the region, which faces the most substantial gap between rich and poor in the region. Taking into account the general tendency, it should be stressed that inequality does not change during the last five years interval.

In terms of poverty, the most vulnerable groups comprise women-headed households, families with more than two children, families with a low level of education, and families of unemployed people. As for multidimensional poverty, we should mention that there are declining trends here as well. In particular, the share of the most disadvantaged households fell from 43.3% to 25.8% from 2014 to 2018. In this sense are more vulnerable children and women.

Despite the crucial reforms and achievements, significant gaps remain. Lack of political will and fragmented social dialogue help reduce budget space. Besides, widespread informal labor, an aging population, and frequent and intense natural disasters are detrimental to the viability of Social Protection systems. In this context, the United Nations Minimum Social Protection Initiative has proven to be an essential common foundation for broader and more robust Social Protection systems. Social Protection needs to be increased to ensure that everyone has access to quality services. Transformative Social Protection policies must be based on national law and are designed to provide short-term safety nets to free people from poverty and insecurity. By fulfilling their redistribution role, well-designed and implemented remittances are an essential tool for inclusive, weak growth. Good practice in the region demonstrates that comprehensive Social Protection systems are accessible but require political will. Decreasing the number, destitution, and imbalance of helpless individuals, taking out full marks of disgrace, these are the fundamental issues that focused on the social help framework cannot handle. Indeed, a lot of the financial backing distributed to support this program is spent wastefully in

light of the fact that it neglects to meet the program's key goals, adequately handle destitution, and lessen the quantity of socially distraught. From year to year, colossal totals of cash are being spent on SCC countries financial limit, just to locate an interpersonal organization for these individuals. That in itself puts an overwhelming weight on the state.

Conclusion and Recommendations

Despite reform in the social protection sphere in SCC Countries, it was found that the accumulation of the administration of many social services in one organization plays as a drawback for the whole system. Another problem is the amount of money transferred in declining based on the level of inflation, which de-valuates the amount of pension or social allowance, which is smaller by itself. The study of the period 2014-2019 showed that financing of social spheres in SCC Countries is the highest priority compared to other spheres, and it is increasing both in nominal and percentage. In the full image, most are spent on social protection. Most of the spending on social protection is steadily pensions and is gradually increasing in nominal terms, driven by the increase in the number of pensioners and retirees. However, the share of pensions in social security spending has gradually declined, which is offset by an increase in the cost of living allowances. Despite significant growth over the past decade, EU member states still lag in financing the social sector. As a solution and policy recommendation, it is necessary to adopt an indexation procedure against inflation for a pension and other social assistance. Another issue is that the amount of the received pension is much lower than the subsistence level. All types of pensions are considered benefits (benefits from the state budget), and the difference between a social pension (for example, for disability or loss of a breadwinner) and an old-age pension is minimal. Besides, the experience of workers throughout their working life, the duration, quality, and type of their activity are not taken into account. The universal pension framework in SCC Countries depends on general incomes. Although the present financing instrument has significant points of interest –, for example, wiping out the need to record and gather pension commitments and figure benefits dependent on singular pay accounts – the financing component is not invulnerable to the dangers presented by segment maturing. SCC Countries is confronting a maturing population, described by declining birth rates and life expectancy. Additionally, the nation has likewise experienced outmigration, further intensifying the segment viewpoint. Policy-makers should guarantee satisfactory pension levels are safeguarded for every single older SCC Countries in the face of a growing old population and an evading charge base. The universal mature age pension is balanced on a specially appointed premise that could open retirees to the dangers of advantage disintegration extra time. Approach creators are as of now assessing change choices that incorporate the potential presence of a programmed indexation component that would safeguard or improve the purchasing power of the pensioners. It should be mentioned that extending the scope of social protection to people working in the informal economy in order to encourage their transition to the formal economy and the economy is the key to ensuring decent work and preventing poverty in SCC Countries. Expansion of coverage can be achieved in many ways, but the most common is the combination of contributions that involve the payment of contributions and are not based on contributions. Another drawback is the short-term austerity or fiscal consolidation measures that undermine long-term development efforts in the social

protection sphere in SCC Countries. Reforms often pursue a fiscal goal of saving money and ignoring negative social impacts on coverage and adequate benefits, which jeopardize the achievement of the Social Protection program. Although the expansion of population coverage is one of the main tasks in the social protection system of SCC Countries, attention must be paid to ensuring an adequate level of payments, since often social benefits are insufficient to enable people to get out of poverty and insecurity. We currently have a two-component Social Protection system that fails to perform its functions effectively and, at best, only maintains the status quo or physically rescues vulnerable populations from year to year. For the situation to change, more complex policies need to be developed, with a closer link between economic and social policies. The goal of the SCC countries state should be to develop a universalistic and development-oriented social protection policy that encompasses more than just social benefits and pensions. Such a development-oriented social protection system should prevent the citizen from falling below the poverty line. Furthermore, if this goal is not achieved, the citizen should be not only able to use social rescue and self-reliance but also be able to escape the status of the socially unprotected. These approaches should become the basis for the formation of the SCC countries welfare state, as well-functioning welfare systems and effective social policies are the backbones and essential component of all successful, modern countries.

There are some further measures and recommendations to consider as a summary:

- The universal pension framework in SCC depends on general incomes. The problems of outmigration and the financing component of the system, a maturing population, are the challenges for the social protection system in SCC.
- The Social Protection system in SCC has challenges to perform its functions effectively and, at best, only maintains the status quo or physically rescues vulnerable populations from year to year. The more complex policies need to be developed, with a closer link between economic and social systems. The goal of the SCC countries should be to establish a universalistic and development-oriented social protection policy that encompasses more than just social benefits and pensions.
- The minimum social guarantees should be complemented by a system of privileges, which is based on the indicators of the minimum consumer basket and will fill the gap between the minimum consumer basket and the minimum social guarantees.
- It is necessary to determine the directions of development of the pension system based on long-term econometric models based on multivariate actuarial forecasts to ensure a balance between the revenues and expenditures of the pension system.
- The efficient functionality and the expanding coverage of labour market programs that will increase the scope of targeting of social assistance programs are vital for the effective functioning of the Social protection system in SCC.

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The Impact of Brand Value Constituent Factors on Brand Value: A Case Study of Ocarina Brand in Kabul City

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ABSTRACT

A brand is one of the most significant phenomena that directly affect the purchase intention of the customers. A brand is more important because it creates distinct values in the minds of the customers. Brand value is a combination of brand loyalty, brand awareness, brand association, brand image, and perceived quality. These factors create positive or negative thoughts in the customers' minds about different types of the brand's products. In this study, the data is collected from 663 respondents from Kabul, Afghanistan, by using survey techniques to determine the factors that affect the brand's value. As a result of the data analysis, these factors (brand loyalty, perceived quality, brand association, and brand image) positively affect brand value. But brand awareness does not affect the brand's value positively.

Keyword: Brand Value, Brand Loyalty, Brand Awareness, Perceived Quality, Brand Association, Brand Image.

INTRODUCTION

In today's competitive world, a brand is one of the most important topics among the people, and it seems that human beings have branded their products for a long time, not just from the recent past. The people used distinct methods for liking something, such as putting pictures, signs, or numbers to know where and how to purchase them in the future. For representing the quality and ownership of the different items, the old civilizations, such as Greeks, Egyptians, Romans, and Chinese, have put seals and signets on pottery and other objects (Perry and Wisnom, 2003: 11). In antiquity, symbolic and decorative figures were used in their goods and services in the form of emblems to proclaim the authority and intensity of the emperors, kings, and governments. For branding the products, the Romans used cartoons, the Frenches used lions, the Indians used geometrical motifs, the Chinese used signs and numbers, and the Japanese used chrysanthemums as symbols (Knapp, 2008: 87). Hence, one of the most important elements that will distinguish the producers' products from their competitors is the brand. Marketers provide information about the manufacturers' identity and the sellers to

their current, potential, and existing customers. So building and maintaining a strong brand in competitive markets need strong endeavor and long-term planning.

The concept of the brand reflects both tangible (i.e., what does the brand do) and intangible (i.e., how the people think about the brand abstractly) aspects of the brand (Keller, 2007). A brand is defined as "unique and abstract meanings" associated with brands (Park et al., 1986). For example, a luxury brand such as Rolex can be associated with the concept of self-advancement (dominance over resources and people). In contrast, the brand Aunt Jemima can be associated with the concept of preservation. A brand is a term, sign, symbol, name, or combination that distinguishes the products presented to the market by an enterprise or intermediary entities (Benett, 1988: 301). In today's marketplaces, profitable brands must empower and maintain distinctive images in their customers' minds to sustain their competitive advantages (Pappu et al., 2005). A strong brand provides long-term growth, higher sustainable benefits, and increased asset values because they achieve competitive differentiation, premium prices, reduced costs, higher sales volumes, and greater demand security (Temporal, 2000).

The existing literature investigates the impact of brand value constituent factors on brand value in different countries and contexts. Based on the research in google scholar and other accessible online databases didn't find such a study to investigate the mentioned topic in Afghanistan. This study investigates the impact of brand value constituent factors on brand value in Kabul, Afghanistan.

CONCEPTUAL FRAMEWORK

1. Brand Value

Value is the extent to which a good or service is perceived by its customer to meet their needs or wants, measured by the customer's willingness to pay for it. It commonly depends more on the customer's perception of the product's worth than on its intrinsic value. Values have a major influence on a person's behavior and attitude and serve broad guidelines in all situations. Some common business values are fairness, innovation, and community involvement. Value can also be understood as a symbolic meaning (Shankar et al., 2009), as a value-added concept (Woodruff and Flint, 2006), as a linking value (Cova and Cova, 2002); and as value-in-use (Vargo and Lusch, 2004). The value represents the functional and economic value of goods and services and the consumer's interpretation of consumption objects, including products, brands, and services (e.g., Lawrence and Phillips, 2002). The sources that create brand value are brand loyalty, brand awareness, perceived quality, brand associations, and brand image.

2. Brand Loyalty

Copeland (1923) is the first who suggested the brand loyalty phenomenon and labeled it as brand insistence. This phenomenon is also verified by some other scholars like (Lipstein 1959; Frank, 1962; Farely, 1963). It is widely considered that loyalty is one way the consumer expresses his/her satisfaction with the performance of the product or service received (Bloemer and Kasper, 1995). So loyalty is defined as a continuous purchase of specific goods or services during a particular period (Brody and Cunningham 1996).

Olive (1997) defined Loyalty as "Profoundly held commitment to repurchase or repaid a preferred good or service consistently in the future. Brand loyalty is a measure of the attachment that a customer or consumer has to a brand (Aaker, 1991). Loyalty is a key driving force for financial performance (Reichheld, 1996). Howard and Seth pointed out that greater brand loyalty among consumers leads to greater sales of the brand. The loyalty-buyer behavior bond

has an important impact on financial performance because repeat customers are generally cheaper to service than new customers.

3. Brand Awareness

The first dimension of differentiating brand knowledge is brand awareness. It is concerned with the strength of the brand node or traces in memory, as reflected by consumers' ability to identify the brand under distinct conditions (Rossiter and Percy 1987). Brand awareness has been discussed to significantly influence consumer decision-making by affecting which brands enter the consideration set and which brands are selected from the consideration set (Macdonald and Sharp, 1996). Brand awareness consists of brand recognition and brand recall performance.

Brand awareness plays a significant role in consumer decision making for three major reasons. First, consumers must think of the brand when they think about the product category. Second, brand awareness can affect brands' decisions in the consideration set, even if there are essentially no other brand associations. For instance, consumers have been shown to adopt a decision rule to buy only familiar, well-established brands (Jacoby, Syzabillo, and Busato-Schach 1977; Roselius 1971). In a low involvement decision setting, a minimum level of brand awareness may be sufficient for product choice, even in the absence of a well- formed attitude (Bettman and Park 1980; Hoyer and Brown 1990; Park and Lessig 1981). And finally, brand awareness affects consumer decision making by affecting the formation and strength of brand associations in the brand image. An important condition for creating a brand image is that a brand node has been created in memory. The nature of that brand node should influence how easily precise information can become attached to the brand in memory.

4. Perceived Quality

The superior quality of products and service delivery is a powerful tool for companies in building superior customer value and sustainable competitive benefits in the market (Day, 1990; Porter, 1980). Kotler (1994) observes that even the best marketing department in the world cannot sell poorly made products or fail to meet anyone's need. Brand quality, which is the perceived quality by customers (Aaker, 1991; Zeithmal, 1988), is related to how organizations attempt to meet customers' functional needs (Boo, Busser, & Baloglu, 2009; Keller, 2003). Perceived quality is the consumers' judgment about an entity's overall excellence or superiority (Zeithmal, 1988). Aaker (1991) has defined perceived quality as: "the customer's perception of the overall quality or superiority of a product or service concerning its intended purpose, relative to alternatives". Perceived quality is considered as "the judgment on the consistency of product specification or an evaluation on the added value of a product (Bhuian, 1997).

5. Brand Association

One of the most fundamental tasks of brand managers is understanding and managing the set of associations around their brand. One of the most important and key components of brand equity is the associations consumers have with the brand (Aaker, 1991; Keller, 1993). For instance, consumers may associate "refreshing," "youth," and "caffeine" with the brand Pepsi, and these associations then may drive their choice of this brand (Keller, 1993). Brand associations have been called "the soul and heart of the brand" (Aaker, 1996) and "fundamental to the understanding of customer-based brand equity" (Hsieh, 2004). Brand associations are anything about a brand's likeableness (Aaker, 1990; Keller, 1993) and assist in forming the brand's image (Biel, 1991). Brand associations involve appropriate usage situations, product categories, product attributes, and customer advantages (Broniarczyk and Alba, 1994).

6. Brand Image

Brand image is recognized as an important concept in marketing (e.g., Gardner and Levy 1955), and there is less agreement on its appropriate definition (Dobni and Zinkhan 1990). Consistent

with Herzog's (1963) definitions and Newman's (1957), an associative network memory model of brand knowledge, brand image is defined here as perceptions about a brand as reflected by the brand associations held in consumer memory. Brand image improves a company's communication efforts, allowing it to keep out from the clutter (Kay 1993). The brand image describes the consumer's thoughts, feelings, and ideas toward the brand (Roy and Banerjee, 2007). Brand images are the overall mental image that consumers have of a brand and its uniqueness compared to the other brands (Faircloth, 2005).

METHODOLOGY

In this study, the survey technique was used. The questionnaire was prepared using valid and reliable scales adapted from the literature to measure the research subject's variables. The scales' statement was analyzed using a five-point Likert-type; (1- I do not agree strongly, 2- I do not agree, 3- I do not participate, 4- I agree, and 5- I Strongly Agree).

The main purpose of this research is to investigate the effects of brand loyalty, brand awareness, perceived quality, brand associations, and brand image variables on the brand value of consumers in their brand preferences. Within the research scope, the Ocarina brand was chosen as the global brand with high brand value.

In this context, data from 663 respondents were obtained in Kabul using the convenience sampling method. This research has relied on the questionnaire to collect related data for the study variables. The questions used in the first part of the questionnaire are brand loyalty, brand awareness, perceived quality, brand associations, brand image, and brand value. The questions used in the second part of the questionnaire aimed to determine consumers' demographic characteristics in the survey.

1. Research Model and Hypotheses

This study investigates brand loyalty, brand awareness, perceived quality, brand associations, and brand image variables on the consumers' brand preferences. Therefore, the theoretical model and hypotheses of the research are organized in this context. The theoretical model used in this study is given in Figure 1.

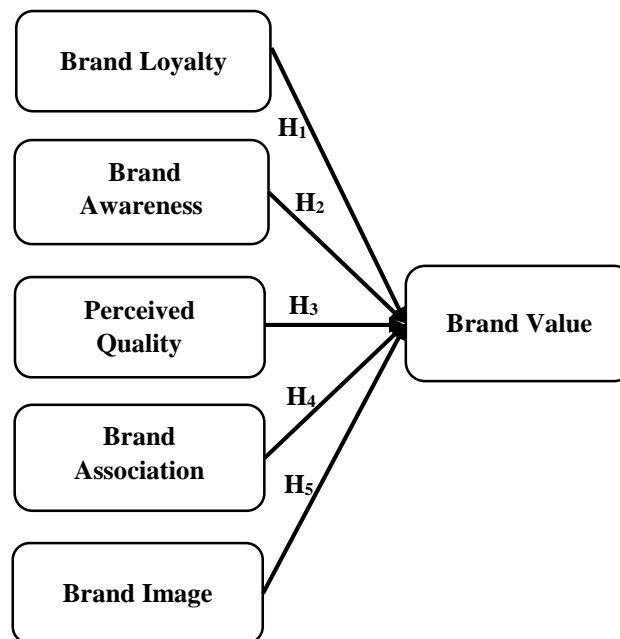


Figure-1: Research Model

The hypotheses of the research are;

H1: Brand loyalty is influential on brand value.

H2: Brand awareness is influential on brand value.

H3: Perceived quality is influential on brand value.

H4: Brand association is influential on brand value.

H5: Brand image is influential on brand value.

2. Data Analysis and Research Results

In this section, the findings obtained as a result of the data analyzed are discussed. In this section, the participants' demographic characteristics and then findings from factor analysis, T-test, F test, correlation analysis, and regression analysis are given. Findings related to the demographic characteristics of the survey participants are given below.

Table-1: Frequency Tables of the Sample

Demographics	Variables	Frequency	Percentage
Gender	Male	431	65.0
	Female	232	35.0
Marital Status	Single	300	45.2
	Married	363	54.8
Educational Status	Primary Education	23	3.5
	High School	119	17.9
	Undergraduate	444	67.0
	Postgraduate	77	11.6
Age	18-25	288	43.4
	26-33	216	32.6
	34-41	87	13.1
	42-49	57	8.6
	50 and above	15	2.3
Income (AFN)	8000- 13500.	194	29.3
	13501-19500.	169	25.5
	19501-25500.	102	15.3
	25501-31500.	72	10.9
	31501-37500.	57	8.6
	37501 and above.	69	10.4
Occupation	Self-Employment	81	12.2
	Businessman	53	8.0
	Employee	225	34.0
	Worker	108	16.3
	Retired	6	0.9
	House Wife	14	2.1
	Student	176	26.5

As shown in Table 1. 65% of the consumers who participated in the research are male, 35% are women, 45.2% are single, and 54.8% are married. In this case, the majority of the respondents are male and married. 3.5% of the participants in the survey are primary education holders, 17.9% are high school holders, 67.0% are undergraduates, and 11.6% are post

graduates. In this case, most of the survey participants are undergraduate and post graduate students (78.6%).

As seen in Table 1. 29.3% of the consumers who participated in the survey had income between 8000-13500 AFN, 25.5% had income between 13501-19500 AFN, 15.4% had income between 19501-25500 AFN, 10.9% had income between 25501-31500 AFN, 8.6% had income between 31501-37500 AFN, and 10.4% had income between 37501- and over Afghanis (AFN). In this case, most of the consumers who participated in the survey accounted for income 19500 and under (54.8%). Consumers who participated in the survey are 12.2% of the self-employments, 8.0% of businessmen, 34.0% of employees, 16.3% of workers, 0.9% of retirees, 2.1% of homemakers 26.5% of the students. In this case, the majority of the respondents are employees (34%).

3. Factor Analysis

In this study, variables were considered in the factor dimension and were analyzed in this way. Variables; the brand's factors consist of brand loyalty, brand awareness, perceived quality, brand associations, and brand image. The result of the factor analysis for each variable is given below.

3.1. Factor Analysis of Brand Variables

An exploratory factor analysis was used to test the construct validity of the adapted scales. The KMO (Kaiser-Meyer-Olkin) "Sampling Adequacy Measurement Test" and Bartlett's "Sphericity Test" were used to test the applicability of factor analysis to the data set in the analysis. KMO and Bartlett values of the scale are presented in Table 2.

Table-2: KMO and Bartlett's Values Related to Brand Variables

KMO and Bartlett Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.929
	Approx. Chi-Square	6089.309
Bartlett's Test of Sphericity	Df	300
	Sig.	0.000

As shown in Table 2, the sample adequacy value is 0.929, and the sample size is sufficient for factor analysis. Besides, the significance of the Bartlett Sphericity test indicates that correlations between items [$\chi^2(300) = 6089.309, p < 0.01$] are appropriate for factor analysis. The total explained variance of the scale is 52,624%.

Table-3: Factor Analysis of Brand Variables

Statements	1	2	3	4	5	6
I think as a loyal customer when I use this brand gas heater.	.555					
In any case, I would prefer again the brand I still use among many brands.	.535					
When I have to buy another piece of a brand other than ocarina, I feel a sense of disloyalty toward the ocarina brand.	.613					
I do not even need to follow other brands as I am very pleased to use the ocarina brand.	.732					
I have a love/ sympathy for the ocarina brand.	.691					

Ocarina brand makes me feel myself.	.694
Ocarina branded products are more suitable for fashion.	.623
The ocarina brand logo is successful.	.501
The ocarina brand logo is meaningful to me.	.698
Ocarina brand is the first brand that comes to my mind when I hear about the brand.	.697
The image of ocarina brand overlaps with my image.	.511
The ocarina brand is a libertarian.	.665
The ocarina brand has its special style.	.733
The image reflected by the ocarina brand is positive.	.765
The image of the ocarina brand is my interest.	.568
Ocarina brand constantly develops itself.	.566
Ocarina's brand quality gives me confidence.	.730
The product and service quality of the ocarina brand is excellent.	.784
The ocarina brand is successful in terms of quality and other features.	.514
I think ocarina is the best brand in the gas heater.	.591
Ocarina brand has a special meaning for me.	.622
There is a special affiliate with the ocarina brand.	.586
I've heard of the ocarina brand before.	.779
Ocarina brand is familiar to me.	.815
I want to buy an ocarina branded product.	.605

1= Brand Loyalty 2= Brand Associations 3= Brand Image 4= Perceived Quality 5= Brand Value 6= Brand Awareness

As shown in Table 3, the total variance for brand loyalty is realized as 0.827, for a brand association is 0.700, for a brand image is 0.774, for perceived quality is 0.727, for brand value is 0.740 and for brand awareness is 0.724. In this case, the highest variance is 0.827 for brand loyalty, and the lowest factor load is 0.700 for brand association.

Table-4: Reliability Analysis of the Measure in the Study

Variables	Number of Items	Alpha Coefficient
Brand Loyalty	7	0.827
Brand Awareness	3	0.724
Perceived Quality	3	0.727
Brand Associations	3	0.700
Brand Image	5	0.774
Brand Value	4	0.740

As seen in Table 4, the alpha value for brand loyalty is 0.827, the alpha value for brand awareness is 0.724, the alpha value for perceived quality is 0.727, the alpha value for the brand association is 0.700, the alpha value for the brand image is 0.774 and alpha value for brand

value is 0.740. In this case, the highest value is 0.827 for brand loyalty. In this study, as shown in Table 4, the scales' reliability belongs to the variables is completely high.

4. Correlation Analysis

All variables in the study were subjected to correlation analysis, and the relations between them are shown in Table 5. As shown in Table 5, as a result of the correlation analysis, there is a significant positive correlation among all variables at ($p < 0.01$) level.

Table-5: Correlation Analysis

Variables	1	2	3	4	5	6
1. Brand Awareness	1					
2. Brand Associations	.472**	1				
3. Brand Value	.436**	.640**	1			
4. Perceived Quality	.368**	.465**	.587**	1		
5. Brand Image	.398**	.491**	.564**	.522**	1	
6. Brand Loyalty	.428**	.591**	.570**	.479**	.539**	1

Note. **. Correlation is significant at the 0.01 level (2-tailed).

5. Regression Analysis

In this research, multiple regression analysis is used to test hypotheses. In the regression analysis, some meanings are given below.

Table-6: Regression Analysis for Brand Value

Independent variables	Unstandardized Beta Coefficients		Standardized Beta Coefficients	t	Sig.
	B	Std. Error	Beta		
Brand Loyalty	.142	.037	.134	3.816	.000
Brand Awareness	.055	.028	.060	1.954	.051
Perceived Quality	.244	.030	.258	8.005	.000
Brand Associations	.308	.033	.328	9.442	.000
Brand Image	.179	.035	.173	5.134	.000

R² Value: 0.561, Adjusted R² Value: 0.558, F Value: 167.813, Std. Error of the Estimate: 0.619, Durbin-Watson: 2.019, P < 0.001

As seen in Table 6, the regression analysis results for the brand value are statistically significant ($F = 167.813$ and $p = 0.000 < 0.001$). The adjusted R² value is 0.558. According to this result, 56.1% variance of brand value is revealed by variables of brand loyalty, brand awareness, perceived quality, brand associations, and brand image. When beta coefficients are examined, there is a statistically significant contribution of brand loyalty ($\beta = 0.134$ and $p = 0.000 < 0.01$), perceived quality ($\beta = 0.258$ and $p = 0.000 < 0.01$), brand association ($\beta = 0.328$ and $p = 0.000 < 0.01$), and brand image ($\beta = 0.173$ and $p = 0.000 < 0.01$) to brand value. Only brand awareness ($\beta = 0.060$ and $p = 0.51 > 0.05$) has no significant contribution to brand value.

In this case, "H1: Brand loyalty for Ocarina brand is influential on brand value.", "H3: Perceived quality for Ocarina brand is influential on brand value.", "H4: Brand associations for Ocarina brand is influential on brand value.", "H5: Brand image for Ocarina brand is influential on brand value." Hypotheses are supported. But the hypothesis "H2: Brand awareness for Ocarina brand is influential on brand value " is not supported.

CONCLUSIONS

This study investigates the effect of consumers' preferences related to the Ocarina brand and the effect of brand value components on brand value. In this context, the brand value components effect on the brand value was examined using the survey technique on the Ocarina brand in Afghanistan. The results obtained from the analysis of the data collected from 663 respondents in Afghanistan are given below.

The majority of consumers who participated in the research are young people, men, married, and undergraduate degree holders. Besides, the vast majority of those involved in the survey are employees and students, and most of them have an income between 19500 and lower Afghani (middle income level in Afghanistan). In this study, it has been determined that the brand value components such as brand loyalty, brand awareness, perceived quality, brand associations, and brand image are influential on brand value. That is to say, brand loyalty, perceived quality, brand associations, and brand image have a positive effect on brand value. But brand awareness has no significant effect on brand value. As a result, it is not important how famous the brand is; if it decreases quality or loses customer satisfaction, its value for consumers will also fall, and the brand will lose its value.

Competitors rapidly imitate every technological innovation or superior new product. In this case, the marketers seek to diversify and examine the sub-dimensions of the brand. The most important of these dimensions is brand value, and brand value is the combination of brand loyalty, brand awareness, brand associations, perceived quality, and brand image. Also, the brand value is the combination of all positive and negative thoughts that occur in consumers' minds when they hear the brand. Brands with a high level of awareness acquire a positive place in the consumers' eyes, and therefore purchases of consumers are repeated. With the repetition of purchases, consumers become loyal customers of the brand. Brand loyalty, which is expressed as the preference of a certain brand continuously in the buying behavior, is formed. The consumers' positive attitudes and behaviors towards the brand, brand loyalty, and other positive features of the brand make the brand value of the consumer.

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On the Systematic Approach to Updating the Intellectual Factor of the Innovation Economy

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ABSTRACT

The current content of the term "intellectual resources" is the result of scientific understanding of the socio-economic practice of the leading countries of the world. This concept accumulates the most important provisions of many theories that have received a powerful promotion since the mid-twentieth century: human capital, labor potential, knowledge economy, and other concepts of the formation of a post-industrial society – a society in which the structure of the economy, people's motivation, product distribution mechanisms, investment attraction, and management technologies are undergoing cardinal changes.

The scientific article raises questions of the need for a systematic approach to the goals and objectives of realizing the intellectual potential of Kazakhstan as one of the key factors, along with the classical factors of labor and capital, the factor of innovative development of the economy. The article analyzes the best practices of a number of advanced countries in this area – the United States, Japan, South Korea, France, as well as Finland's experience in updating the integration of the educational system into the innovative economy. Summarizing conclusions and recommendations for Kazakhstan's reforms in the field of economic diversification are presented.

Keywords: intellectual factor, system approach to innovation, world experience of state support of science and R & D, patent activity, legislative base of innovative economy.

INTRODUCTION

At the present stage, the key source of economic growth is intangible capital and its most important component - intellectual capital, the scale and quality of which significantly and increasingly determines the main parameters of innovative development. The organizational, economic and legal basis for creating intellectual capital is quite an urgent topic today. It provides corporate participants with leadership in competitiveness through the creation and sale of intellectual-intensive products and their sale in the domestic and foreign markets, and also acts as an essential element of the productive forces of an innovative economy. In modern conditions of global competition in all areas of public life, the country's urgent need to modernize the economy, the decisive factor in ensuring socio-economic growth is the dynamism, stability and scale of innovative development. The viability of the state is largely

determined by scientific and technological progress and intellectualization of the main factors of production.

Innovation does not arise spontaneously, it appears as a result of the purposeful action of a sufficiently large number of people in a sufficiently favorable environment. Intellectual capital is the capital that constantly generates innovation, i.e. it provides a continuous process of turning new knowledge into new goods and services. In the economy of the 21st century, knowledge-based assets are becoming the most important factor determining the development of innovation. Therefore, there is a need for deep fundamental research. The high importance of a comprehensive study of intellectual capital as a form of development of an innovative economy led to the choice of this topic.

1. METHOD

In developing countries, such as Kazakhstan, such an important tool for accelerating innovative development as the intellectual potential of society is not fully used. However, the experience of developed countries convincingly shows that the main growth drivers of world economy are not only the processes of globalization, and how intense the forming innovative type of development, which determines the contents of the new technological order, where the main role increasingly played by the human capital.

Review of innovative development of industrially developed countries of the world, taking into account the use of the intellectual potential factor. Experts single out the EU, USA, Japan, and South Korea, which traditionally determine the base of modernization, being the world's centers of advanced technologies.

South Korea. Technological development is so important for this country that the legal basis for regulating this area is spelled out in its main law. In particular, article 127 of the Constitution of the Republic of South Korea States that:

- state will strive to develop the national economy by developing science and technology, information and human resources, and encouraging innovation;
- state should establish a system of national priorities in the field of science and technology;
- President of the country has the right to establish Advisory bodies necessary to achieve this goal.

At the same time, the legislative framework that ensures innovative processes of economic development has a number of distinctive features, for example, in terms of patent regulation.

According to the Korean intellectual property office, the average duration of patent verification and registration is 9 months (compared to 10 months in Germany and even 26 months in the United States). However, a few years ago, the average registration period was 30 months. This reduction was achieved by introducing an Internet service in 2001 that allows patent applications to be filed around the clock.

It should be emphasized that under the current legislation in the field of technology transfer from universities to private businesses, universities are allowed to create their own business enterprises that independently regulate and manage the patents of teachers and students. At the same time, the revision of patent rights has facilitated the technology of transferring patents through a legal entity or business enterprise.

As a result of all the measures taken, according to the world intellectual property organization (WIPO), in 2016 there were 950.5 thousand active patents in South Korea, which is 4% more than the previous year.

In General, the main distinguishing features of South Korea's innovation development strategy are intensive international cooperation, borrowing European legislative measures, and actively attracting foreign investment.

Perhaps, for Kazakhstan's reform in the field of economic diversification, the Korean experience in strengthening network contacts between industrial enterprises, universities, research institutes as the main participants in the innovation process can be an exceptional example in the form of assistance to universities that can successfully combine training with applied research in areas that meet the interests of science and production equally, as well as activation of industrial and educational cooperatives that integrate and coordinate research projects of universities, and commercialization of their results (Almaty, 2013).

In the United States, in accordance with the law, when American universities cooperate with foreign partners, the priority right to the results of scientific research carried out in the country is granted to the American side.

Among the factors that have shaped the country's global economic leadership, a key role is also played by the level of education and scientific and technological development that meets the most modern requirements of the time.

In accordance with the legislation, the main form of economic relations between the state and economic entities in the field of research and development (R & d) is their program-target organization, based on a Federal contract as a tool for managing programs and economic agreements of two equal partners: the customer state and the contractor Corporation, and this approach is an ideal example for Kazakhstan as a systematic approach to the problem on the part of the state. At the same time, in accordance with American laws, the objects of state funding for R & d are not defined as administrative and scientific divisions, universities, companies, laboratories, research centers, but directly research projects.

At the same time, the largest Federal R & d programs in key areas of NTP are approved by the Congress under the "law-program-plan" scheme. Thus, the law defines the goals, term, amount of funding, final output of programs, as well as the duties of the us President to monitor the implementation of the Federal scientific and technical program. Accordingly, the President of the United States submits a consolidated report to Congress every two years on the implementation of these programs for all Federal agencies (Almaty, 2013).

With this approach, it becomes clear that the United States leads in the number of patents in the world as the most important indicator of measuring innovation activity on an intellectual basis. So, according to WIPO, in 2016, us residents filed about 295.5 thousand patent applications, which is 2.4% more than in the previous year. At the same time, more than 310 thousand applications were submitted by non-residents, which represents 51.2% of the total number of applications. In total, in 2016, there were 2,763,1 thousand active patents in the United States.

Japan. The lion's share of investment in R & d is in the private sector, but the organization of such work, as well as cooperation between business, science and government agencies, is entirely the responsibility of the government.

Thus, the state increases its responsibility for stimulating innovation activity in the private sector. The systematic approach to the development of R & d and the implementation of the country's intellectual potential is determined by the balanced levels of management: Cabinet of Ministers is at the head of the science development system; - coordination and definition of common frameworks of science and technology policy the Council for science and technology policy of Japan; Ministry of education, culture, sports, science and technology (MEXT) and the Ministry of economy, trade and industry (METI) are responsible for research.

The former is run by two non-governmental organizations: the Japan society for the advancement of science (JSPS) and the Japan Agency for science and technology (JST). Their main difference is in the method of competitive selection: JSPS is an organization that finances

any scientific projects, based on the principles of openness of its competitions, and accepts any applications for research projects for consideration. JST is an organization that fulfills strictly the Ministry's orders (Almaty, 2013).

In the light of the imperfect policy of research funding in Kazakhstan, it is particularly worth noting the system of allocating grants for research based on fair project expertise, which is carried out by the JSPS research unit. However, the database that contains information about all experts, as well as the direct appointment of an expert, is managed by a special Department from the administrative Department. This separation of powers was introduced to avoid fraud. Experts practically work for free. Their motivation is prestige, which provides the status of a JSPS expert, and the opportunity to keep abreast of the latest scientific trends.

As S. Tatarinov notes, " at this stage, full anonymity of both experts and grant applicants is maintained, which allows us to avoid conflicts of interest or biased attitudes when making assessments. The expert fills out a special form where he gives ratings on various parameters (for example: relevance of the work, correctly set goals and objectives, methods of implementing goals, etc.). If the experts give the applicant high points in individual written opinions, he passes to the second stage of selection: consideration of the application by the expert Council. In case of failure, the applicant gets access to expert opinions and even has the opportunity to consult with them personally" (Japan, 2014).

The principles of feedback work, bearing in mind that at the end of the project, both short reports are provided for rapid public assessments of the effectiveness achieved, and full reports describing the results of the study, which are published on a site that is accessible to everyone. JSPS also has expert commissions that assess the impact of project results on the development of relevant branches of science and technology over the next five years.

The JSPS organization aims to cover a wide range of research areas by differentiating funds in priority areas, while at the same time not imposing special restrictions on the subject of submitted applications, and all this to create incentives for the free development of Japanese science. At the same time, the division of grant funding funds by age is of particular interest, so that young talented researchers have a significant chance to become grant holders on a par with already venerable well-known scientists.

From the point of view of the interests of science development in Kazakhstan, it is worth emphasizing the importance that the organization attaches to the results of research, tracking and analyzing the effect of the project on the scientific and business community, with estimates of its implementation in production. We can also note the openness of the entire examination procedure, its results, and the progress of project implementation, as well as the maximum computerization of control and management processes (Japan, 2014).

As a result, in 2016, there were about 2 million active patents in Japan, which is 34.4 thousand more patents compared to the previous year, which indicates a high level of realizability of the intellectual potential of Japanese science.

France. The system of measures in innovation policy consists in the participation of the state and non-state structures in the implementation of various activities at the international, national and regional levels. The key tool of the French national innovation system (NIS) is the "poles of competitiveness" Program, which in fact are large research and production complexes that unite scientific institutes, educational institutions and high-tech enterprises in various sectors of the economy (Japan, 2014).

Also, in order to strengthen the cooperation of project participants and technology transfer, a mechanism is being implemented for the formation of innovative clusters based on " local initiative platforms", which, by determining the specifics of the region or local community, allow you to choose tools that allow you to ensure the stable development of the territory. Greater autonomy in choosing a solution is achieved thanks to local loan funds, a variety of participants (experts, investors, project idea holders, etc.), the separation of funding

bodies and management bodies, as well as independent identification of the types of supported enterprises and their specialization.

The successful development of innovation clusters is based on the mechanism of interregional and inter-municipal partnership in the field of innovation policy, which provides advantages in the form of: - best use of shared communications and transport network; - greater staff mobility; - opportunities to attract more serious basic resources.

We can say that in contrast to Kazakhstan's reforms in terms of forming infrastructure in the form of development institutions, various innovative and venture funds to support entrepreneurship, especially small and medium-sized businesses, in France, small innovative businesses have received special development within the framework of innovation infrastructure (technoparks, technopolises, innovation centers, venture funds, etc.), specially created by the state to intensify the innovation process.

It is very noteworthy that the most important tool for determining the innovation strategy in France is the forecasting of scientific and technological development, which is considered as the main element of public policy and a necessary tool for determining scientific and technological priorities and strategies under the management of such an Institute in the field of planning As the center for strategic analysis.

According to Kazakh experts in the field of innovative development and implementation of intellectual potential, " France has original approaches in determining the priorities of scientific, technological and innovative development of the country. It is particularly worth noting the collective approach to the development of scientific and technological priorities-involving representatives from all spheres of socio-economic life (scientists, entrepreneurs, government officials, the General public, etc.) in order to fully take into account public requirements and needs. The method of collective approach to the development of scientific and technological priorities represents the further development of new methods of state decision-making, which are considered as the most important element of a new model of economy based on sustainable development.

The logic of making important government decisions is changing radically. In the foreground is not a Directive decision of the highest authorities, but decision-making based on negotiations, in which all participants in the socio-economic life of the country actively participate: state authorities, large companies, scientific organizations, universities, as well as individual scientists, entrepreneurs, journalists and ordinary citizens" (Almaty, 2013).

As for the indicators for assessing the implementation of intellectual potential, according to the same WIPO in 2016, there were more than half a million active patents in France. If we generally assess the level of patent activity as a factor of stimulating innovation activity in the global comparison, we can say that in 2016, in terms of the number of active patents (3.2 thousand patents), it was 859 times less in Kazakhstan than in the United States, 616 times less than in Japan, 295 times less than in South Korea, and 166 times less than in France.

2. FINDINGS AND CONCLUSION

All this exposes the existing gap between the policy of economic diversification based on innovation and the policy of R & d development and commercialization of intellectual property in Kazakhstan. Experience in training innovation-oriented personnel. World experience also convincingly shows and proves that the innovative economy (knowledge economy, intellectual economy) it is based on competent personnel and quality education, and the latter begins with school education. The most innovative countries in the world - South Korea, Finland, Germany, the United States, Japan, Switzerland, etc. - have an advanced school and preschool educational system.

A good example is Finland, which is an innovator of a new school education system integrated into the overall system of socio-economic development of the country. According to PISA, Finnish school education is one of the best in the world. Really:

- first of all, Finnish schools do not pass exams (even graduation exams);
- secondly, differentiation of education, allocation of some subjects and their in-depth study to the detriment of others is not welcome;
- third, there are no "elite" classes.

Moreover, the private school sector in Finland is insignificant. The Finnish Ministry of education has a policy of equalizing the education system – which means that education should be the same everywhere and for everyone, both in terms of content and accessibility [3].

Undoubtedly, Kazakhstan needs to reform its school education system in order to make it more focused on the tasks of accelerated innovative development. Today, Kazakhstan's school education, higher and secondary technical education do not represent a system and are separated from the real needs of the economy of an innovative type of development, and from the processes of forming the country's intellectual potential.

The results of this state of the personnel training system are ultimately manifested in the level of scientific activity and innovative innovation, expressed by the level of patent activity.

The urgency of a systematic approach to innovative development. In General, the above analysis shows the urgent need for a systematic approach in order to maximize the coverage of all aspects that determine the innovative nature of development, including aspects of the formation and implementation of the intellectual potential of society.

It should be recognized that at present Kazakhstan does not have a full-fledged systematic approach to the set of goals and objectives of economic diversification in their connection with development resources. In particular, the resources of scientific and intellectual potentials fall out of the field of view of state management.

In our opinion, the French experience in predicting scientific and technological development is important in terms of using factors of intellectual potential and R & d. To this, we should add the need to use the potential of economic and mathematical methods and models, which was sufficiently developed in Kazakhstan during the planned economy, when forecasting scientific and technical development.

The system of measures cannot be formed and effectively implemented without proper interaction of state bodies on vertical and horizontal links. However, all this should be provided with an appropriate legal framework.

It should be recognized that the current regulatory framework is largely subordinated to departmental priorities to the detriment of interdepartmental ones, which is clearly manifested in the implementation of numerous state, government and industry development programs that involve, in fact, inter-sectoral and interregional cooperation to achieve specific global goals of balanced economic growth.

We do not need to go far for examples: so far, despite the implementation of a number of state programs for industrial and innovative development, there has not been, as it seems to us, interaction between the ministries of national economy, education and science, labor and social protection of the population to provide training for the innovative economy and the structural balance of the labor market.

In particular, in our opinion, it is necessary to significantly improve legislation in terms of developing a full-fledged market for intellectual property (IP).

Intellectual property issues are currently regulated by international treaties to which Kazakhstan is a party, as well as codes and laws of national legislation. At the same time, it should be emphasized that the process of improving the protection and rights in the field of intellectual property is permanent, which implies possible changes and additions in the future, taking into account the dynamism of the system of world economic relations.

Along with this, little attention is given to issues such as valuation of IP assets, analysis and demand forecasting of Economics and business of IP, the processes of commercialization and market formation of intellectual property objects. However, it should be clear that only on their basis it is possible to ensure the growth of the market value of enterprises (companies) and increase their competitive advantages in world and regional markets. In other words, we need a developed market for intellectual property. To do this, it is important to ensure the effectiveness of the system of measures for the commercialization of IP objects and their involvement in market turnover, which implies a more in-depth improvement of the current and expanded legislation in the field of intellectual property turnover.

In conclusion, it is necessary to emphasize that the study inevitably sets the task of immutable improvement of state management in the direction of implementing the chain "science and R & d-intellectual activity-commercialization and involvement in the market turnover of intellectual property objects-innovative activity of economic entities-diversification of production-sustainable economic growth".

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Rural Social Infrastructure Assessment: Regional Aspect

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ABSTRACT

The article presents a brief socio-economic review of the development of the Mangystau region for the period between 2015 and 2019. Agriculture does not make a significant contribution to the economy of the region, but more than sixty percent of the population lives in rural areas. Six specific groups of rural settlements were identified according to the criterion “number of residents”. It has been substantiated that uneven distribution of the population throughout the region and imbalances in its socio-economic development are predetermined by the combined effect of natural, industrial and demographic factors. On the basis of statistical data, as well as the processing of information obtained in the course of sociological surveys of rural residents, an assessment was made of the level of development and typification of rural areas on the basis of the state of sectors and facilities of rural social infrastructure. The main indicators of the assessment are as follows: population of rural settlements (hereinafter referred to as the RS), absolute and relative indicators characterizing the provision of countryside with social infrastructure facilities, and data of the consolidated assessment. The study has showed that the quality of management distinguishes effectively managed, sustainable and depressed rural areas. The leadership of the regions is looking for the most rational and cost-effective ways of developing rural settlements, often losing sight of the importance of strengthening social infrastructure facilities (schools, kindergartens, hospitals, etc.) in these territories which negatively affects the population’s assessment of the results of management in whole.

Keywords: Region, Mangystau Region, Economics, Rural Areas, Village, Social Infrastructure, Education, Healthcare, Hospitals, Schools, Research.

JEL Classification: P25

INTRODUCTION

The full and continuous development of any area inhabited by people, both urban and rural, implies the need to create social infrastructure (hereinafter – SI). The minimum list of SI facilities for a small settlement includes a school, a medical center, a library, a sports ground. In addition to its direct functions – education and health protection – SI additionally performs social function, providing employment for the population, creating prerequisites for improving the level and quality of life in the countryside, and, in general, contributes to the sustainable development of the territory (Nukhesheva, 2019).

Social infrastructure is one of the dominant factors, ensuring the satisfaction of basic human needs, as well as the development of the state and its territory. Transportation facilities, housing services, the systems of social protection, health and education are the key positions in the practice of state and municipal administration, which is determined by a number of factors” (Frolova, 2016).

Social infrastructure is characterized by features of settlement, production and labor, the economic mechanism, its formation and operation, and other properties as a social and territorial subsystem of society (Yessengeldina, 2014).

Rural social infrastructure as social economic system it forms the living environment features, promotes or reduces the attractiveness of a living space; social infrastructure services enhance or decrease local community wellbeing depending on its development level, supply and accessibility of services (Vaznoniene, 2018).

Rural social infrastructure as it is a territorial and spatial system of interrelated types of economic and social activity and relations creating conditions for functioning of ecosystems, creation of physical and social capitals used by the individuals and communities to satisfy individual and social needs (Atkociunine, 2015).

The relevance of addressing development issues and assessing the state of the social sphere in rural areas is due to two main reasons. Firstly, rural territories and rural residents are an important and significant part of the space and population of each country, the well-being of which is the key to social stability and economic security of the state.

Secondly, despite a significant increase in research on rural social infrastructure throughout the world, research volume and quality remain insignificant in the Republic of Kazakhstan (hereinafter referred to as RoK), especially in the western, traditionally industrial regions of the country.

The aim of the study is to identify the features and assess the management effectiveness of rural social infrastructure facilities using the example of a single region.

The object of study is the social infrastructure of Mangystau region rural territories of the Republic of Kazakhstan.

Among the research tasks there are:

- description of the instrumental and methodological approach to the analysis of rural social infrastructure management;
- socio-economic characteristics of rural areas of the Mangystau region;
- assessment of the current level of development of sectors and facilities of social infrastructure in rural settlements of the region;
- assessment of the work of regional bodies on formation of infrastructural foundations of the rural area social development;
- identification of ways to modernize social infrastructure and achieve high quality rural management in the Mangystau region.

Literature Review

The information base of the presented analysis was composed of three groups of sources. Publications of research conducted by other scientists. In particular, over the past three years (2017-2019), empirical sociological research in the monitoring mode, analyzing the relationship between the social infrastructure of the countryside and the social well-being of residents of the Volga region V. Yu. Bocharov and Y. V. Vaskin, (2017) has attracted our attention, comprehensive studies of security of the rural population of Voronezh and Ulyanovsk regions of the Russian Federation with SI facilities, conducted by E.S. Kusmagambetova, (2017), E. F. Miftyakova and M. Y. Aksenova, (2018), the results of an expert survey of the heads of administrations of the North-West Federal constituencies prepared by N.V. Voroshilov, (2017), as well as the study of "super-large" villages in the south of Kazakhstan, conducted by S. Dzhaksylykov, (2019).

Materials and Methods

In this article, we deployed well-known research methods, including (a) content analysis of the existing modern sources on developing the VSI, (b) data systematisation, comparative and logical analysis, generalisation, (c) statistical analysis of the social indicators dynamics, and (d) empirical research by using a survey method.

Statistical information provided by several sources: publications of the republican and regional official statistical bodies; data of the official websites of the regional and district Akimats of the Mangystau region, as well as the programs of socio-economic development of the regions, the region and its rural territories; documents published in reports on various socio-economic processes taking place in the Republic of Kazakhstan, prepared by groups of researchers. Currently, the Mangystau Region Development Program for 2017-2021 is being implemented in the region which mirrors target indicators of the Strategic Plan of the Republic of Kazakhstan until 2050, state and industry programs.

A special group is composed of information on the opinions and sentiments of the rural population, collected during a sociological study – a survey of the population living in rural areas of the Mangystau region. A field study was conducted in the spring and summer of 2019, during which 1,526 questionnaires were collected and 42 interviews with experts were conducted. Data on the socio-demographic composition of the respondents is presented in Table 1.

	Questions	Answers	People, (%)
1	What is your age?	Up to 25 years old	165 (10,8)
		25 to 35 years old	355 (23,2)
		36 to 55 years old	674 (44,1)
		Older than 55 years old	332 (21,9)
2	What is your gender?	Male	725 (47,5)
		Female	801 (52,5)
3	What is your education?	Secondary	602 (39,5)
		Vocational	678 (44,4)
		Higher	246 (16,1)
4.	What is your occupation?	Self-employed	312 (20,4)
		Servant	382 (25)
		Industry	46 (3,1)
		Agriculture	621 (40,7)
		Student	165 (10,8)
5	Total	-	1526 (100)
Source: prepared by authors			

According to the data presented in Table 1, the most active participants in the survey were rural residents of ages 36 to 55 (44.1%) with secondary and higher education (83.9%). Only 40.7.6% of respondents are engaged in agriculture, a quarter of the respondents are servants and another 20% are self-employed. The smallest in number of groups interviewed were students (10.8%) and industrial workers (3,1%).

RESULTS

Mangystau region (hereinafter – MR) is one of the three regions of the western part of the Republic of Kazakhstan, extends over an area of 165.6 thousand square kilometers in a predominantly desert natural area, i.e. in a space with partially unfavorable conditions for the settlement of the population (The development program, 2018).

From the economic policy standpoint, the MR is considered, first of all, as a region rich in oil and gas resources (more than a dozen hydrocarbon deposits are being developed here), and also, thanks to the Caspian Sea, as an important transport base for the republic, and in this regard, a service center. Table 2 presents some key indicators of the socio-economic development of the region over the past five years.

yYears	GRP, bn. KZT	Industrial output, bn. KZT	Gross agricultural output, bn. KZT	Average monthly nominal wage, KZT	The number of operating SMEs, thousand units
2015	2123,8	1568,7	11712,4	234007	47,1
2016	2887,5	1887,6	13042,9	250787	46,6
2017	3316,2	2307,4	14429,8	252163	47,0
2018	3848,2	2892,3	16627,7	267 883	47,3
2019	3851,7	2898,0	17143,1	309102	51,1
Growth (decrease) rate for 2015-2019	181,3%	184,8%	146,3%	132%	108,5%

Source: Compiled by the authors on the basis of data from the Ministry of National Economy of the Republic of Kazakhstan, Statistics Committee

According to the information in Table 2, for the period of 2015 to 2019, there is a high increase in GRP (by 181.3%, 3rd place in the Republic of Kazakhstan), output of industrial (by 184.7%) and agricultural (by 146.3%) products, an increase of 113% in the average wage and improvement of the number of existing entrepreneurs in the Mangystau region. These positive economic trends indicate the comparative well-being in the MR which is also supported by information on demographic processes.

According to the report on the population of Kazakhstan (Analysis of the situation, 2019), from 2004 to 2018, the Mangystau region was one of the three regions in the republic with a surplus of both external (80 thousand people) (Analysis of the situation, 2019, p. 82) and internal migration (20 thousand people) (Analysis of the situation, 2019, p. 84). The region also ranks second in the country (after Turkestan region) in terms of fertility (total coefficient in

2018 - 3.91 instead of 2.34 in 2010). (Analysis of the situation, 2019, p.23.24), i.e. in Mangystau, on average, over 18 thousand babies are born per year, and in rural areas this figure is 20% higher.

The considered economic and demographic data logically suggest progress in the state of the social sphere of the region, which is fair, but has some refinements. The fact is that a number of serious studies (Akimov, 2018) show that the socio-economic development of the Mangystau region is characterized by fairly stable imbalances.

First of all, the natural features of the resident settlement in the region are due to its sharply continental, arid climate and the fact that only the Caspian Sea (seaports of Aktau, Bautino and Kuryk) and 33 underground water deposits belong to the region's water resources. In connection with the active development of the mineral wealth of the Mangyshlak Peninsula, over a 20-year period, the population density of the Mangystau region increased 2.1 times, from 1.9 people of person/sq. km ratio in 1999 to 4.05 people of person/sq. km. ratio in 2019 (Atlas of the Mangystau, 2010).

The second feature is determined by the fact that the MR belongs to single-industry regions (oil industry enterprises produce over 85% of the total industrial production of the region), which are significantly involved in foreign trade, and therefore, it attracts significant volumes of foreign and nonresident workforce. High natural growth and the influx of population into the Mangystau region, due to oil and gas development and the possibility of employment, were sources of population growth and have influenced its structure.

The agricultural sector of the region is represented mainly by small-scale production. The development of large-scale production in the sector of peasant farms, in addition to external geoclimatic factors, is constrained by factors such as lack of financial resources for replenishment of working capital, weak material and technical base of farms, reduction in livestock breeding, poor development of livestock breeding, etc.

In addition, for a long time there have been significant imbalances in the remuneration of workers in industry and budgetary organizations, mainly serving the social infrastructure of the region, without going into details, we only note that 2019 wages in oil companies of the region (KZT547,992) nine times higher than the wages of workers in rural farms (KZT59902) (Korablev, 2019).

And finally, the third, but no less significant feature of the Mangystau region is that the level of socio-economic development varies by city and district of the region.

Urbanization of the region is low – in total, in the regional center (Aktau) and two other cities (Zhanaozen, Fort-Shevchenko) at the end of 2019, there were 271.0 thousand residents, which amounts to 39.9% of the total population of Mangystau (678199 people). The rest of the region's population is extremely unevenly distributed over five rural administrative districts a brief description of which is shown in the Figure 1.

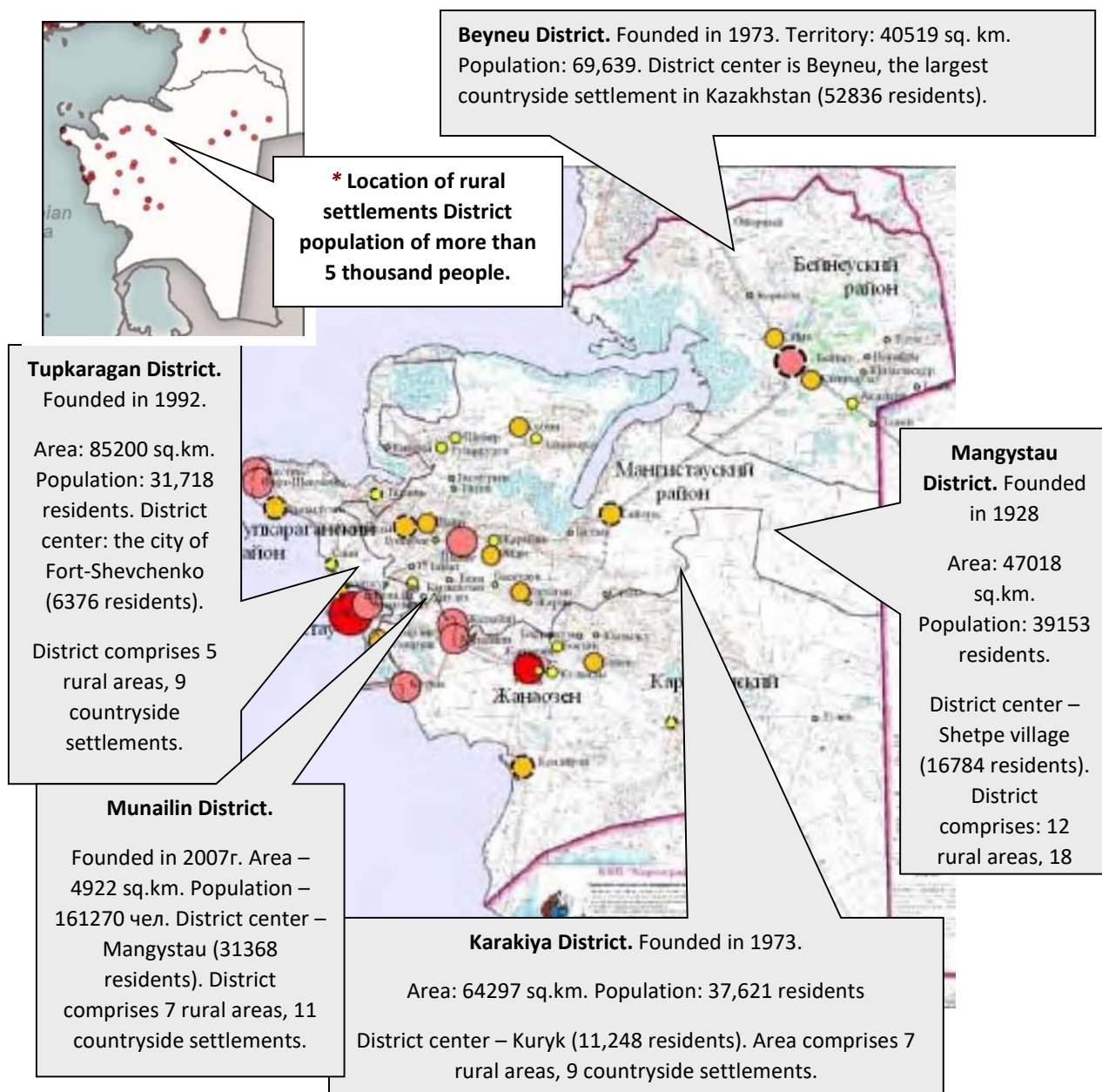


Figure 1. Map of rural administrative districts of Mangystau region

Source: prepared by authors

As of the beginning of 2020, the rural territories of the MR in administrative context are divided into five districts, consisting of 48 rural areas, including 58 rural settlements. Over the past five years, in the region there has been a decrease in the number of villages by 8 units (12.2%), rural district administrations by 2 units, with a simultaneous increase in the rural population by 114% (by 48.8 thousand people) and an increase in its specific weight in the total population of the region (see Table 3) .

Indicators	2015-2016	2017-2018	2019-2020
1. Number of rural districts, units.	43	42	41
2. Number of rural settlements, units	66	61	58
3. Rural population, people	352 253	391074	407145
4. Proportion of rural population in MR	57,0	55,7	60,1
5. Urbanization rate (%)	43%	44,5%	39,1%

Source: compiled by the authors on the basis of data from the Ministry of National Economy of the Republic of Kazakhstan, Statistics Committee

Internal migration in the region is characterized by intensive resettlement of economically active population from small villages to larger countryside settlements, as well as to cities, that is, to places with a more favorable economic situation. Moreover, due to the natural growth and relatively low mortality (4.5 ‰ in 2018 with an average republican value of 7.1 ‰) [15, p. 46], Mangystau region has seen an increase in the number of residents in all rural territories Figure 2.

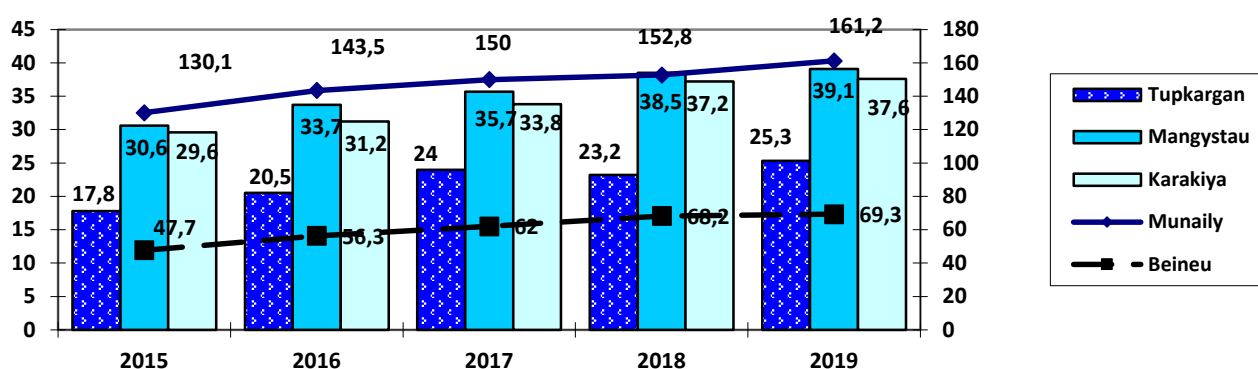


Figure. 2. The population of rural areas of the Mangystau region in 2015-2019 (thousand people, at the beginning of the period)

Source: Compiled by the authors on the basis of data from the Ministry of National Economy of the Republic of Kazakhstan, Statistics Committee

As can be seen from the diagram, the highest population growth rates during the period under review are observed in the Beyneu district (145%). According to the data, the Mangystau region takes 3rd place in Kazakhstan, after the South Kazakhstan and Almaty regions in terms of the number of ethnic migrants (repatriates) and immigrants who arrived from far and near abroad. The main place of settlement for repatriates in the region is the Munaily district, specially formed for this in 2007, located in the immediate vicinity (12 km) from the regional center. The district included the suburban villages of Mangystau, Umirzak, Bayandy, Kyzyltobe. Currently, there are already 11 countryside settlements in the region two of which – the village of Mangystau and the village of Batyr – are among the most promising (supporting) villages.

The unevenness of demographic processes in the rural territories of Mangystau is evidenced by the fact that in the structure of Rural Settlements of the Mangystau Region (at the beginning of 2020) specific weight of the population of Munaily district administration is 47.5%, Beyneu district - 20.5%, Mangystau district –11.5%, Karakiya district – 11%, Tupkaragan – 9,5%. Based on the definition of a village as a settlement with population of at least 50 people, of which workers not employed in industry, construction and transport make up at least 50% (Shibaeva, 2018), in the full sense, only three district areas can be considered as rural – Karakiy, Beyneu and Mangystau, i.e. areas in which only 43% of the MR population.

The most densely populated Munaily district is being dropped out of the “agricultural” category as it is a kind of suburb of Aktau, in the long term – a service, industrial and transport center of the region. Rural population here does not exceed 40% The least populated Tupkaragan region is also not being considered under the “agricultural” category with it’s is monotown of Fort Shevchenko, the village of Bautino (oil industry) and 5 rural areas, and the villages of Akshukur and Sain Shapagatov which are only 20 km away from the regional center. It is also characterized by a small share of the rural population (26.7%) Figure 3.

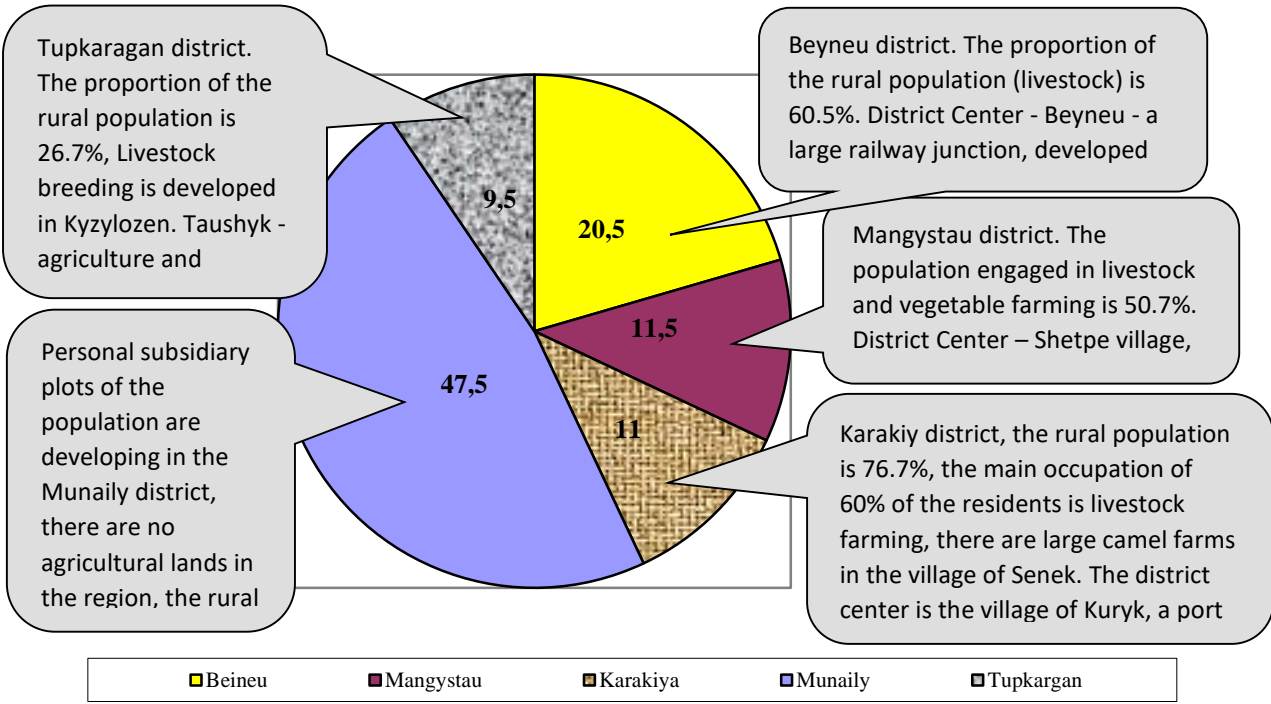


Figure. 3. Features of the resettlement of residents in rural administrative districts of Mangystau region

Source: prepared by authors

The data of the previously presented Figure 1, (mini map in the upper left corner), indicates that large rural settlements (with a population of more than 5 thousand people) are located mainly in the Beyneu, Munaily and Tupkaragan districts. If the population of a rural settlement exceeds 10 thousand people, then such villages can be called "super-large". Currently there are already 8 such rural settlements in the Mangystau region. Based on the indicator “number of residents”, all rural settlements of the Mangystau region were divided into six groups Table 4.

Group No.	Criterion: Population	Number of rural settlements	The population in the group, thousand people	The average population of a rural settlement in a group, thousand people
1	More than 20 thousand people	4	157,8	39,45
2	10 to 20 thousand people.	4	54,3	13,57
3	5 to 10 thousand people.	6	41,6	6,04
4	1 to 5 thousand people.	19	72,9	3,83
5	500 to 1 thousand people	12	9,9	0,830
6	Less than 500 people.	13	2,9	0,225

Source: prepared by authors

The grouping given in Table 4 shows that the most common type of village in the Mangystau region is a rural settlement with an average number of residents of about 4 thousand people. This (fourth) group includes 19 out of 58 villages in the region (or 32.7%). It's worth noting that the number of residents of the villages of this group (72.9 thousand people) has a share in the total population of rural areas equal to 21.2%, or one fifth. The sixth and fifth groups, with an average population of 50 to 1000 people, include another 25 villages, i.e. 43.1% of all rural settlements. Thus, 44 out of 58 rural settlements (75.8%) of all, on average, have 1.95 thousand residents.

On the other hand, according to the criterion of population, the first group is the most numerous, since 157.8 thousand people live in 4 villages of the Mangystau region (the village of Beyneu and three rural settlements of the Munaily district - Mangystau, Atameken and Baskuduk), which makes up more than 46% of the total population of rural districts. In four more villages - the regional centers of Shetpe and Kuryk, as well as in the village Zhetybai and Kyzyltyube there are 54.3 thousand residents which is 16% of the total population of rural settlements. Consequently, it can be concluded that 58.7% of the total rural population lives in eight settlements, the third and fourth groups of rural settlements account for another 33.4% of rural residents, and only and only 4.1% of the rural population lives in 25 villages of the fifth and sixth groups (12.8 thousand people) Figure 4.

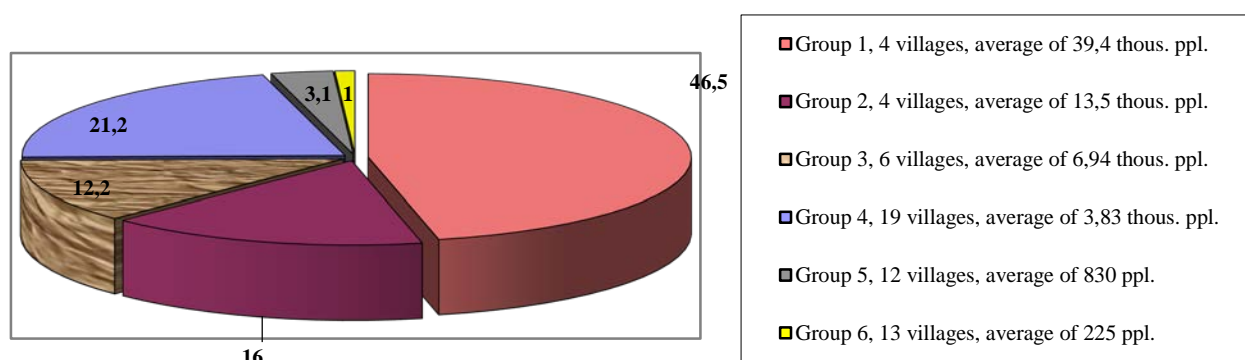


Figure 4. Grouping of rural settlements of Mangystau region by population

Source: survey results

This systematization gives us the opportunity to draw a number of conclusions.

Firstly, it is obvious that settlements in rural areas with such a significant number of residents as representatives of the first three groups require and receive more attention from the regional authorities in financing their engineering and social infrastructure. It is indicative, for example, that in the city of Fort Shevchenko at the beginning of 2020 there were 6376 people, which is 8.2 times less than in the village of Beyneu, and the number of residents of Zhanaozen is only 50% more than Beyneu. It is no coincidence that S. Dzhaksylykov notes that “in terms of the structure of employment (labor market) and spatial mobility, super-large villages are less and less like traditional villages, they tend to gravitate towards suburbs or small cities” (Dzhaksylykov, 2019).

Secondly, it seems logical that the population of villages that are relatively small in terms of population and are remote from the regional center will experience a lack, and sometimes even a shortage of a number of socially significant services, ranging from the help of a specialist doctor and ending with communication services. Thus, studies show that “the main problem of the social sector of the Mangystau region is large inequality between urban and rural areas in various aspects, including income levels, living conditions and the availability of social services. This problem is again caused by excessive dependence on the commodity economy, as well as on the sources of poverty in rural areas due to poorly developed agriculture, fisheries and small businesses” (Research, 2008).

Thirdly, the grouping has indicated the necessary vector of research, in particular, a sociological survey, which, in our opinion, became more objective due to the fact that it was conducted among the villages with population of up to 1,500 (Birlik, Turysh, Kulandy, Sarga, Sheber, Kyzylzen, etc.), from 1500 to 2500 (Senek, Bostan, Zharmysh, Otes, Taushyk villages), from 2500 to 7500 (Akzhigit, Batyr, Akshukur, etc.) residents.

Assessment of the current state of the rural social infrastructure in the Mangystau region in the context of healthcare, education, culture and sports facilities has been carried out using statistical analysis method on the basis of the grouping presented in Table 5.

Table 5: Provision of rural infrastructure in the Mangystau region with social infrastructure facilities at the beginning of 2020					
MR District	Number of medical facilities	Number of schools (lyceum, high school)	Number of kindergartens	Number of culture and sports centers	Total social infrastructure facilities
units (as a percentage of the total rural population)					
Beyneu	14 (27)	25 (27,7)	23 (19,5)	11 (18,6)	73 (23)
Mangystau	16 (31)	22 (24,4)	26 (22)	12 (20,3)	76 (23,8)
Munaily	7 (6)	15 (16,6)	33 (27,9)	15 (25,4)	70 (22)
Karakiya	7 (6)	18 (20)	19 (16,1)	10 (17)	54 (17)
Tupkargan	7 (6)	10 (11,3)	17 (14,4)	11 (18,7)	45 (14,2)
Rural areas of MR, in total	51 (100); (16)	90 (100); (28)	118(100); (37,1)	59(100); (18,9)	318 (100)
Note: composed based on the source [24], calculated by the author					
Source: compiled by the authors on the basis of data from the Ministry of National Economy of the Republic of Kazakhstan, Statistics Committee					

According to the data presented in table 5, of the total number of social infrastructure facilities (hospitals, feldsher points, secondary schools, kindergartens, cultural centers, stadiums, libraries, etc.) located in rural areas, the highest level of SI development is observed in Mangystau, Beyneu and Munaily districts, the smallest number of SI objects (in particular, hospitals and schools) are statistically recorded in the Tupkaragan region.

By industry, social infrastructure facilities in MR rural territories are represented by education facilities by 65.1% (including: 37.1% - kindergartens and 28% - secondary schools), about 19% are cultural and sports facilities, and only 16 % (51 units) are health facilities.

This analysis again draws attention to the fact that the distribution of medical institutions in the rural settlements of the region is uneven, Beyneu and Mangystau districts account for 58% of the total, and the remaining three districts, including the densely populated Munaily district, account for only 6%. In terms of the number of kindergartens and cultural and sports institutions, the Munaily District, on the contrary, is the leader among rural areas of the MR.

In addition to statistical analysis, authors have presented data on some results of the previously mentioned sociological research Figure 5.

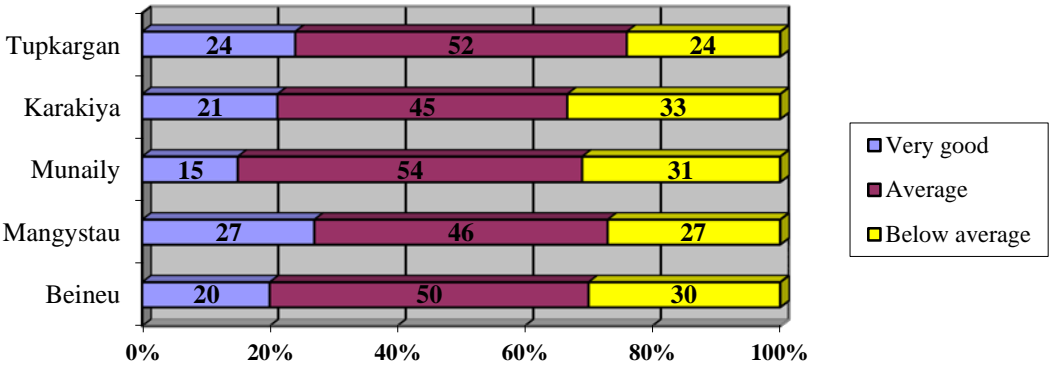


Figure 5. Answers of survey participants of the rural population of Mangystau region to the question: “How would you rate the state of the social facilities (schools, hospitals, etc.) in your village?”
Source: survey results

Analysis of the data presented indicates the ambiguity of the results of both statistical and sociological studies and leaves space for further research. For example, it is noteworthy that almost a third of the relatively socially prosperous population of the Munaily, Beyneu and Mangystau districts evaluate, nevertheless, the infrastructure services provided to them considered to be “below average”, and over 20% of the statistically “undeveloped” socially Karakiya and Tupkaragan districts, on the contrary, rate them as “very good”.

DISCUSSION

There is no doubt that the development of rural territories in the Mangystau region, as well as in Kazakhstan as a whole, today is characterized by an exacerbation of a number of existing contradictions: between the need for financial resources and the level of financing, between the need for medical care and the provision of preschool and general education services to the population and territorial accessibility to hospitals and educational institutions in rural areas, etc.

Generalization of the abovementioned social development issues in rural settlements in the region can be presented in the form of a SWOT analysis matrix Table 6.

Table 6: SWOT analysis of the development of rural social infrastructure in the Mangystau region	
Strengths	Weaknesses
<p>Low level of unproductive employment (self-employed);</p> <p>The age and educational structure of the rural population is classified as susceptible to change and retraining.</p> <p>The support system for young specialists has begun to develop within the framework of the programs “With diploma to the village”, “Youth Internships” and “Zhasyl El”.</p> <p>There is a wide network of preschool organizations;</p> <p>Financing for the construction of SI facilities in rural areas is increasing;</p> <p>Employment problems of rural residents are being addressed with the help of large industrial companies.</p> <p>There are Master Plans and Development Programs for several large villages in the region.</p>	<p>Significant imbalance in the level of remuneration of the rural and urban population;</p> <p>Unevenness of demographic processes;</p> <p>Imbalances in the levels of development of SI facilities in different rural areas of the region;</p> <p>Predominant development of educational facilities, the lag in the development of healthcare facilities.</p> <p>Shortage of hospital beds, doctors, nurses and medics; low wages of medical workers;</p> <p>Shortage of student places in preschool and school education;</p> <p>Weak material and technical base of educational, health, and cultural organizations;</p> <p>There are no comprehensive regional programs for the development of social infrastructure and rural areas.</p>
Threats	Opportunities
<p>Shortage of both qualified and unskilled personnel in the social sphere.</p> <p>Decline in the quality of rural education</p> <p>Migration from rural to urban areas and the growth of the informal economy.</p> <p>limited budget funds to strengthen the material and technical base of educational and health organizations;</p> <p>low wages lead to an outflow of medical and teaching staff.</p>	<p>Implementation of the Program of socio-economic development of the Mangystau region for 2017-2021;</p> <p>The development of foreign and republican experience in the development of the rural social sphere in the regions;</p> <p>Attracting major investors, sponsors, patrons, the general public to solve problems of social development based on PPP;</p> <p>Constant monitoring of problems and the study of public opinion.</p>
Source: prepared by authors	

CONCLUSION

The study has showed that the situation in the social sphere of the Mangystau region is characterized by both positive trends associated with its modernization processes, increased funding for the construction and reconstruction of SI village facilities, and negative aspects due

to the presence of a significant range of problems and risks.

The complexity of the facilities, their subordination to different departments, the lack of coordination of actions of local authorities, the lack of funding and qualified personnel complicates the tasks of effective management of SI of rural territories in the Mangystau region and in other regions of Kazakhstan. Even brief results of statistical and sociological studies show that efficiently managed, sustainable and depressed rural areas stand out in terms of management quality.

The regional leadership is looking for the most rational and cost-effective ways of developing rural settlements, often losing sight of the importance of strengthening social infrastructure facilities (schools, kindergartens, hospitals, etc.) in these territories, which negatively affects the population's assessment of the results of management in whole.

One of the main directions of regional policy in recent years is the development of supporting rural settlements (SRS). In accordance with the "Regional Development 2020" Program in the Mangystau region, comprehensive plans were developed and adopted for the development of 6 non-profit health insurance policies for 2014-2018 (Akshukur village of Tupkaragan district, Akzhigit, Borankul villages of Beyneu district, Sayotes and Zhyngyldy villages of Mangystau district, Zhetybai village of Karakiya district).

We believe that modernization of the social infrastructure of rural areas is and will remain an urgent problem of the socio-economic development of the region, and solution to this will require much more than individual measures, including a systematic and integrated approach. Undoubtedly, management in this area can and should use international experience of reforms, development of local self-government and establishment of rural social and infrastructure facilities. Necessity of constant monitoring of rural population opinions, feedback from rural residents and Akimats in order to find optimal ways to improve the condition of rural social infrastructure also proves to be undeniable.

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Finalization of Value Added Tax Changes in Kosovo in Accordance with EU Law

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ABSTRACT

This paper summarizes the main changes to the Law on Value Added Tax in Kosovo in order to harmonize it with the legislation and practices of the European Union as a concept of action of our country taking into account the aspirations for European integration.

In Kosovo, the largest contribution of monetary revenues is provided by VAT collection. The paper will address the financial aspects through the analysis of the effects of the reduced VAT rate in Kosovo of 8% on customs revenues, local revenues, consumer prices and medicines. Also, the increase of the standard VAT rate from 16% to 18% and the effect on budget revenues as well as other changes in the Law on VAT that have affected businesses will be addressed. The research methodology, which will be used in this paper is quantitative analysis. Some of the methods that will be used during this paper are: descriptive method, synthesis method and comparative method.

The purpose of this study is to evaluate the Value Added Tax (VAT) legislation in order to identify barriers to market competition and market integration arising from the non-harmonized provisions governing VAT on goods and services and which measures should be proposed for their harmonization.

Even though the VAT Law in Kosovo is mostly aligned with the VAT Directive, there are still some areas where complete alignment is missing with the EU Acquis because there is no mention of fraudulent activities in the VAT Law of Kosovo.

Keywords: VAT, Harmonization, European integration

INTRODUCTION

Value Added Tax (VAT) is the main source of tax revenue in Kosovo. In the first nine months (January 1 - September 30) of 2020, VAT accounted for approximately 47.9% of budget revenues. (Republic of Kosovo, Government, Ministry of Finance, Treasury of Kosovo, 2020). In 2015, the Government of Kosovo, facing the increase of the budget deficit mainly due to the increase of salaries in the public sector and expenditures on the construction of the Pristina-Skopje highway, is forced to amend the tax legislation.

The Assembly of the Republic of Kosovo, on July 22, 2015 approved the new Fiscal Package, which includes: the Law on Value Added Tax, the Law on Personal Income Tax, and the Law on Corporate Income Tax. The implementation of these new Laws has started from September 1, 2015. The biggest and main changes have been made in the Law on VAT. The new Law on Value Added Tax sets two (2) VAT rates: the standard VAT rate of 18% and the reduced VAT rate of 8%.

All taxpayers who are VAT declarants, from September 1, 2015 apply the rate of 8% and 18%, depending on the supply of the product or service. The old VAT rate of 16% was applied only until 31 August 2015.

The Value Added Tax, or VAT, in the European Union is a general, broadly based consumption tax assessed on the value added to goods and services. It applies more or less to all goods and services that are bought and sold for use or consumption in the European Union. Thus, goods which are sold for export or services which are sold to customers abroad are normally not subject to VAT. Conversely imports are taxed to keep the system fair for EU producers so that they can compete on equal terms on the European market with suppliers situated outside the Union.

EU law only requires that the standard VAT rate must be at least 15% and the reduced rate at least 5% (only for supplies of goods and services referred to in an exhaustive list). Actual rates applied vary between EU countries and between certain types of products. In addition, certain EU countries have retained other rates for specific products.

In the following, the effects of changes to the standard rate and the reduced rate in the Law on VAT in Kosovo will be analyzed, as well as the efforts for harmonization with the EU Acquis.

1. Summary of changes in the new VAT law in Kosovo

The new Law on Value Added Tax entered into force on September 1, 2015 and aimed to create a better environment for doing business, encourage new investment and employment, promote the information technology sector and address some social issues. In essence, the changes brought by VAT are based on estimates that aim to bring about certain effects on the economic and social life of Kosovo known as fiscal policy.

Some of the fundamental changes that have been made to the Law on Value Added Tax include:

- The standard VAT rate has been increased from 16% in the previous law to 18%;
- Reduced VAT rate 8% on some products and services that include: utilities (electricity, drinking water, waste collection, heating), cereals, flour, oils, milk, salt for human consumption, textbooks, equipment of information technology, medicines, medical devices, etc. Prior to the entry into force of the law, VAT on medicines was 0%.
- With the new Law on VAT, the threshold for VAT registration has been reduced from €50,000 to €30,000 turnover.
- With the approval of TAK, production lines and machinery for use in the production process, raw material used for the production process, information technology equipment are exempt from VAT;
- Newspapers, periodicals, equipment and materials imported for the needs of print and electronic media are automatically exempt from VAT.
- The reformulation of article taxable person; The definition of Taxable Person has been reformulated, canceling the name Kosovo, so now it is a much broader definition, which means that the development of economic activity is considered regardless of where that activity takes place.
- Cancellation of VAT certificate for Import / Export purposes; With the entry into force of the new Law on VAT, the VAT Certificate for small businesses was canceled, which was issued only for the purpose of Import or Export. There will now be only a VAT Certificate for all those taxpayers who reach the VAT registration limit or voluntarily wish to register for VAT. (Assembly of the Republic of Kosovo, Law No. 05/L-037 on Value Added Tax, 2015)

The new fiscal changes have been made in order to create relief for the lives of citizens and businesses in general. One of the goals of the new fiscal package, part of which is the VAT law, was the preparation of legislation that would meet the conditions to create an easier and better environment for businesses and a legislation in line with the EU Acquis in the field of taxation, employment incentives, social welfare for the citizens of Kosovo and improving the country's trade balance.

The purpose of the new fiscal package, of which VAT was a part, are considered to be necessary for the country's economic development and social welfare.

From the fiscal package, specifically from the reduction of the VAT threshold, from 16 to 8%, it is claimed to benefit all citizens or family baskets of citizens who have low and middle income. Whereas, those who have high incomes do not benefit, because the structure of the products that are consumed is such that it is intended to benefit those who have lower and middle incomes in order to protect the standard of living, families and citizens and also benefit businesses. So, through this package is expected to protect the standard of living of the population.

2. Effects of the reduced rate and the standard VAT rate in Kosovo

As mentioned above, the new VAT Law has for the first time reduced the VAT rate to 8% on some products.

The reduced VAT rate is calculated and paid by eight percent (8%) for the supply of goods and services, as well as their import, as follows:

water supply, except bottled water; electricity supply; cereals such as barley, corn, maize varieties, oats, rye, rice and wheat; products made from cereals for the purpose of human consumption, such as flour, pastry, bread and the like; cooking oils made from cereals or oil seeds for use in cooking for human consumption; milk and milk products intended for human consumption; salt suitable for human consumption; eggs for consumption; textbooks and serials; information technology equipment; supply of medicines, pharmaceutical products, medical and surgical instruments and apparatus. In the sense of the provisions of this Law, the Minister of Finance may expand the list of products within these categories, without obtaining any approval from the Assembly of Kosovo. (Assembly of the Republic of Kosovo, Law No. 05/L-037 on Value Added Tax, 2015)

In order to measure the effect of VAT reduction on customs revenues, the Kosovo Customs database on revenues at the level of tariff codes has been analyzed. Table 1 contains customs revenues collected at customs only for those tariff codes which according to Administrative Instruction no. 03/2015 apply reduced VAT of 8%. As we see from Table 1, although since September 2015, VAT on these products has been reduced by 50% (from 16% to 8%), revenues collected from VAT have increased by about 1 million euros (14%). The reason for this increase is the increase in the level of imports in these products and the application of the 8% VAT rate on medicines. Prior to the entry into force of the new VAT law, VAT on medicines was 0%. (GAP Institute, 2016)

Table 1. Revenues collected at customs from products with 8% VAT

	VAT		Customs Tax		Total	
	January - August 2015	January – August 2016	January - August 2015	January – August 2016	January - August 2015	January – August 2016
Revenues without medications	€7,442,080	€6,115,075	€1,676,912	€2,453,748	€9,118,992	€8,568,823

Medicatons		€2,359,675	€2,143,542		€2,143,542	€2,359,675
Total	€7,442,080	€8,474,750	€3,820,454	€2,453,748	€1,262,534	€10,928,498

Source: GAP Institute (2016). Effects of the Law on Value Added Tax. p. 4

Taking into account the amount on which VAT of 8% of customs revenues was applied, figure 1 presents a scenario of how much customs revenues would be in the period January-August 2016 if in products with reduced VAT, the standard VAT rate of 18% was applied. Based on the calculations for the period January-August 2016, the revenues collected by customs on these products would be about 19.1 million euros or about 10.6 million euros higher than the current revenues. In other words, while on average the revenues collected from these products in the period January-August 2016 were about 1.1 million euros per month, with VAT of 18% would be 2.4 million euros. (GAP Institute, 2016).

According to the Kosovo Agency of Statistics, the overall harmonized consumer price index (HICP) decreased by an average of -0.2 percent in October 2020 compared to October 2019. This is mainly explained by the decline in consumer prices. consumption in this period in the COICOP subgroups: trees (-3.6%), glassware, cutlery and kitchen utensils (-4.3%), purchase of vehicles (-1.8%), use of equipment for personal transport (-15.0%) "decline in oil and gasoline prices", with a combined impact of these subgroups of -1.4 percent on the HICP. While price increases are observed in the COICOP subgroups: bread and cereals (2.3%), meat (1.3%), milk, cheese and eggs (2.2%), oils and fats (3.4%), vegetables (6.7%), sugar, honey, chocolate and sweets (3.0%), water, soft drinks, fruit and vegetable juices (2.0%), tobacco (2.0%), products medical apparatus and equipment (4.3%), outpatient services (5.5%), hotel services (1.8%), insurance (19.7%) "increase in vehicle insurance prices last year", with a combined impact of these subgroups of 1.2 percent on the HICP. (Republic of Kosovo, Government, Ministry of Finance, Kosovo Agency of Statistics, 2020).

Table 2: Harmonized Index of Consumer Prices (HICP) January 2018 - October 2020 (2015=100), monthly and annual percentage price changes

Year	Month	Indexing(2015=100)	Monthly change in percentage	Annual change in percentage
2018	January	102.0	0.2	-0.2
	February	102.3	0.3	0.0
	March	102.4	0.1	0.1
	April	102.4	0.0	0.4
	May	102.2	-0.2	1.0
	June	102.3	0.1	0.8
	July	102.5	0.2	1.2
	August	103.0	0.4	1.5
	September	103.1	0.1	1.4
	October	103.3	0.2	1.5
	November	103.9	0.7	2.1

	December	104.8	0.8	2.9
	Annual average 2018	102.8	:	1.1
2019	January	105.2	0.4	3.1
	February	105.6	0.4	3.2
	March	105.7	0.1	3.3
	April	105.9	0.1	3.4
	May	105.7	-0.2	3.4
	June	105.3	-0.3	3.0
	July	105.2	-0.1	2.6
	August	105.7	0.5	2.7
	September	105.6	-0.1	2.4
	October	105.5	0.0	2.2
	November	105.7	0.2	1.7
	December	106.0	0.2	1.2
		Annual average 2019	105.6	:
2020	January	106.8	0.8	1.5
	February	106.6	-0.2	1.0
	March	106.5	-0.1	0.7
	April	106.2	-0.3	0.3
	May	105.9	-0.3	0.2
	June	105.4	-0.4	0.1
	July	105.1	-0.3	-0.1
	August	105.2	0.1	-0.5
	September	105.1	-0.1	-0.4
	October	105.3	0.2	-0.2

Source: Republic of Kosovo, Government, Ministry of Finance, Kosovo Agency of Statistics. (2020)

Series 3: Economic Statistics Harmonized Index of Consumer Prices October 2020. p. 8

Based on the Annual Report of the Tax Administration of Kosovo, for the period January-December 2019, in the structure of revenues by type of tax, the largest share has VAT with 47.9%. (Tax Administration of Kosovo, 2020)

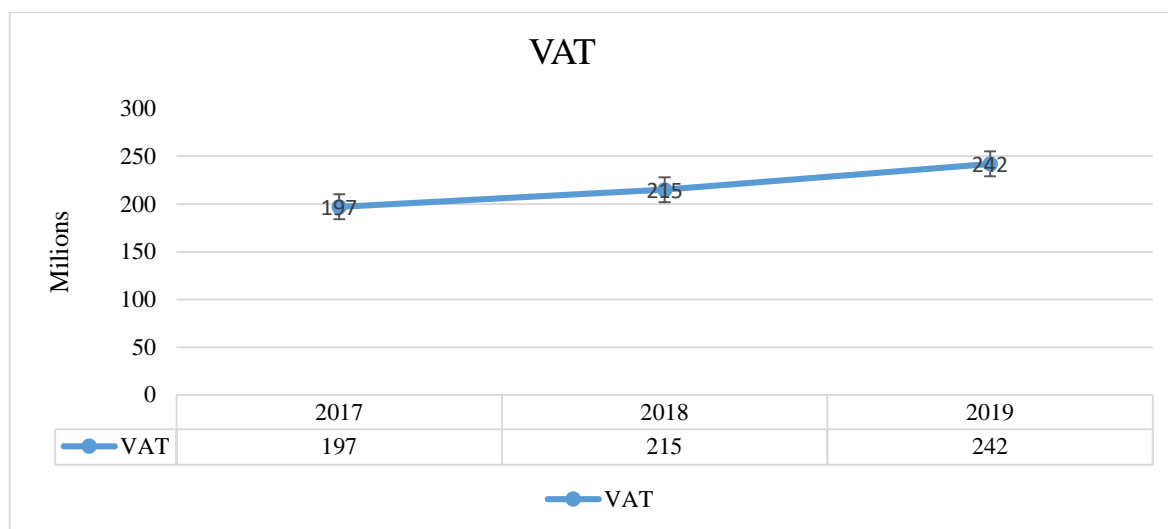
Type of tax	2017	2018	2019	Structure2019	Comparison by years	
1	2	3	4	$5=4/\Sigma$	$6=4/2$	$7=4/3$

VAT	196,635,189	215,184,335	241,711,051	47.9%	122.9%	112.3%
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Table 3: Revenues generated by VAT, January-December / 2017-2019

Source: Tax Administration of Kosovo. (2020). Annual Report of the Tax Administration of Kosovo January-December 2020. p. 18

Graphic presentation of VAT revenues January-December / 2017-2019



Source: Tax Administration of Kosovo. (2020). Annual Report of the Tax Administration of Kosovo January-December 2020. p. 18

From the data presented in the table and graph, we notice the increase of VAT revenues for the period January-December / 2018-2019 by about 26,526,716mil., While January-December / 2017-2019 an increase of about 45,075,862mil.

As mentioned above, from September 2015, the implementation of the VAT of 8% on medicines has started, from zero as it was before September 2015. The introduction of VAT and the removal of the import tax has potentially made the medicines more expensive. domestically produced compared to imports of medicines outside CEFTA countries. According to KAS data, consumer prices for medical products, apparatus and equipment (4.3%); outpatient services (5.5%); in October 2020 there was an increase in prices by 1.2%, compared to October 2019 in the HICP (Republic of Kosovo, Government, Ministry of Finance, Kosovo Agency of Statistics, 2020).

The escalation of Value Added Tax (VAT) by Kosovo institutions, had a negligible impact on the cost of living for citizens, although the fiscal change had exactly this effect at the center of its objectives.

Following the entry into force of the new VAT law, the standard VAT rate on most products has increased from 16% to 18%, or 12.5% higher than before September 2015.

Elements of the new fiscal package also have negative effects, especially for the consumer. The escalation of VAT from 16% to 8%, includes only a narrow range of products, while the increase of VAT from 16 to 18%, captures the majority of consumer products and this has the effect of increasing costs of life for the citizen at least 1.5%. (Kosovar- Deutsche Wierschaftsvereinigung, 2020)

Table 4: Revenues from the standard VAT rate

	Revenues from the standard VAT rate
Juary-August 2015 (VAT=16%)	€250,713,225
January-August 2016 (VAT=18%)	€318,493,702

Source: GAP Institute. (2016). Effects of the Law on Value Added Tax. p. 9

Table 5: Revenues collected from VAT at Customs

Revenue collection	2017	2018	The change in %
VAT	557.7	585.8	+ 4.79%

Source: Kosovo Customs. (2019). Annual Report 2018. p. 6

According to the data in table no. 5, we notice an increase in revenues collected from VAT at Customs about + 4.79%. (Kosovo Customs, 2019)

Another change in the Law on VAT was the reduction of the VAT threshold from 50,000 euros as it was in the previous law to 30,000 euros. So, any business that realizes a turnover of over 30,000 euros per year, will be obliged to register for VAT and pay for the part which exceeds this amount.

Kosovo's budget will benefit from this reduction of the VAT threshold because a larger number of businesses will be forced to pay VAT, but on the other hand this fiscal policy will weigh on new businesses that need relief fiscal and which potentially create new jobs. (GAP Institute for Advanced Studies, 2015).

Table 6: The number of businesses that pay VAT before and after lowering the VAT threshold

Year	Projection					
	2010	2011	2012	2013	2014	2015
Number of Businesses	8,834	9,605	10,556	12,327	14,560	16,360

Source: GAP Institute for Advanced Studies. (2015). Economic and Budgetary Effects of Fiscal Reforms 2015.

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In order to reduce informality and the inclusion of as many businesses as possible within the VAT, in the current law on VAT, the threshold of business registration for VAT has been reduced.

Among the THREE VAT changes are: the liberalization of imports of production lines, raw materials and information technology equipment. As a first element, the release of imports of production lines and machinery, which is included in the package and is very clearly defined. The second mentions the liberalization of the import of raw materials and as a third element

mentions the fact that these fiscal policies will help the European integration processes that Kosovo, in all areas, whether as a civil society or as the Government is aiming.

Starting from the practical part, there have been various companies that have come and expressed desire to invest in Kosovo but, in the impossibility of VAT exemption, the import of machinery and raw materials has caused them many problems and consequently a product with a much higher cost than imports has emerged, therefore, we can say that these three points are among the main points of VAT changes.

Tax policy reforms are conducive to enhanced economic growth and efficiency, while their budgetary and redistributive implications may generally be neutral. (Denk, 2012).

Kosovo is going through a bad economic period and there are significant stagnation in development. Doing business is undoubtedly difficult and this is certainly a consequence of the economic policies of all governments since the post-war period. The culmination of the difficulties of doing business came in 2014.

3. Comparison of VAT rates between EU countries and the case of Kosovo

The VAT Directive 2006/112 codifies the provisions governing the introduction of the common system of VAT in the European Union. The common system of VAT applies to goods and services bought and sold for consumption within the EU. The VAT tax is calculated on the basis of the value-added to goods and services at each stage of production and of the distribution chain. (Energy Community, 2017).

The main principles that underpin the VAT Directive are:

1. Harmonization of VAT legislation. In order to create a truly common internal market on the EU level, it is essential to establish legislation on turnover taxes that does not distort competition or hinder the free movement of goods and services.

2. Simplicity and neutrality in taxation. A VAT system achieves the highest degree of simplicity and neutrality when the tax is levied in as general a manner as possible and when its scope covers all stages of production and distribution, as well as the supply of services.

3. Neutrality in competition. The common system of VAT should, even if rates and exemptions are not fully harmonized, result in neutrality in competition, such that within the territory of each Member State similar goods and services bear the same tax burden, whatever the length of the production and distribution chain. (Energy Community, 2017).

In the EU, the adoption and further harmonization of a common system of VAT is mostly due to the historical objective of promoting full economic integration between the Member States by achieving, initially, a “Common Market” and, since 1993, an “Internal Market” without (internal) frontiers. In addition, because the EU budget since the 1970s is financed entirely on the basis of “own resources” that are partly financed out of Member States’ VAT revenues, the adoption of a harmonized VAT system in all Member States also became necessary to ensure Member States’ equal budgetary contribution. (Lamensch, M. 2015).

The harmonization of VAT has taken place on three levels: the adjustment of the fiscal systems, the standardisation of the tax basis and the adaptation of tax rates. (Knödel, J. 2008).

The EU sets the broad VAT rules through European VAT Directives, and has set the minimum standard VAT rate at 15%. The 27 member states (plus UK) are otherwise free to set their standard VAT rates. The EU also permits a maximum of two reduced rates, the lowest of which must be 5% or above. Some countries have variations on this, including a third, reduced VAT rate, which they had in place prior to their accession to the EU. Member states have now agreed that they will be free to set the reduced rates on most goods and services, including e-books; domestic fuel; clothing; and female hygiene products. (AvalaraVATlive, 2020).

The VAT Directive also defines the minimum VAT rate, i.e. standard minimum rate, of 15% (Article 97 of the VAT Directive). In addition to the standard minimum rate, the Directive allows for application of maximum of two reduced rates of not less than 5%. The reduced rates

may apply only to supplies of goods and services in the categories listed in Annex III to the VAT Directive (as last amended by Council Directive 2009/47/EC of 5 May 2009 amending Directive 2006/112/EC as regards reduced rates of value-added tax OJ L 116, 9.5.2009, p. 18–20). (Energy Community, 2017).

List of VAT rates applied in the Member States (in %)

Member States	Code	Super-reducet Rate	Reducet Rate	Standard Rate	Parking Rate
Belgium	BE	-	6/12	21	12
Bulgaria	BG	-	9	20	-
Czech Republic	CZ	-	10/15	21	-
Denmark	DK	-	-	25	-
Germany	DE	-	7	19	-
Estonia	EE	-	9	20	-
Ireland	IE	4.8	9/13.5	23	13.5
Greece	EL	-	6/13	24	-
Spain	ES	4	10	21	-
France	FR	2.1	5.5/10	20	-
Croatia	HR	-	5/13	25	-
Italy	IT	4	5/10	22	-
Cyprus	CY	-	5/9	19	-
Latvia	LV	-	5/12	21	-
Lithuania	LT	-	5/9	21	-
Luxembourg	LU	3	8	17	14
Hungary	HU	-	5/18	27	-
Malta	MT	-	5/7	18	-
Netherlands	NL	-	9	21	-
Austria	AT	-	10/13	20	13
Poland	PL	-	5/8	23	-
Portugal	PT	-	6/13	23	13
Romania	RO	-	5/9	19	-
Slovenia	SI	-	5/9.5	22	-
Slovakia	SK	-	10	20	-
Finland	FI	-	10/14	24	-
Sweden	SE	-	6/12	25	-
United Kingdon	UK	-	5	20	-

Source: European Commission, TAXUD. (2020). VAT rates applied in the Member States of the European Union Situation at 1st January 2020. Retrived from:

https://ec.europa.eu/taxation_customs/sites/taxation/files/resources/documents/taxation/vat/how_vat_works/rates/vat_rates_en.pdf

EU law requires all EU member states to apply a standard rate of at least 15%. In fact, only two member states – Luxembourg and Cyprus – currently have a standard rate that low. The average standard rate is currently 20.7%, with three countries – Denmark, Hungary and Slovenia – applying a standard rate of 25%. In practice, many goods and services are not subject to VAT at the standard rate. Some are subject to reduced rates, some are zero-rated, and some are exempt. (European Commission, TAXUD, 2011).

Recently, the design of policies and tax systems has attracted the attention of taxpayers in the area of the EU and outside, taking into consideration the impact and the role of the tax system in the economic development of the state and in determining the economic position of the family economy. The tax system should be structured with the aim of promoting economic growth, free competition, employment, through which collection of revenues and funding of social welfare is achieved. (Garcia, Pabsdorf & Mihi-Ramirez, 2013). Countries claiming the candidate status and full membership in the EU, should certainly harmonize their fiscal policies and fiscal system with the *acquis communautaire*.

Value Added Tax (VAT), is the part of indirect taxes along with excise and customs and are considered financial instruments hereby taxation of a broad consumer and services is achieved. According to the OECD statistics of 2014, in the structure of public revenues, VAT collects 30.5% of total revenues, while since 1965 the VAT participation in GDP in the OECD member states has increased from 3.2% to 7.0%. According to OECD statistics of 2016, 167 countries apply VAT. Perhaps the most significant driver for an indirect tax process overhaul, however, was the European Union's tax jurisdiction changes for e-commerce companies, effective January 1, 2015 (Gardner, 2016).

From the above, the tax rate in the Republic of Kosovo is among the lowest in the EU member states and we can say that it is a fiscal policy that Kosovo institutions have applied in accordance with the standard and economic development of the country because it is known that Kosovo is behind these EU countries in terms of sustainability and economic development. The countries of the region which are members of the EU also have a higher rate than our country. (Haliti, 2020)

Fiscal policy is closely related to monetary policy, which mainly focuses on supplying the economy with money. In the framework of fiscal policies, a special role in the economy is played by taxes, which express the largest part of revenues within a country. (LeRoy, Miller, R. and Pulsinelli, W. R. 1989). The main objective of the tax is to finance state expenditures. All other objectives, such as structural policies or revenue redistribution are secondary. (Lang, M. Melz, P. Kristoffersson, E. Ecker, Th. 2009). Kosovo, like other countries in the region, has reformed its tax system, reducing rates, redefining the tax base and amending positive laws. Yet much remains to be done. Efforts should be made to fill legal gaps, tax harmonization with the EU and regulate international tax relations.

CONCLUSION

Undoubtedly, the effects of the amendments to the Law on VAT in Kosovo have affected budget revenues, consumer prices and business activity. Although the reduced VAT rate of 8% includes a small number of products, the standard rate of 18% burdens most products which has reflected positively on customs and domestic revenues. The reduction of the VAT rate on some products has had a negative impact on budget revenues, but the application of VAT on medicines and the increase in imports on these products have offset this loss. Business

representatives have largely supported the changes that have taken place to the new VAT Law. The lowering of the business registration threshold has also been welcomed by businesses, due to the reduction of informality and consequently the creation of preconditions for a fair competition between businesses.

What sparks debate on this topic is the harmonization of these changes with EU law for countries aiming at European integration in order to promote the European common market by guaranteeing the freedom of movement of goods, services, individuals and capital. The harmonization of national legislation with that of the EU should be done taking into account the economic development and the standard of living of the citizens of that country. Kosovo, when harmonizing tax rates with the countries of the region and the EU, should also take into account these features.

Kosovo still has a lot of work to do to secure higher tax revenues within the country, rather than concentrating on border taxes, in order to secure its budget, as a country aspiring to European integration.

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Features of Intellectual Property Commercialization Enterprises in Modern Conditions of Development of World Economic Relations

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ABSTRACT

The commercialization of intellectual property can be carried out in the form of its application for the needs of its own production. Enterprises often seek to protect themselves from «piracy» and illegal use of their own intellectual property results by protecting them. In addition, many entrepreneurs believe that innovations aimed at developing their own business are the most powerful tool for commercial success since they allow them to support high positions in the market, maintain the competitiveness of products, strengthen business reputation. Personal use of your own intellectual products allows you to maintain a monopoly on the implementation of innovative products. The article deals with topical issues of commercialization of intellectual property objects as a factor of activation of innovative activity of industrial enterprises. Currently, these tasks are largely influenced by the processes of both global and sub-regional economic integration of countries, in which Kazakhstan is inevitably involved. The author shows that under the conditions of using such a tool of industrial cooperation of the EAEU Member States as a value chain, it is extremely important to activate the processes of evaluation and commercialization of intellectual property objects in order to obtain the maximum possible benefit from the implementation of the value chain.

Keywords: the object of intellectual property, commercialization, involvement in economic turnover, global and sub-regional interstate integration processes, principles of rational inclusion of enterprises in the value chain

INTRODUCTION

The problem of improving the mechanism of commercial realization of intellectual property is one of the most important theoretical and practical aspects of economic development. The economic growth potential of any country directly depends on the level of development of science and technology. Without any elements of invention and innovation, technological progress and the development of productive forces would be impossible. Recently, with the deepening of innovation processes and increasing the level of Informatization of society, the importance of the intellectual component of production resources has significantly increased. Because of this special relevance is the question of most efficient use and implementation of scientific and technological achievements that directly related to the development of intellectual

property market, providing an effective mechanism for the implementation of scientific and technological achievements in the form of intellectual property. Currently existing methodological approaches to the assessment of intellectual property objects do not sufficiently take into account the peculiarities of the price formation of intellectual property objects depending on various forms of commercialization, which affects the development of an adequate methodology for evaluating intellectual property objects. The problem of developing the evaluation methodology has become particularly acute recently, when the experience of the first two waves of privatization was critically analyzed, during which, due to inadequate valuation for a song (and, in most cases, free of charge), valuable scientific results and technologies were transferred to private hands, in the development of which significant public financial resources were invested. The relevance of political economic research on the phenomenon of intellectual property is also due to the fact that the issues of intellectual property theory have traditionally been considered mainly from the point of view of law and legal aspects. In this regard, the concept of "intellectual property" is quite new for economic theory, and its economic nature has not yet received an adequate theoretical justification.

1. METHOD

In Kazakhstan, the national innovation system has not been fully formed during almost three five-year periods of implementation of the policy of industrial and innovative development. So, there is a generalized opinion of experts that "it is too early for optimism, the national innovation system (consisting of the following elements: talents and ideas, commercialization, innovative potential of companies, technological infrastructure, demand conditions and public administration institutions) is vulnerable in almost every of its links. And critical experts even argue that it makes no sense to talk about the effectiveness of a non-existent mechanism. In General, the weakest side of the national innovation system of Kazakhstan is its absence as a system due to ignoring the paradigm of the modern knowledge-based economy-open innovation» (Kazakhstan, 2015).

As you can see, Kazakhstan is not yet able to fully solve internal problems in creating conditions for the commercialization of intellectual property objects within the framework of the more General task of creating an innovation-oriented economy.

However, more overflowing problems external ones related to the involvement of Kazakhstan in the global and subregional economic integration processes, which largely determine current and future potential for implementation of intellectual property in trafficking, both on the EEC common market and on third country markets.

Currently, based on the study of world experience and based on the practice of national industrial policies, the following mechanisms and tools of industrial cooperation within the framework of the Eurasian Union are laid down as the basis for implementing the goals and objectives of the Main directions of industrial cooperation:

- the Eurasian network of industrial cooperation and subcontracting - as a mechanism for developing cooperative relations between enterprises and involving SMEs in industrial relations with large enterprises;
- the Eurasian development Bank as the main source of financing for projects with a cooperative effect;
- new value chains (CDCS) - as a tool for real interstate production cooperation;
- technological platforms of the Union - as a mechanism for cooperation between the interests of business, science, the state and public organizations;
- interstate programs and projects - as a scientific and methodological basis for cooperation;

- engineering center of the Union - as a structure that ensures the development and promotion of innovations in production processes;
- the Eurasian technology transfer network as a mechanism for promoting the results of intellectual activity;
- elimination of barriers - as a tool for rapid response based on market monitoring and analysis of barriers in the context of system-forming enterprises.

At the same time, sub-clause 4.2.3. ONPS specifically sets the task: to form new value chains, the EAEU member States develop and implement joint programs and projects for the development of priority economic activities».

We can say, in the system of measures to integrate industrial complexes of member States of the Union an important tool to address issues involved in interstate trafficking and commercialization of intellectual property is a tool in the form of CDS. Moreover, there is a high probability that this tool is becoming the only possible tool for enhancing innovation in Kazakhstan, excluding internal factors and conditions that are currently not fully effective.

This is, in our opinion, the specifics of commercialization and involvement of intellectual property objects in economic turnover in the context of the development of interstate integration processes.

It should be noted that these features are objectively determined by the process of globalization, which in modern conditions of economic functioning leads to fundamental changes in the structure of production of goods and services and in world trade. In particular, in the global economy, most of the products produced that participate in international exchange are created in stages within global chains that involve both developed and developing countries.

Each country participating in global chains does not create the full final value of the product, but only takes part in adding to the total value at the next stage of its development, production and marketing. Localization of production in a particular country allows you to increase the competitiveness of manufactured goods by reducing costs.

In the light of the above, there is a need to take a closer look at the DCS technology in General and the DCS in particular.

The world experience of innovation integration shows that currently two conceptual approaches have been formed in the theory of industrial cooperation: on the basis of the formation and development of global GDSs and on the basis of the development of innovative systems (Global chains and innovations: two schools, two views)

At the same time, in fact, experts on innovative development usually focus their attention on the national level (or on NIS). The innovative approach is usually limited to the search for best practice tools in the field of innovation policy. The main conclusion of this school is that partners within the innovation system should be equal and States should have a real opportunity to implement the necessary political ideas.

In contrast, the GDC approach tends to focus on the fact that real economic power belongs and should belong to business in the form of TNCs, and the state plays, rather, the role of a "night watchman".

At the same time, it is important to know the answers to the three main questions of the GDC concept:

- how does the nature of the chain affect the enterprises from developing countries that participate in it?
- how does the nature of the chain affect the distribution of rent within its various links?
- does the integration of developing countries into the GDC have a positive or negative impact on their development?

These key issues, in our opinion, are extremely important and most likely relevant for the EAEU member States as well.

Experts at both national and supranational levels give diametrically opposite answers to these questions, since the key disadvantage of the approach based on the GDC concept is to ignore the influence of local institutions and the conditions they create for improving the position of companies in these chains.

According to Russian experts, it is necessary to pay attention to the concept of national innovation systems. This is also supported by innovation experts: they need global chains to break out of the state. In General, we can understand that it is advisable to look for integration opportunities based on these two approaches in the synthesis of effective tools for industrial cooperation.

One of the key principles should be the ability for companies to change the type of GDPS they participate in. At the same time, companies from developing countries are recommended to join those global chains where there are fewer barriers to entry, and then, as the NIS is formed and developed, move to more favorable positions in the CDD, or reorient to other, more profitable chains.

On the other hand, many researchers Express the General opinion that the main drawback of the gcds method remains the same: no matter how many options there are, if there is no complete objectivity, then the method is initially incorrect.

In other words, even if it can be proved that inclusion in global chains is a positive thing for most businesses and a number of sectors of the economy can benefit from it, this does not necessarily mean that it will bring positive things to the economy as a whole. And in order to develop this methodological tool in the direction of its greater objectivity, it is necessary to study both the processes of entry and exit from the gcds.

However, it is most difficult to objectively assess the effects of joining global chains for the least developed countries.

On the third hand, without fully working out these fundamental issues in the formation of effective tools for cooperation, we do not have to talk about the CDR approach as a complete tool for application in the processes of industrial cooperation.

It should be clearly understood that the degree of a country's participation in global international or regional trade is determined by its competitive advantages in these markets, the growth of which can be achieved in two ways:

- based on their own efforts to diversify the national economy in the direction of forming and realizing the potential of import substitution and strengthening the export orientation of production, but this path is labor-intensive, costly and time-consuming;
- integration of the efforts of a number of States in the field of industrial cooperation on measures of joint integration into global CDCS, and this path is most attractive for all countries participating in such integration structures.

3. FINDINGS AND CONCLUSION

Currently, in Kazakhstan, such types of economic activities as oil production, non-ferrous and ferrous metallurgy, mechanical engineering, chemical industry, electric power, and agriculture are more or less involved in global CDCS. At the same time, there is participation in various parts of the global CDCS: for example, Kazakhstan is involved in the initial cycles of global production in the mining industry, while, for example, in mechanical engineering, it already specializes in the Assembly of processed products.

The indicator of a country's participation in the value chain is usually calculated by calculating imported products and services that are later used in the production of goods for export. In General, the analysis shows that the index of Kazakhstan's participation in global value chains in 2013 was 30%.

At the same time, this indicator should not create the illusion of a high degree of participation

of Kazakhstan in the global integration process, especially taking into account such qualitative indicators as the innovative component of the final product and the degree of localization of production.

Indeed, on the one hand, a significant share of such participation in global CDCS is provided by the raw materials sector of the country's economy, which, of course, cannot be considered a positive direction for integration into long-term global economic integration processes.

On the other hand, some manufacturing industries have a real practice of embedding in global DCS. For example, the agricultural machinery industry.

In this segment, such enterprises as KF JSC "Agromashholding", KF JSC "Agromashholding", LLP "don Mar", LLP "SemAZ", LLP "Karatalagrotech", LLP "Avangard agro", LLP "JV Kazbelagromash", JSC "Uralskagroremmash", JSC "KazAgroInnovation" Tselinny research Institute of mechanization and electrification of agriculture, JSC "ZIKSTO", JSC "KazAgroInnovation", LLP "plant of agricultural machinery", "JV azovaralagromash" LLP, "Kazakh research Institute of mechanization and electrification of agriculture" LLP, etc.

At the same time, many enterprises have significant production experience since the time of the planned economy within the unified national economic complex of the Soviet Union, producing finished products for the agricultural sector of the country. Today, in the value chain of agricultural machinery in Kazakhstan, more than 60 percent of the added value is generated by component suppliers. At the same time, a significant part of component suppliers come from Asian countries (40%) and EEU partners (33%), and EU countries (21%).

Ultimately, Kazakhstan's participation in the global value chain in agricultural engineering is driven by the role of imported goods and components. However, as the level of component localization increases in the future, Kazakhstan has the potential to export components to other countries and enter the top-down value chains of agricultural machinery.

Or an example of power engineering, which currently produces a variety of electrical products: cable and wire products, transformers, low-voltage equipment, electrical products and other types of products.

The largest manufacturers of power engineering products include: Kentau transformer plant, Karaganda turbo-mechanical plant, Kazenergomash Corporation, Petropavlovsk heavy engineering plant, ENP Corporation, Demeu Energy, Ecoenergy.KZ, Fortis Company, Zersu Corporation, Alageum Electric JSC, Kainar-AKB JSC, Kazenergokabel JSC, Ust-Kamenogorsk condenser plant JSC, Kelet JSC, kazcentrelectroprovod LLP, Almaty fan plant LLP.

Again, despite the fact that domestic enterprises produce products, starting from design and development, up to the final stage of manufacturing electrical products, the industry is dependent on 70% of imported components. However, at the same time, Kazakhstan is creating the main share in the global CDP in the EAEU, resulting in the index of participation in the chain is 72%.

Thus, in General, the participation of Kazakhstan's industries and enterprises in international technological chains is characterized either by the inclusion at the grass-roots, raw materials and semi-finished links of CDCS, or due to a weak degree of localization due to significant volumes of imports of intermediate goods for use in the final Assembly of finished products.

In this regard, the topic of formation and implementation of the National innovation system, which should allow Kazakhstan experts, including the author of this publication, to raise is relevant.:

- increase the level of innovation activity of enterprises by expanding the link between science and production and strengthen the practical impact of the innovation component of the policy of industrial and innovative development of the economy;

- expand opportunities for commercialization of innovative property objects and their involvement in economic turnover;

- increase the degree of participation of Kazakhstani enterprises in global and regional

CDCS, including taking into account higher places in the chains.

Along with this, you should pay attention to the organizational forms of the CDP. As world practice shows, international industrial integration in the form of global DCS is most successfully implemented when applying the vertical principle of forming relationships between industries (enterprises) of national economies.

However, according to a number of domestic experts, there is a serious risk for national economies, which should never be overlooked in the decision-making processes within the EAEU. As you know, integration production processes can develop in two aspects: horizontal cooperation and vertical integration.

In the first case we are talking about the extension only production linkages, and the second assumes the vertical alignment of the unification and subordination of enterprises a unified management, with all its consequences, including their full absorption, and it is another risk that has the potential to escalate into a threat to domestic production, associated with loss of competitive advantage, levels of innovation and high-tech products.

It is clear that in order to avoid such risks, in all respects it is preferable to follow the path of inter - industry cooperation, since vertical integration can lead to the absorption of domestic enterprises, and this may be facilitated by the fact that a significant number of enterprises are still little or completely uncompetitive not only in world markets, but also in the EAEU market. It should be emphasized that ensuring interstate industrial cooperation should be accompanied by the solution of a two-pronged task: moving towards real cooperation while respecting national interests. The second task is extremely important, since it is associated with the inviolability of Kazakhstan's course on economic development along the path of industrial and innovative development.

It is clear that, in principle, only this fundamental platform can be used to successfully solve the problems of activating innovation activities and increasing the competitive advantages of both domestic industries and industries, as well as an ever-expanding list of domestic products.

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The Impact of Branding on Marketing of Retail Banking And its Long-Term Effect on Customer Loyalty- A Case Study of BRAC Bank Dhaka, Bangladesh

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ABSTRACT

In today's competitive environment where consumers have an enormous choice of brands, building and sustaining brand loyalty is fundamental for the survival of companies. At present, business world customer loyalty is a subject of great interest for marketing scholars because of its significance in relation to accomplishing sustainable competitive advantages and financial results. It also plays an important role in retail banking and in bank branding. Brand management is principally linked to good relationships with customers and it can be assessed by analyzing marketing operations. Consequently, customers become loyal to a specific product, a brand or an industry and this strategy benefits the business.

The purpose of this research is to investigate the relationships between brand marketing and customer satisfaction, perception, products/services and loyalty in the Bangladesh retail banking industry. Both qualitative and quantitative research was utilised in this study. Primary data comprised qualitative data collected through open-ended interviews with BRAC bank managers and staff, and quantitative data collected through questionnaires completed by BRAC bank customers. Multiple Regression Analysis was employed for quantitative data analysis. The findings reveal significant relationships between brand marketing and customer satisfaction, perception, products/services and customer loyalty in the Bangladesh retail banking industry. The original contribution of this thesis lies in the theory of the customer relationship management framework based on brand marketing. This study has significant findings which combine brand marketing and customer satisfaction, customer perception, products/services as marketing tools to explain customer loyalty in the Bangladesh retail banking industry context. Based on these findings, the author offers guidelines to managers on how to build and sustain purchase and attitudinal brand loyalty by enhancing brand experience.

Keywords: BRAC, Retail Banking

Overview of Thesis: This thesis is made up of three (3) parts. In the first part they are three components: Main theme, Literature review and Research Methodology. Part two consist of a case study or which is called empirical sections. Finally, the third part consist of data analysis (Quantitative and Qualitative), discussion of findings and conclusion. In addition, contributions and recommendation for future work.

Research Aim

This research aim help to investigate BRAC bank's marketing strategy in terms of products, place, promotion and price strategy and the technologies.

To examine the influence of branding on marketing of retail banking and extended term impact on customer loyalty of BRAC Bank Bangladesh.

Research Problems

The research problems of this study are categorized into three main areas, namely: competition, competitive advantage and technological advancement. The research problems are presented in the sub-sections below which reflects past and present state of the challenges and opportunities faced by BRAC Bank, Bangladesh.

Research Objectives

This research project is designed in order to achieve the following research objectives:

Critical review the relevant literature of marketing strategies of retail banking services employed by the BRAC Bank in Bangladesh.

To examine customer perceptions in relation to BRAC bank's products, place, promotion, price strategy and technologies.

To test the hypotheses in order capture level of success of branding as a marketing tool for customer loyalty and develop the research model.

To study the relationship between branding and customer loyalty in retail banking in Bangladesh.

Research Questions

Research questions show the pathway the researcher hopes to carry on this research. By getting the outcomes of the following research questions, the researcher would have achieved the objectives of this project:

How effective are the marketing strategies of BRAC bank Ltd, Bangladesh?

What is the perception of the bank customers in relation to brand value, products, and services for BRAC bank?

Is there any relationship between branding and customer loyalty to BRAC bank Ltd, Bangladesh?

Which hypotheses capture marketing tools in relation to BRAC bank customer loyalty?

The research aim, objectives and research questions show the pathway of the research, and the research will be carried out according to that pathway. The main target of this research is to achieve the objectives and find out accurate answers to the research questions to reach a strong recommendation for the research.

Table 1. Studies on Relationship Between Service Quality, Satisfaction and Loyalty

Authors	Service Context	Relationship studies	Data Analysis	Findings
Cronin, Brady and Hult (2000)	Fast food, health care, sporting events	SQ, SV, CS, CB (loyalty)	CFA	SQ, SV, CS directly influence BI
Dabholkar, Shepherd and Thorpe (2000)	Photographic directory services	SQ, CS, BI	CFA	CS has a strong mediating effect of SQ on BI CS better predictor for BI
Parasuraman et al. (2005)	e-purchase	SQ, SV, CL	CFA	SV has a direct effect on loyalty SQ has a direct effect on the SV and Loyalty
Cristobal, Flavian and Guinaliu (2007)	e-retail	SQ, CS, CL	CFA	SQ has a direct and indirect effect on CS, CS has a direct effect on loyalty, CS is a mediator
Ladhari (2009)	e-hospitality	SQ, BI, CS	CFA	SQ has a direct and indirect effect of BI, CS is a mediator.
Wolfenbarger and Gilly (2003)	e-retailing	SQ, CS, CL	CFA	SQ (website design) has a direct effect on CS and loyalty
Zeithaml et al. (1996)	Automobile and Life Insurer	SQ and Behavioral Intentions (BI)	FA	SQ has a positive relationship on Behavioral Intentions

SQ: Service Quality, SV: Service Value, CB: Customer Behaviour, Customer Satisfaction and Behaviour Intention, CFA: Confirmatory Factor Analysis, CL: Customer Loyalty, Cronin and Hult (2000) examined the conceptualization on the effect of service quality, satisfaction, value on customer's behavioural intentions and builds on recent marketing theories to assess the relationships between service value and satisfaction which directly relate to behavioural intentions when all variables are considered collectively.

Research Hypotheses

Previous empirical research has extended the measurement and conceptualization of customer loyalty and brand personality in the service industry. In line with this, several studies highlight the positive relationship between service quality, customer loyalty, and customer satisfaction as usually mediator between them (Chu et al., 2012; Chodzaza and Gombachika, 2013; and link between customer experience dimensions and brand loyalty (Möller and Raake, 2014; Price et al., 2014, 2015).

For example, Kim et al. (2016) found that a satisfied customer with a smart phone manufacturer will tend to have a higher loyalty toward the company. This research argues that customer satisfaction, perception, brand marking, products and services have a positive impact on customer loyalty. Bloemer and Kasper (1995) believed that customer satisfaction is a necessary condition for customer loyalty, although not sufficient on its own to automatically lead to repeat purchases or brand loyalty.

The research hypotheses for this study are listed as follows {a detailed explanation is presented in the Conceptual Framework of this study}:

H₁: Customer loyalty depends on customer perception of BRAC bank.

H₀: Customer loyalty does not depend on customer perception and satisfaction of BRAC bank.

H₂: Customer satisfaction has a direct positive relationship with customer loyalty of BRAC bank.

H₀: Customer satisfaction has no relationship with customer loyalty of BRAC bank.

H₃: Customer loyalty depends on BRAC bank's products and services.

H₀: Customer loyalty does not depend on BRAC bank's products and services.

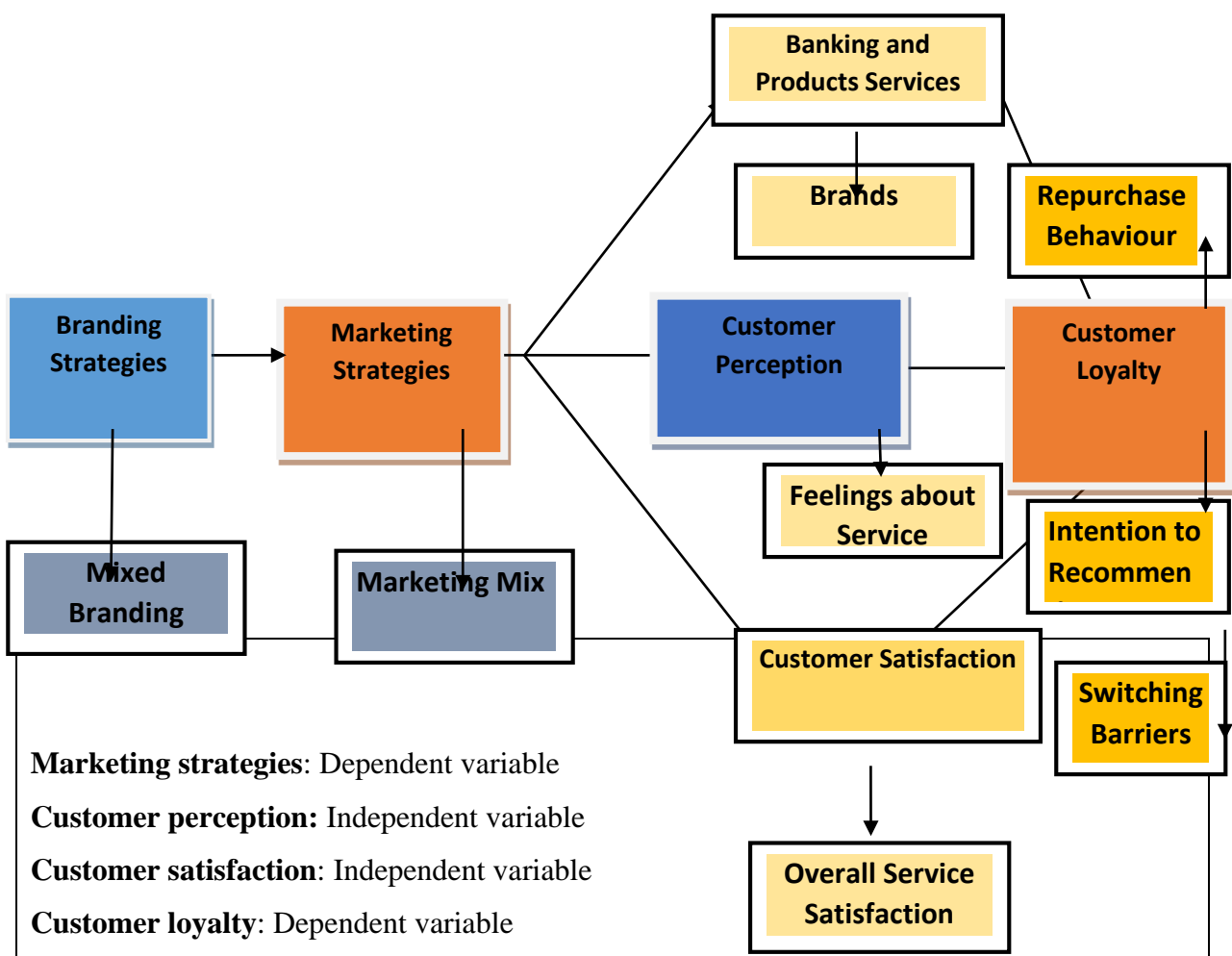
H₄: There is a positive significant relationship between branding in marketing and customer loyalty of BRAC bank in Bangladesh.

H₀: There is no significant relationship between branding in marketing and customer loyalty of BRAC bank in Bangladesh.

This section presents the theoretical framework of the study, which is a summary of the thesis that indicates a general idea about the topic and provides the assumption that customer perception, brand satisfaction, bank products and services lead to customer loyalty in the banking industry in Bangladesh.

CONCEPTUAL FRAMEWORK

Theoretical Framework and Hypothesis Development of Branding in Marketing and Customer Loyalty



Source: Developed by Author for this Research

The most common practices of the marketing mix for banking sector are discussed below.

The Marketing Mix

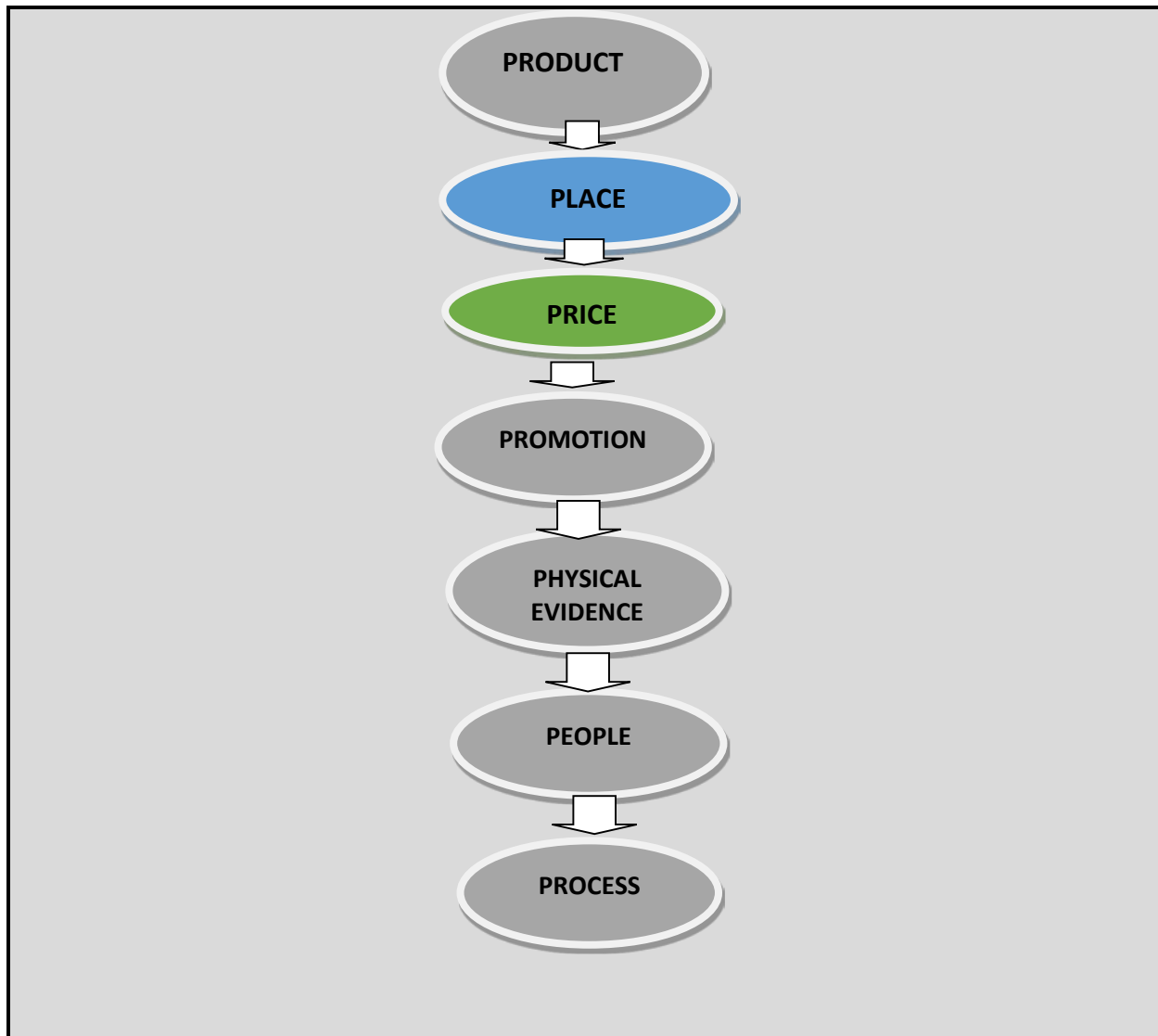


Figure: The 7 Ps of Marketing
Source: Designed by Author

Research Philosophy

The most significant part of the methodology is the research philosophy. Without an understanding of this process, it is impossible to conduct successful research. The researcher should have a thoughtful process about the study philosophy with a conceptually sound aspect of the study in question (Scott and Tad, 2014). In line with the study philosophy, there are two main elements referred to as **positivism** and **interpretivism**. As a result, this research considers two main paradigms which are positivism and interpretivism. A positivist position uses a deductive approach to empirically test relationships between the known variables in the theoretical model. Positivism is known to be a research theory used in most social studies. Various elements of banking have been examined in this study and the goal of the study has been obtained. The level of income of the customer is significant to increase the demand for products/services from the branded financial institutions like BRAC bank Dhaka, Bangladesh. Interpretivism emphasise the meaningful nature of people's character and participation in both social and cultural life (Elster, 2007). It denotes that the methods of the research which adopt the position that people's knowledge of reality is a social construction by human actors, and so

it distinctively rules out the methods of natural science (Eliaeson, 2002). Interpretivism, by its nature promotes the value of qualitative data in pursuit of knowledge (Kaplan and Maxwell, 1994). In essence, this philosophical and research paradigm involved the uniqueness of a particular situation, contributing to the underlying pursuit of contextual depth (Myers, 1997). There exist two frequently used study philosophies that are imperative for social and marketing research (Duane and Justin, 2015). BRAC bank, Dhaka, Bangladesh serves its customer for banking as they have to consider individual preferences since they are involved with the specific society's culture.

Research Approaches

Two main approaches known as qualitative and quantitative approaches exist. According to Duane and Justin (2015), the methodology of any study has to contain two types of approaches namely; qualitative research and quantitative research. Data collection and data analysis methods have also been portrayed under the research onion. Data collection procedure entails of both primary and secondary data collection techniques (Kara, 2015). Statistical chart and graphs have been also employed in the data analysis to demonstrate customer preferences in line with their buying behaviour concerning branding. Mono method of the research has been applied in the research. The questionnaires were sent to the branch managers at different parts of Dhaka and also other parts of Bangladesh to gather relevant information (Joshua and Catherine, 2012).

Key Findings

That significant relationship exist between brand marketing and customer satisfaction, perception, products / services and customer loyalty in the Bangladesh retail banking industry.

In other words, a significant positive relationship exists between customer satisfaction and loyalty in the Bangladesh banking industry. In addition, a positive relationship between marketing and brand loyalty exists, for that reason significant to be able to offer customers a security with the particular brand of their choice.

This study has a significant finding which combines brand marketing and customer satisfaction, customer perception, products / services as marketing tools to explain customer loyalty in the Bangladesh retail banking industry.

Original Contributions of the Study

New Conceptual Framework:

An assessment of the linkage between brand marketing and strategies and customer loyalty. The original contribution of this thesis lies in the theory of the customer relation management framework based on brand marketing which limited studies have attempted to link brand marketing strategies and customer loyalty in the Bangladesh retail banking industry.

Methodological Contribution

Previous studies have used either quantitative or qualitative research to examine the customer relationship management linkage, but have not employed a mixed-methods approach. Bryman and Bell (2005) recommend that both data sources should be employed to gain robust results. According to the critical literature review, this study seems to be the first of its kind to employ both quantitative and qualitative research techniques with a case study approach around service marketing within the retail banking sector in Bangladesh. The quantitative research method is

suitable for gathering primary data that can be statistically analysed using tools such as the Statistical Package of Social Sciences (SPSS) package, to test hypotheses.

The qualitative research method is suitable for gathering insights on the social and cultural elements in the service marketing area of interest. This gives a greater understanding of the numerical data. Here primary data were collected by questionnaire and interviews conducted during a field visit and through online sources from the customers throughout different parts of Bangladesh including capital city of Dhaka, Bangladesh. In addition, this study also considered secondary data gathered from different company websites and company reports and research papers of the BRAC Bank Dhaka, Bangladesh.

The second original contribution comes from the methodology employed in this study. This study employed both qualitative and quantitative research analysis. After conducting a critical literature review, this study should be considered the first kind to employ both quantitative and qualitative research techniques with a case study approach in the area of service marketing within the retail banking sector in Bangladesh.

New Model

The findings lead to the development of a new conceptual model for Branding, Marketing, Customer Perception and Customer loyalty (BMCC) below. Branding ,Marketing ,Customer Perception ,Customer Loyalty

Branding---Marketing ----Customer Perception ---Customer Loyalty.

Source: Researcher's BMCC Model

Developed by Author

CONCLUSIONS

The objectives of this current research have been achieved. The original contribution of this study came from two main streams, namely; developing a new conceptual framework and methodology in the service literature.

A Critical review of the service and brand loyalty literature. Development of the conceptual frame work.

A case study of BRAC Bank background history of the bank analyzed. Both the quantitative and qualitative data provided an advantage to improve the reliability and validity of constructs to measure brand loyalty.

The findings revealed that customer loyalty depends on customer perception, satisfaction, bank products and services in Bangladesh banking industry.

The Effectiveness of Pension Fund Reform in Georgia

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ABSTRACT

The pension fund system represents the essential part of the economic policy. Moreover, it defines the social and political stability and future the development of the state economies. By other words, the simple objective of the pension system is to pay pensions to workers in their old ages and to protect elderly against the risk of poverty. As Pension fund system is a cornerstone of countries economy, policymakers across the globe are still discussing about universal effective pension fund systems and struggling to implement and fit it to the country's economy demography and financial system. From this point the main objective of this research topic was to test the effectiveness of new pension system reform in Georgia. It focuses on whether the reform will have positive effects on tackling poverty among elderly and bring to Georgian people real prosperity. Despite of the central government announcement that the new system of accumulative pension was successfully adopted in the country, there are still hot debates and discussions in Georgian society including its fairness and effectiveness, which indicates the lack their awareness and involvement in this process. The main aim of this paper is to analyze exciting pension fund reform in order to give people a clear understanding of reform. In the presented research, there is discussed the introduction and development reform of the pension system in Georgia. International experience is also analyzed on the example of other countries, specifically Armenia, Azerbaijan Estonia and Latvia. It also discusses the characteristic aspects of the pension model introduced in Georgia. Finally, paper also include Social research specifically opinion of Georgian people about the new pension systems.

Keywords: Pension Fund, Economy, Society Benefit, Government

INTRODUCTION

It is widely accepted that the pension fund system represents the essential parts of the economic policy. Moreover, it defines the social and political stability and future development of the state economies. But in fact, the simple objective of the pension system is to pay pensions to workers in their old ages and to protect elderly people against the risk of poverty. Under Soviet Union period Georgian people lost their savings and social provisions. This event mainly caused the losing the trust in public mechanisms in Georgian society and took dramatic affect over their memories. After the declaring the independence of Georgia in 1991, the country's pension system has been reformed several times, firstly most significant was the adopting a flat rate pension in 1995, but because of severe economic crisis and conflicts inside of Georgia, it's function to tackle poverty was too low. The inefficiency of social and economic situation to ensure stable and effective social security system was the key motive need for implementing new pension system in Georgia. Starting from 2003, radical transformations were made in social policies by new government to liberate economy. Especially From 2004, the social programs have been financing from the general budget revenues. In 2007-2012 years, long service bonus was added to the pension based on years of employment years, which had a little affect in the reduction of elderly poverty. However soon Another reform took place in 2012, the pensioners stopped getting long service bonus and started receiving combined pension as a

flat rate pension benefit. One of the most important reform took place in 2018, when new laws about the accumulative pension system was adopted by Parliament of Georgia in 2018. These laws came into force from the first of January 2019. The pension system was created to ensure people with a retirement savings that is more similar to their earnings during the active working years. The pension system based on a 2+2+2 principles. By other words, 2% of pre-tax earnings of workers are transferred to an individual retirement account by employee, employer and the government separately. The pension funds are invested within Georgia. The new law is still being hotly debated and discussed. Georgia has small economy and limited state resources. This means that the government does not have an infinite amount of money to distribute among the population. Considering level of living and employment of Georgian population and if we add ageing process and migration of workforce then we should think about the effectiveness of the accumulative pension system reform in Georgia. Analysis of budgetary spending on social security, economic indicators and demographic trends situation shows that social liability and responsibility represents one of the key challenges for economy of Georgia.

The most important fact regarding the new pension scheme is to be focused on the following issues: strengthening consenting principle, keeping the appropriate growth and development of the economy, protection of currency exchange rate from sharp fluctuations, avoiding high inflation process, introduction of compulsory indexing of accumulated pensions, in order to avoid corrupt manifestation, keep forming effective guaranteed mechanisms for its protection and also in order to increase the level of public confidence, strengthen public awareness campaigns.

The main purpose of the paper is to ascertain whether current pension is effective and supported by Georgian people or not. Considering into account of economic processes in Georgia, we should figure out whether the period to implement a new, modified pension system changes are proper and properly adjusted to the present reality or not. Was Georgia ready for this new reform? How will the new pension system affect economy of Georgia, employer and employee. Is it fair to all people? The main objective of the paper is also to research the existing best practice pension fund systems across the world and provide recommendation for improvement and strengthen the current pension system of Georgia. Research goals we have focused: • Demonstrate the context and purpose of the pension reform; • Analysis of international experience; • Compare different aspects of the accumulative pension system; • Determining the impact of the new pension model on employed and self-employed persons.

The Georgian government has insisted that the new system will provide pensioners with a “decent retirement”, alleviate elderly poverty, and will also boost the domestic capital market, as the pension funds will be invested within Georgia. But there is uncertainty, how government intend to implement this plan when investing within Georgia is associated with high risk rather than investing in more developed countries’ bonds or other financial instruments. To tell the truth boosting our economy by using such accumulated fund will be profitable for everyone, as for country also for society.

The Concept and Importance of Pension Fund Reform

The efficient pension system is the main tool through which governments ensure and maintain people’s old age under an acceptable level. More specifically, according to the Andrews (Andrews, 2006), Pensions are defined as a mechanism to reduce the risks of old-age poverty and a means to smooth lifetime income and to maintain living standards in retirement. Retirement is the period of a person’s life during which person is no longer working, or the commencement of that period. Retirement systems is part of a larger category, called social security. Social security is a comprehensive social welfare program of benefits, providing workers and their dependents with retirement income, disability income and other payments by utilizing the social security tax (Wang, Zhang, Shand, & Howell, 2014). (Asher, 1998) has

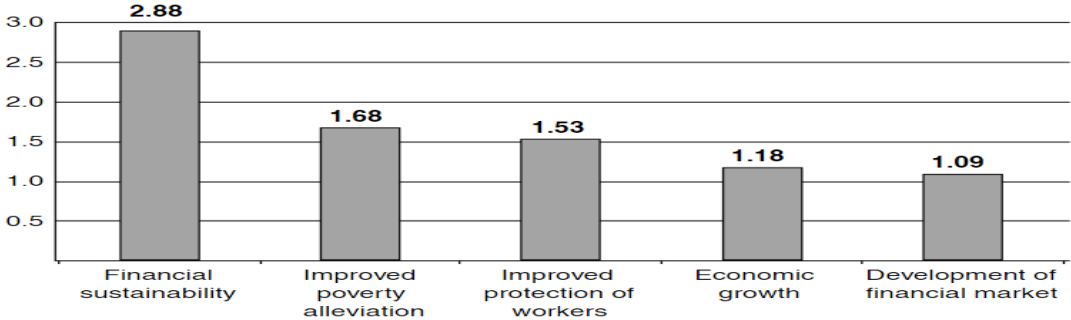
identified the main function of a social security system is to provide to a substantial proportion of retirees with socially adequate level of replacement rate which is defined as a proportion of the last drawn salary or other similar benchmark.

Analysis of exciting researches show that until the late nineteenth century there wasn't any formalized or defined Pension fund system. Basically, Families were the main source of support for the old in most European countries. People that worked in small agriculture field had ability to work until very late in life at same time they got support from their family members when their capability to work decreased. But the mass migrations to urban centers caused economic change and uncertainty that created barrier to people to plan and save for their old age. In case of losing support or help, churches and neighbors often took responsibility to provide oldster with basic support. Specifically, after the beginning of industrialization processes, people started leaving their local homelands and groups in order to move to the newly developing cities, where they had few family or social connections compared to living in local communities. People increasingly needed a safety of old age, especially protection from the risk of illness and disease. They also needed support in case of losing the family income producer, (Schwarz & Arias, 2014).

According to the World Bank (1994) existence of pension system has three main objectives. These objectives are: firstly saving - which involves assisting people to transfer portion of salary collected during the active working period to retirement years, for saving purposes, by other words facilitating of income smoothing during the individual's lifetime. The next most important objective is to transfer their lifetime income from one individual to another, called Redistribution – without this objective the system may cause unfair redistribution of income, for example if the individual with low earnings tried to save portion of his income for retire period, they would fall in the extreme poverty during their active working years. And finally, Insurance – safety of saving in case of recession or wrong investments. Generally, it related to safety against the risks to those the old age is especially vulnerable (The World Bank, 1994). In their research Holzmann and Hinz (2005) defines the key features of successful pension system:

- An adequate system should ensure welfare to the large majority of people in order to decrease and maintain poverty during the old-age under acceptable level;
- Within an affordable system the financing capacity of society shouldn't cause the deterioration of socio-economic environment of country;
- Within a sustainable system, it must be strong and sustainable predictable over the specified time horizon;
- A robust system - ability to avoid the risks caused from different reasons such as political, demographic or economic instability (Holzman & Hinz, 2005).

Figure 0. What Should Be the Main Goal of Pension Reform?



Source: R. Holzmann, M.Orenstein, M.Rutkowski, Pension Reform in Europe: Process and Progress, 2003, p.137

According to other researchers the most important goal of pension reform should be financial sustainability of the pension system (Figure 1.1.). Two other reform objectives with the highest priority are improved poverty alleviation and improved protection of workers against decreases in income. Development of financial markets and economic growth are lower priorities and often were treated as external to the main reform objectives (Holzmann, Orenstein, & Rutkowski, Pension Reform in Europe: Process and Progress, 2003).

Analysis of different researches and studies showed that current social pension systems mostly stand on systems created by Bismarck or Beveridge. In 1889, the chancellor of Germany Otto von Bismarck, was the first person who created and adopted a contributory pension scheme. According to his pension system benefits were earnings and people's profession related. The system consisted of some additional constraints and allowed to workers with incomes below a specified line, who were considered to need extra safety. On the other hand, workers with high income were supposed to have other resources and ability themselves to protect from poverty in old age. Individual got benefits after reaching the retire age and only if they maintained less than one-third of actual working capacity. Possibility of getting benefits depended on the person contributions during his active working life. At the beginning this system started to spread in central, western and northern European countries, later in southern and eastern European countries. Lord William Beveridge designed model in the first half of previous century in England. it was called Beveridge model and preceded by the setup of the pension for retirement period, due to the significant effects of classical liberalism. In comparison to Bismarck pension system, Beveridgean model, provided basic benefits to each individual, a flat-rate pension without considering of their profession and earnings during active working years. Later this system became popular and spread over in several European countries, especially in northern part of Europe. Nowadays it mostly corresponds a flat rate to Pay-as-you-go system. This system was described as a national solidarity system, managed and financed by government. State collects funds from tax payer and provides benefits to retired people. At the present, the system is developed and implemented in various ways in different country's pension systems (Terziev, 2019). In his research Hachon (2008) states that pension systems can be more Beveridgean or more Bismarckian. A pension system is purely Beveridgean if all individuals receive the same pension. On the other hand, a pension system is purely Bismarckian if pensions depend completely on the wages of individuals. if pension system has a Beveridgean and a Bismarckian component it is called mixed Pension system (HACHON, 2008).

According to the World Bank, generally three main financing and managerial arrangements exists to ensure old age:

✓ **Public pay-as-you-go plans** – this is most accepted system, obligatory for individuals in every state. In this kind of plan responsibility is taken by government, which organizes and ensures public pensions for all individuals. it redistributes real income, both across and within generations and generally source of finances represents general state revenues.it is characterized as defined benefit model.

✓ **Occupational plans** – type of pension plan that is privately managed by employers. This kind of plan characterized as defined benefit or partially funded and regulated or monitored by government.

✓ **Personal saving and annuity plans** - fully funded or defined contribution plans. Individuals save funds during the active working years to ensure their retire age. As the benefits are not predefined, individuals hold the investment risks. Plan can be voluntary or mandatory basis (The World Bank, 1994)

Pension plan or retirement scheme can be divided into categories: *Defined Contribution or Defined Benefit* (Bodie, Marcus, & Merton, 1988). The Defined Contribution plan represents the easiest type of retirement plan. The employer and employee make regular contributions into the individuals' saving account. Generally, the contributions are specified and constant, defined in advance as a percentage of individuals earnings. the individuals can define according to their will the type of assets in which funds will be invested and assess the future value of investment at any time (Bodie, Marcus, & Merton, 1988). DC plans give employee the freedom to choose the level and allocation of their retirement savings (Gomes, Hoyemz, & Hux, 2020). Generally, contributions can be invested in long- or short-term deposits, securities, but investments have some predetermined limitations regarding to the investment options. At retirement, individuals either receives a lump sum or an annuity, the income of which depends on the collection of the funds. Therefore, the employee holds investment risk (Bodie, Marcus, & Merton, 1988).

On the one hand, in case of a defined benefit plan, formula is used to calculate and define an employee's pension benefit that considers itself individuals active working years and earnings during that period. In DB pension schemes the pension fund bears the investment risk, the longevity risk and the interest rate risk. Investment risk is the risk that the invested pension capital will be worth less than expected because of unfavorable developments in the financial markets. Longevity risk is the risk that pension participants get older than expected. We can distinguish between micro and macro longevity risk. Micro longevity risk results from non-systematic deviations from an individual expected remaining lifetime, i.e. the risk that an individual gets older or dies earlier than expected. Macro-longevity risk results from the fact that survival probabilities change over time, i.e. the risk that the total population gets older than expected. The changes in the interest rate has an unfavorable effect on the value of the pension payments (SCHUTTE, 2018).

Mostly countries have chosen a defined-benefit pension system (Nyce & Schieber, 2005). However, because of the increase in life expectancy, the fiscal burden of this structure has increased strongly. Consequently, some countries, such as Italy, have adopted a defined contribution pension system (HACHON, 2008). DC pension schemes are getting more popular since employers prefer to be exposed to less risk associated with pensions. Moreover, DC pension schemes allow for more customization and freedom of choice for pension participants, which in most cases does not hold for DB pension schemes (SCHUTTE, 2018).

In 1994 the World Bank developed a **three-pillar pension system**. report (The World Bank, 1994), based on main principles and concepts. Since then, the World Bank's has mostly payed attention on create pension system designs to adapt these principles to widely varying situation and better direct the needs of various populations in order to manage the risks in old age. Based on this principles and concept created framework, by other words two additional pillars added the original concept which had only included three-pillar structure: a basic (zero) pillar and a nonfinancial (fourth) pillar.

The key characteristic of the universal pension is that every single person reaching a certain old age should be ensured with a universal pension. The benefits, in this system, are increased based on specific indexation mechanism over the time period. The zero pillar systems have been implemented in the developing economies with the primary purpose to reduce poverty and provide the social security to low-income part of the population via the execution mechanisms such as conditional cash, universal and means-tested transfers (Holzmann, 2012).

In the First Pillar, the pension benefits are determined according to the person's contributions in the pension fund within the active working time period. The pension funds in this pillar are primarily functioning based on contributions from current active workers and their employers.

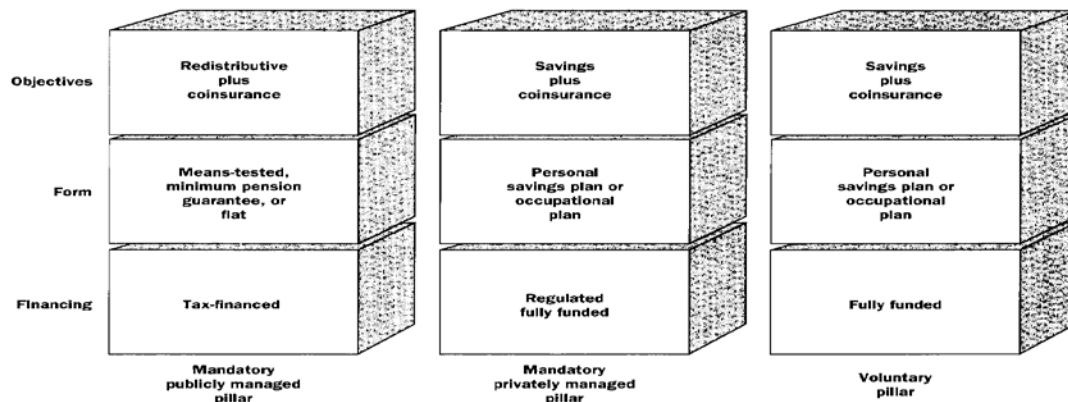
In this way so called a pay-as-you-go (PAYG) pension system allows to provide benefits for current active pensioners. It can be underlined to the advantage of these systems that reserves can be accumulated if they are immature. However, in case of the deficit the general revenues can be added to the contributions. Generally, there are several types systems of the first system: Conventional Defined Benefit System, Basic Pension, Point System Notional Account System. (Schwarz & Arias, 2014). The First Pillar combines mandated, unfunded and DB systems. Adopting and adjusting those systems have led to various outcomes depending on the countries and economies. In OECD countries, reorganizing has been primarily characterized by the parametric nature by reduction in generosity (a lower annual accrual rate), lengthening of the assessment period at times to all contribution periods, introducing decrements for earlier and increments for later retirement and in a number of countries, an increase in the standard retirement age. Nevertheless, not in all the countries implements has it achieved the sustainability of the pillar. The practice shows that the further parametric reforms are necessary to counter the challenges related to population aging-related fiscal as well as labor market- and social policy-related incentive. The primary focus should be the political discretion that ensures the long-term solvency of pension schemes (Holzmann, 2012).

In the 2nd Pillar pension systems, the contributions normally are accumulated on savings accounts of pension funds management institutions or some financial institutions. The collected funds are invested in various financial instruments and the retirement benefits, combining the principal and the return on investment, are paid out to the beneficiaries (Schwarz & Arias, 2014). In 1981, for the first time the pension system with mandated and funded DC pillar has been successfully designed and implemented in Chile. However, despite the effectiveness of the system, only couple of countries in Europe, such as Poland, has applied the second pillars. The primary adopters, Latin American and Central and Eastern European countries, are confronted with challenges of managing the payout to the beneficiaries, despite the successfully implementing the accumulating phase of the pillar (Holzmann, 2012).

Unlike the 2nd Pillar, in case of the Third Pillar, the contributions are made on a voluntary basis instead of mandatory one. Accordingly, the individuals can make voluntary contributions to their accounts at financial institutions and manage the accounts personally or by consulting the institution representatives (Schwarz & Arias, 2014). Adoption of this pillar has frequently occurred after the mandated second pillar. Despite the growing attention of policy makers, the concerns have been raised regarding the regulation of the schemes that appears to be the Achilles' heel of the pillar. Nevertheless, it offers a great opportunity to the individuals employed in the informal sector in low- or middle-income countries to compensate the reduced public generosity (Holzmann, 2012).

A **Multi-Pillar** pension system consists of more than one of the pillars above mentioned. While only implicit in Strategy, Averting and Perspective indicate that, when appropriately implemented, multi-pillar systems ought to offer greater retirement income security than PAYG systems by (1) earning higher rates of return from diversified investments and (2) spreading political and systemic risk between the public and private sectors. In order for the pension system to provide retirement income security, the system also has to be fiscally sustainable. Based on existing evidence, multi-pillar reforms in many countries, as implemented, have not improved old-age income security. In many cases, investments in the mandatory funded pillar are not well diversified, and instead are concentrated in government bonds. While in many cases the government bonds offer high rates of return, the high returns often reflect high levels of macroeconomic and investment risk (Holzmann, 2012). Figure 1.1-2 describes the overall overview of the pillars of old age.

Figure 1.2. Pillars of Old Age



Source: A World Bank Policy Research Report, *Averting the Old Age Crisis*, 1994, p.15

According to Willmore and Bertucci (1999) the 1st pillar is noncontributory, it ensures a minimum income to all elderly with the aim of alleviating poverty. Pillar third is also contributory, but voluntary, for those who want to supplement the retirement income provided by the 1st and 2nd pillars. Most part of Pillars 1st and 3rd are not controversial. There is an agreed view that first pillar that is redistributive is best left to government, which is in a good position to finance flat, indexed pensions on a pay-as-you-go basis from general income or revenue. There is also consensus that pillar third is best managed by private institutions, with public control and limitations set to financial institutions. On the other hand, Pillar second is very controversial. Some extreme liberals argue that there is not any reason at all for such a pillar, that government has no business mandating savings to provide elderly those have incomes that place them well above the poverty level (Willmore & Bertucci, 1999).

The study of the world bank (1994) also suggests that financial security for the old age and economic growth would be better if governments set three pillars to ensure old age security: a publicly managed system with mandatory involvement and the specific goal of reducing poverty among the elderly, second privately managed or mandatory savings system and finally voluntary savings. The 1st pillar is related to redistribution, while the 2nd and 3rd cover savings, and all three pillars decrease the many risks associated to old age. Separating of the redistributive function from the savings one, the public pillar - and the size of the payroll tax needed to support it - can be kept relatively small, thus avoiding many of challenges related with a dominant public pillar. Covering the insurance function across all three pillars or systems offers greater income safety to the old age than confidence on any single system (The World Bank, 1994).

In his research on Public versus Private Provision of Pensions Willmore (1999) proves that the 1st pillar or system is best managed through the government, while the 3rd mostly through private markets. On the other hand, he mentions that there is no common opinion regarding the 2nd pillar. He also come to conclusion that individual/private accounts are attractive largely because they provide all savers to receive potentially equal returns. But at same time public systems can be changed to reach a similar equitable treatment of contributors while keeping low administrative costs and providing social insurance that is either costly or unavailable privately (Willmore & Bertucci, 1999). The Post-Soviet Union countries have gone through major changes after collapse of the centrally regulated system. Adopting market-based principles lead to row of reforms in all state sectors including economy, financial, socio-cultural, healthcare etc. Pension systems, as part of the state regulated fields, faced significant

challenges since the Pay-As-You-Go (PAYG) system inherited from the Soviet Union was no more sustainable due to the demographic changes, high emigration rate and distorted labor market, reduced fertility, weak financial sector and instable economic conditions. Therefore, the necessity of reforming the existing PAYG pension systems was urgent and many countries-initiated transformations from the very beginning of their independence.

Branco et al (1998) analyzed reforms of the pension systems in the Post-Soviet Union countries. According to the study, two main types of policies have been identified to tackle the financial challenges that pension systems faced. The most common practices were reduced benefits, increased contribution rates and accumulation pension arrears. However, those measures were considered as short-term solutions to the problem and could not lead to reformation and transition to a more sustainable system. Nevertheless, there were countries that initiated systematic approach of reforming pension systems. Two major approaches were outlined in those systematic reforms: Latvian and Kazakhstan approaches. Latvian reforms assumed adopting so called *piecemeal* approach, assuming maintaining existing PAYG system and tackling short term challenges by reduced expenditure and increased revenues. However, the ultimate goal of the reform was gradually introducing funding system as well and overall establishing multipillar, balanced funded and PAYG systems in long term. Kazakhstan, on the other hand took rather radical, so called multipillar approach, introducing mandatory private pension funds and replacing existing PAYG one. In this case the fully funded pillar (first pillar) is dominant and the guaranteed minimum pension is provided by government to ensure the conditions of the poor. This approach was also referred as the Australian-Chilean pension system (Branco, 1998).

Schwarz (2014) describes the expected projections of the pension systems challenges in Eastern European and Central Asian countries. The author outlines the demographic structural changes, primarily due to the low fertility and increasing migrations and projects that future pension systems will face difficulties regarding the increasing benefits that will not be possible. Changes in demographic and economic development can be a powerful trigger in destabilizing the pension systems. The pension systems existing in the post-Soviet Union countries have reached its maturity and as described above needed urgent reformation (Schwarz & Arias, 2014).

All researchers note that Pension reforms should be administered and controlled carefully. In his paper Medici (2004) reported that pension reforms may influence the distribution of income among generations and as well as among groups in the same generation. He states that reform is much more successful in countries those have more homogeneous societies and certain groups in this country do not have a history of providing privileges. conversely, reform is slow and hard in countries with political and representative systems, those incapables to produce stable majorities in their parliaments and where traditions related with heterogeneous and segmented pension systems have created political lobbies against changes and impeded a clean political transition (Medici, 2005). In their paper “Retirement, Pension Systems and Models of Pension Systems” authors states that reforming any pension system in any country is not an easy task. Government needs to rebalance the retirement income provision in ensuring the adequacy and the sustainability of the system which also defiantly involves a long-term policy under the situation of uncertainties, But the examples of existing best practices from other countries can benefit policy makers in seeking to reform their own pension systems accordingly (Wang, Zhang, Shand, & Howell, 2014).

Analysis of researches also show that reforming of pension systems may have positive effects. Walker and Lefort (2000) notes that Pension fund reform may have significant positive direct effects on savings, growth, and welfare. In particular, they argued that pension fund reform improves macroeconomic stability by eliminating the political and demographic pressures that threaten the financial stability of the standard (Walker & Lefort, 2000).

Valdés and Cifuentes (1990) developed the concept, which may be particularly important in emerging markets. They argue that the accumulation of relatively large amounts of investable wealth by pension funds induces the authorities to provide and private sector participants to develop financial instruments for pension funds to invest in “pay-as-you-go” systems, and inducing fiscal reform during the transition. conversely, this process improves transparency in terms of fund management and financial market practices. But, the shift from a PAYG system to a funded system carries a transition risks or burden. When the PAYG system was introduced, the first generation of retirees received a pension benefit without ever having paid for it (Corsetti & Hebbel , 1995).

Challenges of existing pension system

Until 2019, Georgia had a universal old-age pension system that serves as poverty alleviation function in old age. It was a non-contributory pension model, which ensures a flat rate benefit to individuals of eligible age. The state guaranties the pension to all Georgian citizens who reached the official retirement age – 60 years for women and 65 years for men. As mentioned above, typically this public pension scheme is based on the idea, where current working individuals contribute a share of t51heir income to a pension fund which in turn distributes the funds to pensioners. In Georgian case before the reform the pension systems were financed by payroll taxes *on a pay-as-you-go (PAYG)* basis which current workers were taxed in order to benefit existing individuals or pensioner. The main goal of system is to reduce poverty and provide people with income in old age.

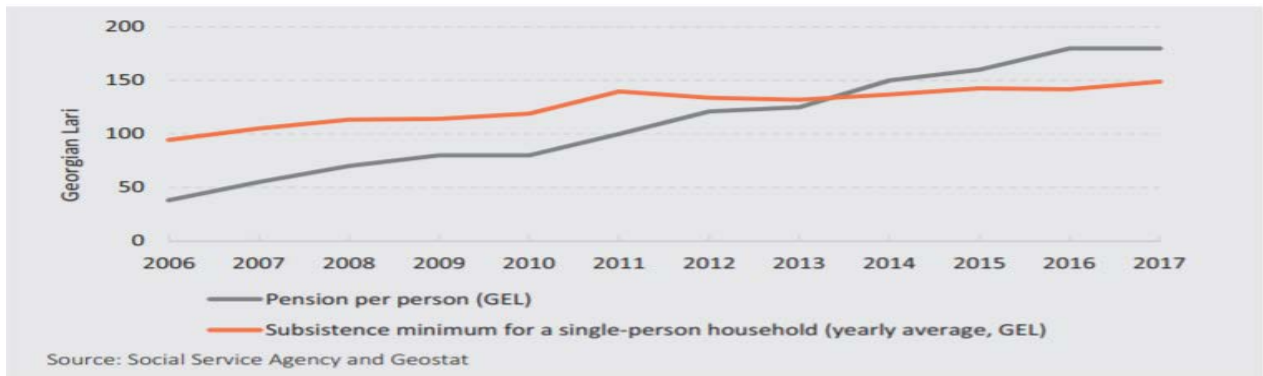
Research was conducted by the International Labor Office on poverty in Georgia showed that increase in financing of retired people by 100 Georgian Lari can decrease poverty by 18% (Table 1.1.). The effect of this increase is considerable in rural territories. According to World Bank analysis in 2010 growth of pension by twenty Georgian Lari caused decline of poverty rates by 2.8%. as a result, this fact indicates universal pension system has significant role on poverty reduction. The increase in the basic pension over the period 2012-2016 can be explained by the political will to bring it above the level of the subsistence minimum (Figure 1.3.).

Table 1.1. Analysis of Poverty Rate in Georgia

	Increase by 100 GEL	Without increase
Overall poverty	22.9	38.1
Urban	17.7	29.5
Rural	28.2	46.9

Source: M. Abels Universal old-age pensions in Georgia, 2016 p. 3

Figure 1.3. Trends in old-age pension and subsistence minimum, 2006-2017

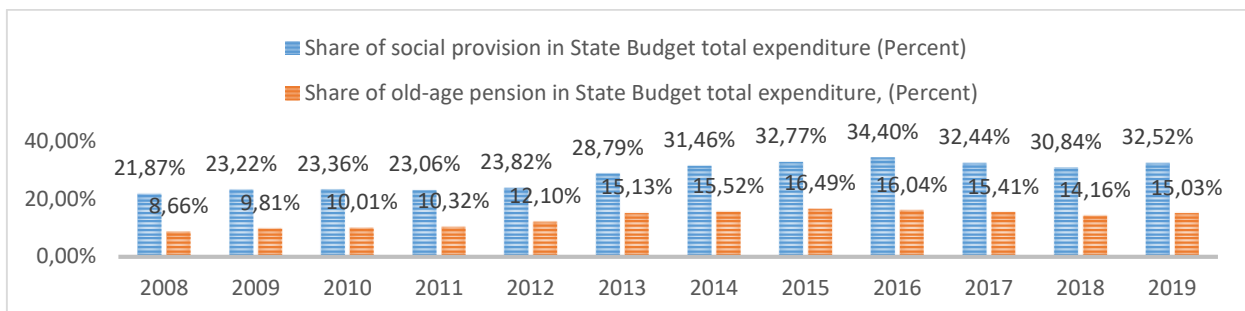


Source: Social Service agency and National Statistics Office of Georgia (GEOSTAT).

Macroeconomic Indicators

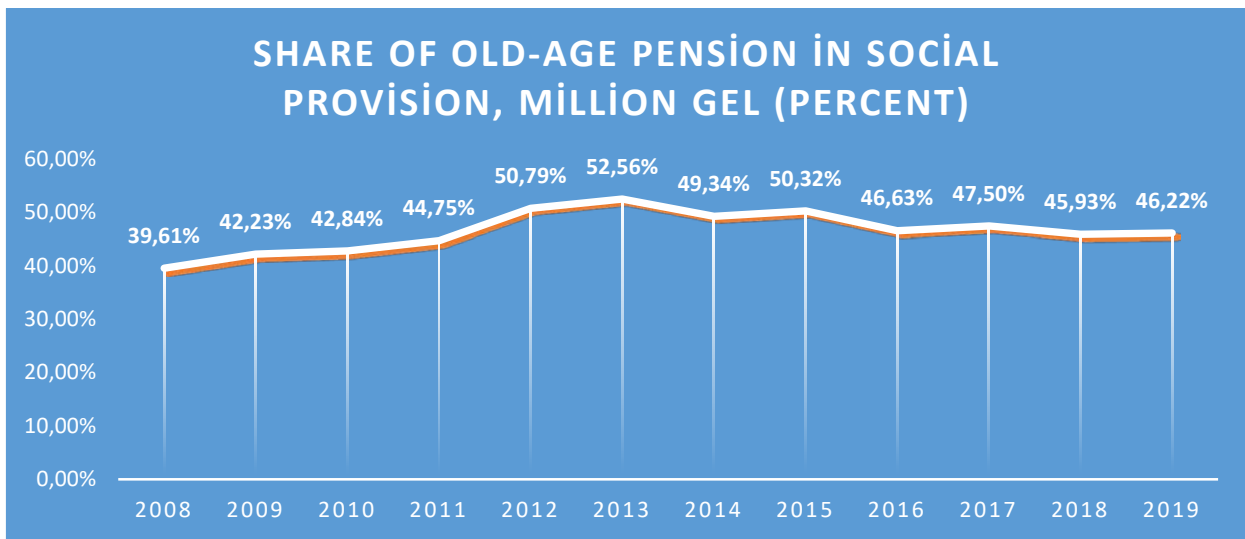
Despite of recent improvement of dynamics of demographic environment, macroeconomic parameters and budgetary concepts in Georgia, social obligation is still stay key challenge for total economy and state budget. data of 2008-2019 years shows that the portion of expenditure was spent on social liabilities from the state budget had been characterized by increasing tendency. Since 2012, the Georgian government has increased spending on social provisions, including basic pension, state compensation, social assistance programs, healthcare, etc. In 2013, the total spending on social provisions accounted for about 29 percent of the state budget total expenditure (Figure 1.4.). The largest component of the social provision spending is the basic pension, which accounted for 53 percent of the total social provisions budget expenditure in 2013. The primary factor in this increase was the old-age pension, which accounted for over 15 percent of the total state budget expenditures. This economic measure has raised for last years. It's clear that in 2014-2019, the social expenditure increased dramatically and exceeded more than the third of total expenses. Moreover, in 2013-2019 years, share of old-age pensions expense in the state budget equals 15% on average. This might be caused by increased tendency of pension amount and number of pensioners in the country in the same years (Figure 1.5.). Analysis of old-age pensions also shows that in 2008-2013, share of old-age pensions expense in social provision fluctuates between 39% and 53% ranges (Figure 1.6.). Total Expenditure of old-age pensions was increased dramatically from 509.4 million Gel to 1,824.0 million Gel in 2008-2019 (Figure 1.7.). All This fact indicates that the nation was characterized by increasing tendency of budgetary expenditures which are directed to finance the pension package.

Figure 0. Share of Social provision and old-age pension in state budget



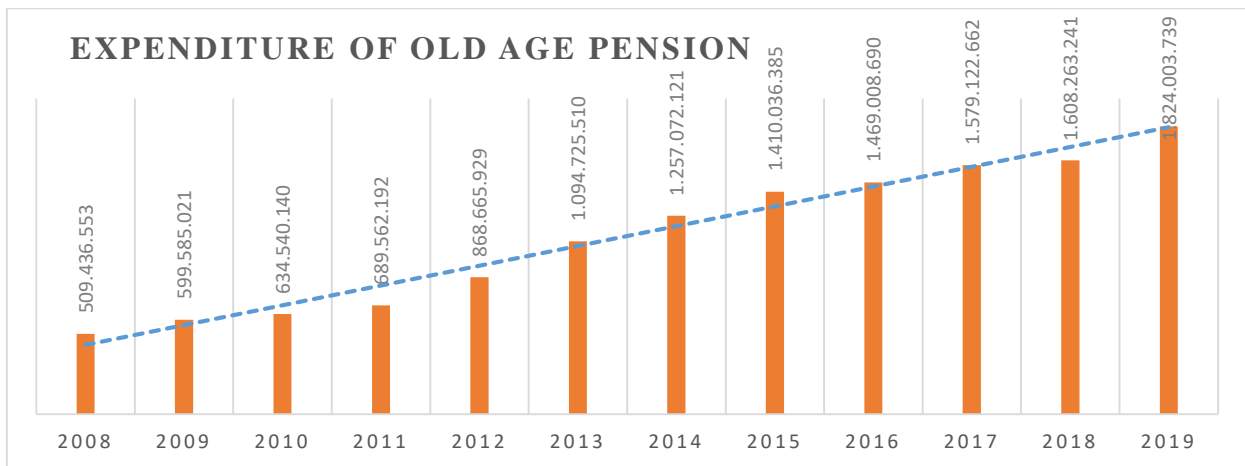
Source: Personal Research for the Thesis. Data from Social Service agency and National Statistics Office of Georgia (GEOSTAT)

Figure 1.5. Share of Old-age pension in Social Provision



Source: Personal Research for the Thesis. Data from Social Service agency and National Statistics Office of Georgia (GEOSTAT)

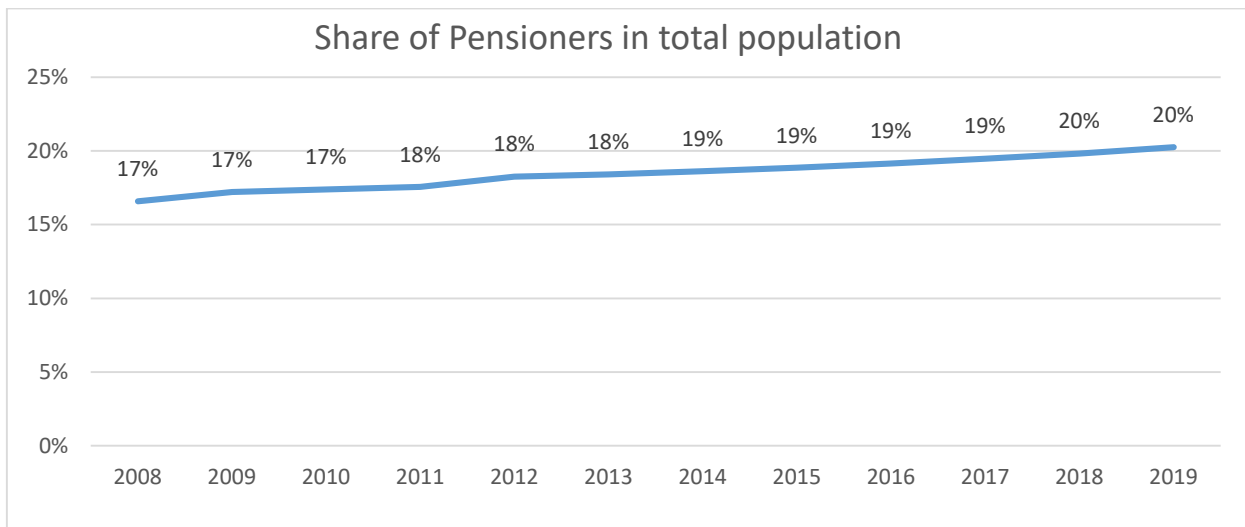
Figure 1.6. Expenditure of Old Age Pension



Source: Personal Research for the Paper. Data from Social Service agency

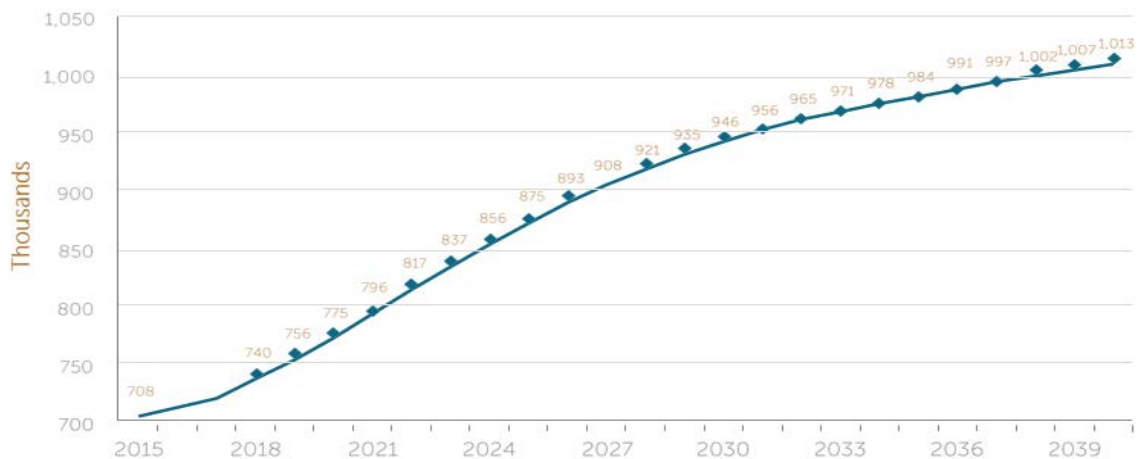
Social pension recipients represent 20 percent of the total population of Georgia in 2019, which is one of the highest percentages compared to previous years (Figure 1.7.). According to report provided by Georgian official growth dynamic of Social pension recipients will be maintained in the future too (Figure 1.8.). it is estimated to increase in the next 10 years and will reach 950 thousand by 2030, meaning that the elderly make up over a quarter of total population. This constitutes the raising tendency in the number of old-age social pension recipients in short-term period.

Figure 1.7. Share of Pensioners in total population



Source: Personal Research for the Thesis. Data from Social Service agency and National Statistics Office of Georgia (GEOSTAT)

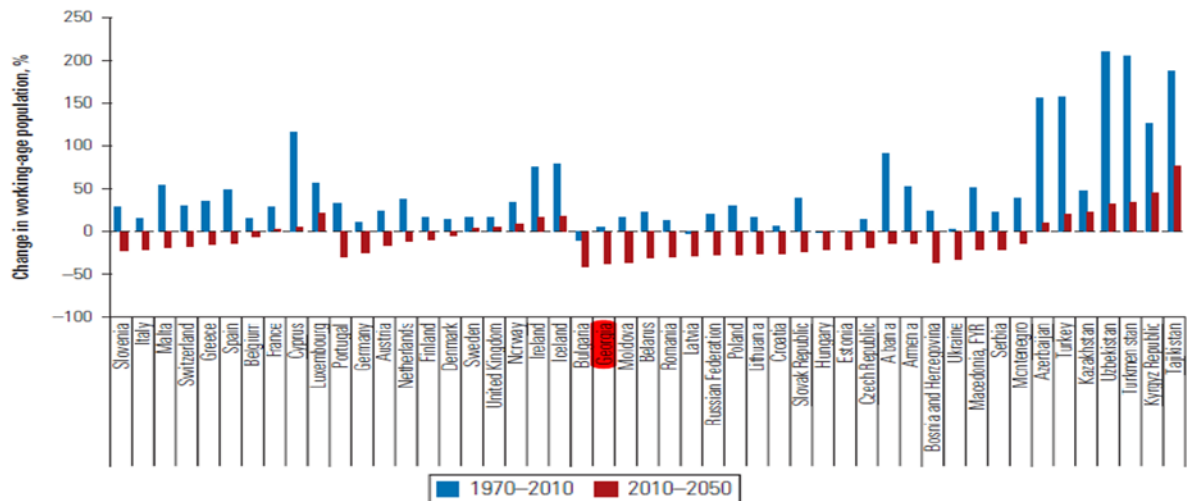
Figure 1.8. Growth Dynamic for Social Pension Recipients (2015-2039)



Source: Ministry of Economy and Sustainable Development of Georgia, 2016, p.13

According to world Bank research (2014, THE INVERTING PYRAMID) Georgia is expected sharp fall in active workforce. According to report decline in active workforce is mainly caused a sharp fall of fertility especially in transition countries for 20 years. Figure 1.4-9 describes the decline in the number of children below the age of five between 1970 and 2010. On the other hand, countries with the high-income has experienced slight volatility, while the other three groups experienced significant and stable fertility decline.

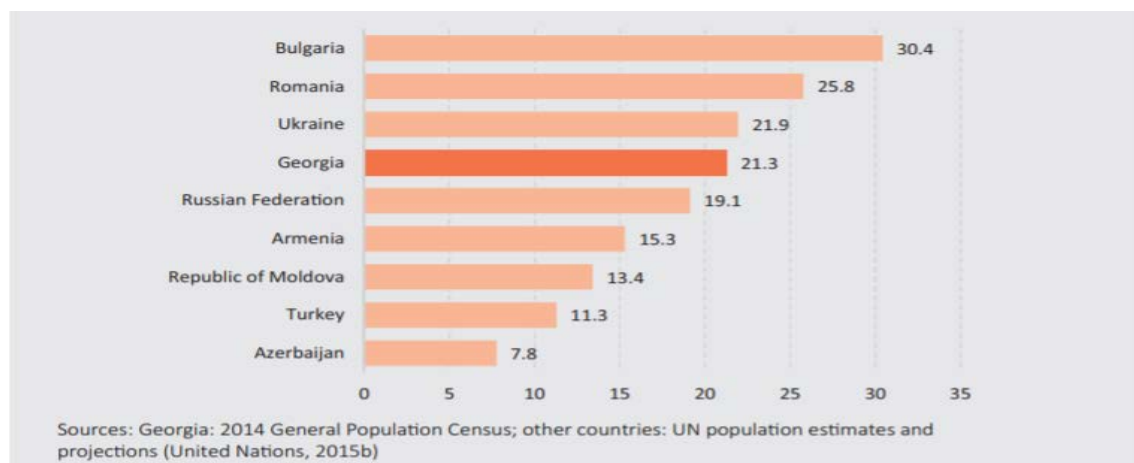
Figure 1.9. Analysis of Active working Population - 1970-2010 and 2010-2050 years



Source: Anita M. Schwarz, Omar, *The Inverting Pyramid: Pension Systems Facing Demographic Challenges in Europe and Central Asia*, 2014, p.48.

The Old-Age dependency ratio is an indicator of the relation between the older population (aged 65 and over) and the population in what is generally considered the working-age (ages 15 to 64). The indicator is calculated as the ratio between the population aged 65 and over and the population aged 15 to 64. According to data Figure 1.10, an old-age dependency ratio of 21.3, meaning that for every one older person, there are nearly five persons in the working age. With this ratio, Georgia takes a middle position among the neighboring countries, together with Ukraine and Russia. Countries that are more advanced in the ageing process – Romania and especially Bulgaria (30.4) – have considerably higher dependency ratios, whereas countries with large shares of young people – in particular Turkey and Azerbaijan (7.8 only) – have significantly lower old-age dependency ratios.

Figure 1.10. Old-age dependency ratio for Selected countries, 2015



Source: Bart de Bruijn, M. Chitanava, *AGEING AND OLDER PERSONS IN GEORGIA*, 2014, p.10.

Accumulation Pension Fund

In recent years, the key reason of pension system reforms made in the countries come from budgetary pressures and longer-term challenges related to population aging. Therefore, in many countries with pay-as-you-go systems moved (partially) funded pension model, a shift largely motivated by population aging. Firstly, Georgian government publicly introduced the reform in

2017. Reform that was based on personal savings, didn't consider solidarity. The main idea was "everyone for him- or herself". The new Law of Georgia on Funded Pension was issued in 2018. The new law on pension savings does not envisage the annulment of the existing pension system.

From January 1, 2019, the population of Georgia has been involved in the mandatory funded pension scheme. Involvement in this system is obligatory for all employees below to 40 years of age. They must contribute 2% of total income to their retirement savings account and as well as the same amount of contribution must be made by employer. In addition, the state or government also makes contribution but considers employee's earnings: 2% of employee's earnings if annual income is less than GEL 24 000, 1% for income between GEL 24 000 and GEL 60 000. Involvement in this system isn't mandatory for self-employed and employees above 40 years old.

The main aim of this reform was offered by Georgian government is to implement the current best practice pension system like in developed countries. Participation of active workforce, their employers and state make pension funds to grow quickly. One of key advantages of fully funded social system are that the pension will be annually indexed and it can change the Replacement rate in positive way. Compared to the existing Pay-as-you-go system, a fully funded social pension system has specific benefits: risk of intergeneration transfer is shifted from the government to individuals, in other words in fully funded pension system individuals save for their own retirement. Generally, collection is invested in various financial assets. The investing principles and strategy of pension funds as well as investing limitations are determined by Law of Georgia on Funded Pensions. At same time investing in financial assets of the funds raised from pension system participants support capital market development and finally promote economic growth for country. It is also clear that raising contribution over the time period means the opportunity of investments which itself generates returns on investment thus higher benefit to pensioners.

Capital market development is key benefit for country created by implementing a funded pension system. The system promotes the development of stronger financial markets and institutions (stock exchanges, investment management companies), offers various new financial services. According to the Pension Agency, 278 individuals have completely left the fund through the introduction of the reform until March, 2020, which might be caused by their deaths, retirement or personal disability. 165,713 individuals left the state pension system on their own will in Georgia. This is 4.4% of the country's total population.

According to the social agency data, total pension assets is 780 million GEL in June 2020, of which 84% (GEL 651 million) are deposited in commercial banks with a certificate nominal deposit of 14.7% per annum (effective annual 12.0%) and the remaining 16% (GEL 128 million). , In interest-bearing accounts in commercial banks at 9.8% per annum. The annual current interest rate on total pension assets is up to 14.0%. It should be noted that the amount of cash in commercial banks has already accrued more than 20 million GEL, while the total accrued interest on all pension assets is up to 50 million GEL.

Comparative Analysis (Georgia, Armenia, Azerbaijan, Estonia and Latvia)

We did comparative analysis of Armenia, Azerbaijan, Estonia and Latvia and concluded: According to official data (Table 1.2.), at the beginning of 2019, 13.2% of the total population of Azerbaijan (equal to 1.3 ml out of nearly 10 ml people) were pensioners. (State Statistical Committee 2019) In comparison to the post-Soviet region, this is a very low number. While in Azerbaijan, as indicated above, there are 130 pensioners per 1,000 people, the figure is 154 in Armenia. According Verulava (2018) average pension in there were the highest number of

pensioners in Azerbaijan – 1,299,946, at same time average pension was higher in Azerbaijan than in Georgian and Armenia.

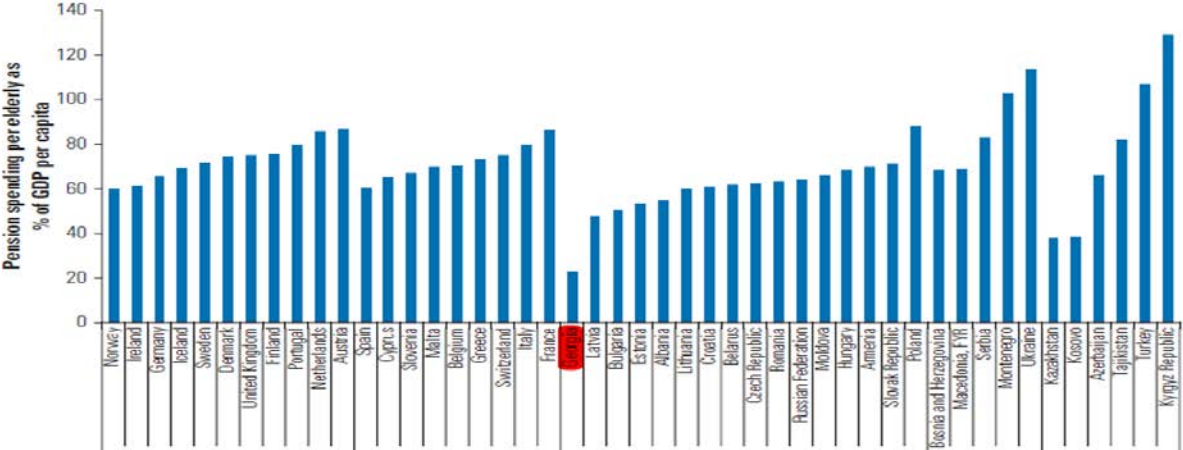
Table 1.2. Analysis of pensioners in the South Caucasus region

	Number of pensioners	% of population	Average pension	Pension Age	
				men	women
Georgia	867,000	22%	70 euros	65	60
Armenia	451,900	15%	80 euros	65	63
Azerbaijan	1,299,946	13	95 euros	63	60

Source: T. Verulava, Pension System in the South Caucasus: Challenges and Reform Options, 2018, p 171.

According to World Bank analysis (2014) in Georgia, pension that is spent on per elderly person compared to GDP per capita is almost 20%, which is lower number than in Armenia and Azerbaijan. In Armenia and Azerbaijan pension spent per elderly person are nearly 80 percent of GDP per capita (Figure 1.9.).

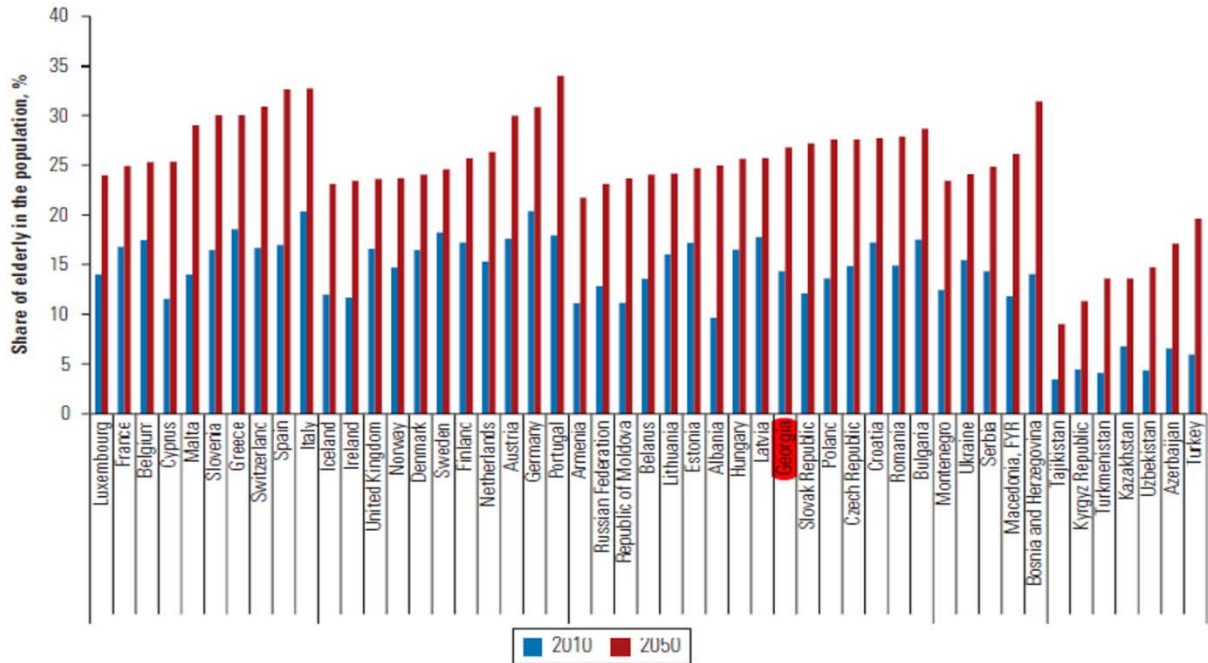
Figure 1.9. Pension Spending per Elderly Person Compared to GDP per Capita, Selected European and Central Asian Economies, 2009



Source: Anita M. Schwarz, Omar, The Inverting Pyramid: Pension Systems Facing Demographic Challenges in Europe and Central Asia, 2014, p. 84.

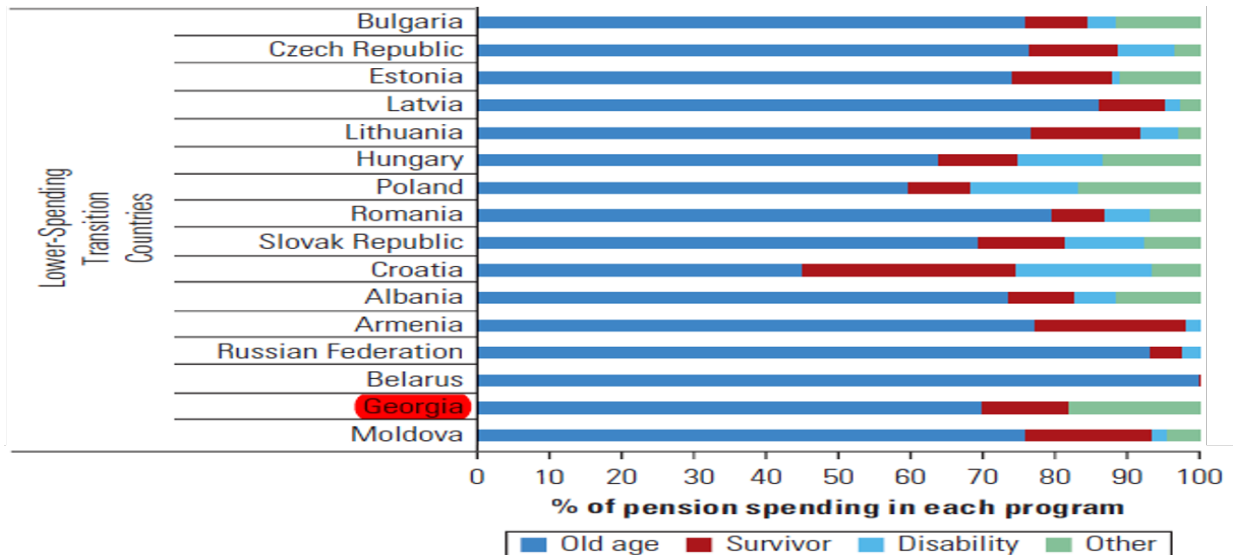
The same research indicates that in the transition countries, the percentage of elderly in total population will be doubled in future years., In the next 30 years on average Georgia are projected to have one elderly for every 4 people, while Armenia and Azerbaijan should expect to have 5 and 6 people respectively. Figure 1.10. shows the percentage of the population over the age of 65 in 2010 and 2050, based on this data in most countries the percentage of the population over 65 is expected to double in the next 40 years. And Finally, while life expectancies have been increasing too, continued increases can be expected to burden the pension system much more significantly in the future, as they will apply to much larger cohorts of elderly with wide pension coverage. The share of pension spent on old age, disability and survivors are also different in these countries too. Figure 1.11. shows that in Armenia spending on old age and survivors are higher than in Georgia

Figure 1.10. Share of old age people in the population - 2010 and 2050 years



Source: Anita M. Schwarz, Omar, *The Inverting Pyramid: Pension Systems Facing Demographic Challenges in Europe and Central Asia*, 2014, p.52.

Figure 1.11. Pension Spending on Old Age



Source: Anita M. Schwarz, Omar, *The Inverting Pyramid: Pension Systems Facing Demographic Challenges in Europe and Central Asia*, 2014, p.52

Research Methodology on Accumulated Pension Reform

A quantitative survey was conducted among Georgian respondents to identify public opinion and expectations on mandatory funded pension reform. A total of 143 citizens took part in survey. The questionnaire included questions on mandatory funded pensions and social security for the elderly in Georgia. 67% of respondents are female and 33% are male. The majority of respondents, 88%, have higher education, 6% have high school education, 6% have students. It should be noted that awareness about the pension system does not depend on gender and age, although the employment rate is an important determinant. The majority of respondents, 79%, are employed, 11% Self-employed, 10% Unemployed. The survey showed that 67% of the respondents considered themselves fully informed about the accumulative pension system, 29% are partially aware, and while 3% of the respondents don't have any information about it. Data shows that 88% of respondents are aged from 18 to 40 and only 10% of respondents would have possibility to leave mandatory accumulated pension scheme from which 3% of respondents left mandatory accumulated pension scheme, result shows this number is quite high. We also investigated the degree of respondents' involvement in voluntary accumulated pension system, 11% of them enrolled in it, 43 – aren't enrolled and 46% didn't answer the question. As indicated below, 42% of total respondents completely agree to employee's 2% contribution, 42% - Partially agree, while 35% of them disagree, which is quite high percentage. The survey also shows that on average 42% of total respondents completely agree to employers' and state contribution in pension scheme, 33% - Partially agree, while 34% of them disagree. To the question whether compulsory enrollment in the pension scheme for the accumulated population under the age of 40 is acceptable or not, it shows that 64% of respondents consider it unacceptable, while for the rest it is acceptable. According to the survey only 13% of respondents totally trust to the state in terms of managing pension system, this result is quite low and caused from previous bad experience in 1990'ies, when people lost their savings. Since joining the accumulative pension scheme, majority of the respondents (83%) indicate that the economic situation has not changed and but at same time 53% of them have mentioned that their salary decreased after joining the accumulative pension scheme. So, the last fact means that organization decided to reduce the salary of their employees in order to avoid the pressure caused from their mandatory contribution to the accumulative pension. system. Finally, 43% of respondents are not satisfied by involvement in the accumulated pension system and up to 40% of them think that pension system cannot guarantee proper old age. The results of the research show that a majority of the population is still skeptical about the accumulative pension scheme.

CONCLUSION

As Pension fund system is a cornerstone of countries economy, there are debates about universal effective pension fund systems. In Georgia existing Pay-as-you-go system is facing challenges due to changing demographics, especially growing demographic risks due to low fertility, life expectancy increase, risks related to migration of working age population. Despite of the fact that the Pay-as-you-go system plays an important role in poverty reduction and based on the solidarity principle accumulative pension system pension system offers many benefits too. The need and the main goals of the reform were to improve financial sustainability of country economy and poverty alleviation growth, protect of workers against drops in their incomes or provide adequate replacement rate of income and finally to promote development of the local capital market. Based on European experience, in order to ensure a strong pension system development in Georgian, it was necessary to move to a three-pillar pension system.

Pension reform can impact significantly on country development; thus, the activities related to pension funds should be transparent, subject to detailed control and people should have access to information on the economic viability of funds. It is also necessary to popularize the accumulation culture in the society. In this regard, it is advisable to carry out large-scale campaigns, which will also increase financial education among citizens. Significant work needs to be done in terms of raising public awareness, in order to avoid the failure of the reform due to inexistence of information campaign.

The survey found out that the majority of the population distrusts the state and that should not be surprising. Public remember deposits in the bank which disappeared altogether. But we think that this bad practice should be forgotten by the population and the state must do everything possible to speed up the process of restoring trust. The experience, success, mistakes, results of countries with successful practice, everything must be analyzed by the state. The issue of fund management is also largely related to the functions of the state. It must determine in what form and who should manage this accumulated fund. It is clear to everyone that this money should work, it has to be re-invested and it has to bring profit. Also, the most important thing to remember is that these funds should generate more than the deposits can generate, otherwise, people would have saved the money in banks' deposits. Considering all these factors we can conclude that it's needed to create right framework for investment process and must be selected correct institution for managing the fund.

As international practice shows, the management of the fund should be handed over to the asset management company with big experience and high history performance. And as we have already mentioned, the "framework" should be provided by the state. In our opinion, there should be no mediator between the asset management company and the state in order to reduce costs. If we look at international practice, investment companies are obliged to manage this fund and then they are hiring the asset management companies, overall, it costs twice as much. Double expense affects overall performance and if there is poor outcome, high management fee may hard the given situation. We also believe that tenders will be a good way to effectively allocate funds. For example, the fund can be divided into several asset companies to be managed through a tender, in order to reduce the risks and clearly see the right approaches to what will be beneficial in specific cases. We think this recommendation is quite reasonable and it would be good to take into account.

Consequently, we have one option for such a given difficult situation to invest in risk free market to protect Georgian population from uncertainty. For example, we can invest in foreign developed countries' bonds or other low risk foreign securities. The state should eliminate as soon as possible all the obstacles that increase the risks for investing in the Georgian market in order to become possible to implement investment activity in domestic market.

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Financial Health Analysis of PT Ciputra Development TBK According to Altman Z-Score in the Period of 2015 - 2019

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ABSTRACT

Business is the activity of selling goods or services to consumers with the aim of making a profit. To be able to always get the desired profit and maintain the sustainability of the company, companies must check their finances. By knowing their financial condition, they can identify indications of financial problems and can avoid the problem that all companies want to avoid, that is bankruptcy. For this reason, this research was made to analyze the financial health of the company using the Altman Z-Score method model. This study was conducted on PT Ciputra Development Tbk on the 2015-2019 period. PT Ciputra Development Tbk is the holding company of Ciputra Group which is engaged in the property business. The results of the analysis using the Altman Z-Score will show the level of the company's financial health. A Z-score above 2,99 indicates that the financials of a company is in healthy condition. Scores between 1,88 to 2,29 indicate that the financial health of the business is in the grey area and is most likely to be in a critical period. And Z-score below 1,8 means the business has a high potential to be bankrupt.

Keywords: Financial Health, Bankruptcy, Altman Z-Score

INTRODUCTION

Jakarta is the capital city of Indonesia, and as a metropolitan city, many businessmen and businesswomen from other cities in Indonesia came to Jakarta to establish their businesses. Due to that, Jakarta needs a lot of property development such as for housing, office space, schools and hospitals, therefore the property business in Jakarta is considered promising.

Property development in Jakarta has been growing rapidly for the past decades, yet Solhberg (2019) reported that Indonesia's property market has slowed down in the past years after experiencing a sharp growth in 2012. There are four reasons for this decline such as political uncertainty, lower occupancy rates, the introduction of a new luxury property tax and a drop of GDP per Capita between 2012 and 2015.

We chose PT Ciputra Development Tbk to have research on, as we all know that PT Ciputra Development Tbk is the holding company of Ciputra Group. Everyone in Indonesia must recognize this giant company, at least must have been to one of the shopping centres that were built by Ciputra Group.

PT Ciputra Development Tbk is one of the prominent Property Business in Indonesia, was established by Dr. (HC) Ir. Ciputra under the name of PT Citra Habitat Indonesia in 1981. The first residential project of PT Citra Habitat Indonesia was Citra Garden in West Jakarta in 1984. And in the year of 1990, PT Citra Habitat Indonesia changed its name into PT Ciputra Development and now the company has developed more than 76 projects, ranging from residential, apartments, offices, shopping centres, hotels, hospitals, golf courses and even schools which spread across 33 cities throughout Indonesia as reported on the website of PT Ciputra Development Tbk (2020).

1. LITERATURE REVIEW

1.1 Business Property

Murray (2020) explained that there are several types of Business Property, such are Real Property which also known as Real Estate, that includes land and buildings or anything that affixed to the land; Personal Property, that is any property that is not attached to the land or structures on real estate and it is moveable; and the last is Listed Property, that is a specific type of personal property of a business that comes under increased scrutiny by the IRS.

As explained by Perez (2020) IRS stands for the Internal Revenue Service, which is the agency that collects tax revenue for the federal government in the United State of America, whereas in Indonesia it is known as "Pajak Bumi dan Bangunan (PBB)" or simply Property Tax. Indonesians pay their PBB to the Tax Offices located in all regions and are under the Ministry of Finance, and these taxes will also be counted as state income.

1.2 Financial Statements and Annual Reports

Johnson (2020) explained that financial statements are reports that summarize important financial accounting information about a business, and there are three main types of financial statements such as the balance sheet, income statement and cash flow statement.

The purpose of financial statements is to provide information concerning the financial position, performance and changes in the financial position of an entity that is useful for a large number of users in making economic decisions. This means that financial statements do not provide all the information that users may need in making economic decisions because they generally describe the financial effects of past events, and are not required to provide non-financial information. (IAI, 2015)

Annual Report as explained by Hayes (2020) is a document that public corporations must provide annually to shareholders, this report describes the company's operations and financial conditions.

To obtain the final data needed to determine the company's financial health, financial statement analysis is carried out. What is considered for public companies is not only published financial reports, but also other indicators of the business climate that affect the health of the company, such as stock prices, cost of living, and inflation (Lev, 1974). Financial statement analysis will show the company's financial position and results. Companies can make comparisons against previous financial statements. By analysing previous financial reports, companies can compare the differences that occur each year. Making comparisons will provide a vision of the increase and decrease in company value at that time. If the company's financial position is good, the existing policies can be continued. But if the company's financial position is not good, then a decision must be taken to make improvements so that the company's finances can improve.

1.3 Bankruptcy

According to Tuovila and Brock (2020), bankruptcy is a legal proceeding involving a person or business that is unable to repay their outstanding debts. Priharto (2020) on the other hand explains that bankruptcy happens when a business suffers from huge losses thus it leads to a condition whereas the business financial condition is not healthy. In Indonesia, a business can only be said to be bankrupt if the court says so and a bankrupt business can still operate under close supervision from the court.

Bankruptcy Analysis of a company is very important for the shareholders and also the stakeholders. This is because the bankruptcy of a company is not only a loss to the company but also other parties related to the company. Therefore, the bankruptcy analysis predictions can be performed to obtain early bankruptcy warnings (early signs of bankruptcy). The earlier the signs of bankruptcy are known, the better it will be for management. Management can immediately make improvements so that the company does not go bankrupt.

1.4 Altman Z-Score

Kenton and James (2020) justify that Altman Z-score relies on 5 (five) financial ratios which will be calculated from information found on a company's annual 10-K report, or financial plan. They mentioned that this formula uses profitability, leverage, liquidity, solvency, to predict whether or not an organization features a high chance of turning into insolvent. Edward Altman, an NYU Stern Finance Professor found Altman Z-score formula in 1967 and was revealed in 1968. In 2012, he discharged an updated version referred to as the Altman Z-Score Plus.

Table-1: Formula of Altman Z-Score

$Z_i = 1.2X_1 + 1.4X_2 + 3.3X_3 + 0.6X_4 + 1.0X_5$
whereas:
$X_1 =$ Working Capital to Total Assets
$X_2 =$ Retained Earnings to Total Assets
$X_3 =$ Earnings Before Interest and Tax to Total Assets
$X_4 =$ Market Value of Equity to Total Liabilities
$X_5 =$ Sales to Total Assets
$Z_i =$ Z-Score

Source: Altman, 1983

Any Z-score above 2,99 indicates that the financials of a company is in healthy condition. Scores between 1,88 to 2,29 indicate that the financial health of the business is in the grey area and is most likely to be in a critical period. And Z-score below 1,8 means the business has a high potential to be bankrupt.

According to Binus University (2015), Altman Z-score cannot be used for companies in the industry of financial services or financial institutions because there is a tendency of having differences between the balance sheet of a financial institution to other financial institutions. And currently, there are two types of Z-score formula, that is for manufacturing businesses and for non-manufacturing businesses.

Table-2: Altman Z-Score for Manufacturing Business and Non-Manufacturing Business

Z-Score for Manufacturing Businesses:	Z-Score for Non-Manufacturing Businesses:
$Z = 1,2X_1 + 1,4X_2 + 3,3X_3 + 0,6X_4 + 0,99X_5$	$Z = 0,717X_1 + 0,847X_2 + 3,107X_3 + 0,420X_4 + 0,998X_5$

Source: Binus University. 2015

2. METHODOLOGY

The methodology used in this research is quantitative and the data used in this research are adapted from the Annual Report of PT Ciputra Development Tbk from the year 2015 up until the year 2019.

This research is conducted to see and predict if PT Ciputra Development Tbk is having financial distress. However, the ratio used in the bankruptcy analysis are:

2.1 Working Capital to Total Asset (X₁)

This ratio shows the company's ability to generate net working capital from the total assets it owns. This ratio is calculated by dividing net working capital by total assets. Net working capital is obtained by reducing current assets by current liabilities. Negative net working capital is likely to face problems covering short-term liabilities because there are not enough current assets to cover these liabilities. On the other hand, companies with positive net working capital rarely face difficulties in paying off their obligations.

$$X_1 = \frac{\text{Net Working Capital}}{\text{Total Sales}}$$

2.2 Retained Earnings to Total Assets (X₂)

This ratio measures the cumulative profit against the age of the company which shows the strength of income. This ratio shows the company's ability to generate retained earnings from the company's total assets. Retained earnings are profits that are not distributed to shareholders. In other words, retained earnings show how much of the company's revenue is not paid out in the form of dividends to shareholders.

$$X_2 = \frac{\text{Retained Earnings}}{\text{Total Assets}}$$

2.3 Earnings Before Interest and Tax to Total Assets (X₃)

This ratio shows the company's ability to generate profit from the company's assets, before interest payments and tax.

$$X_3 = \frac{\text{EBIT}}{\text{Total Assets}}$$

2.4 Market Value of Equity to Total Liabilities (X₄)

This Ratio shows the company's ability to satisfy obligations and liabilities from the market value of its capital (common stock). The market value of equity itself is obtained by multiplying the number of common shares outstanding by the value per share of common shares. The value of debt is obtained by adding current liabilities to long-run liabilities.

$$X_4 = \frac{\text{Market Value of Equity}}{\text{Book Value of Debt}}$$

2.5 Sales to Total Assets (X₅)

This ratio shows whether the company is generating sufficient business volume relative to its investment in total assets. This ratio reflects the efficiency of management in using the company's total assets to generate sales and earn a profit.

$$X_5 = \frac{\text{Retained Earnings}}{\text{Total Assets}}$$

3. RESULT AND DISCUSSION

3.1 Working Capital to Total (X₁)

The data shown in the table below represent (X₁) or the working capital to total asset of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-3: Working Capital to Total Asset of PT Ciputra Development Tbk year of 2015-2019 (in million Rupiah)

Item	2015	2016	2017	2018	2019
Current Asset	12.022.907	13.710.690	15.167.178	16.151.959	18.195.176
Current Liabilities	8.013.555	7.311.044	7.782.985	7.994.843	8.368.189
Working Capital	4.009.352	6.399.646	7.384.193	8.157.116	9.826.987
Total Asset	26.258.718	29.072.250	31.706.163	34.289.017	36.196.024
Value of (X₁)	0,15	0,22	0,23	0,24	0,27

Source: Processed Data, 2020

To calculate working capital to total asset, first, we must know the value of Working Capital, that is 'Current Asset - Current Liabilities'. Table 1 shows that there is an increase of the value of (X₁) by 7% in 2016 compared to the value of (X₁) in 2015, followed by a steady increase value of (X₁) as much as 1% each year from 2016 up until 2018 yet there was a greater increase for 3% in the year of 2019.

The increase of (X₁) value indicates that PT Ciputra Development Tbk has a greater value of current assets compared to their current liabilities, which is good.

3.2 Retained Earnings to Total Assets (X₂)

Table below shows the data of retained earnings to total assets of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-4: Retained Earnings to Total Assets (X_2) of PT Ciputra Development Tbk year of 2015-2019
(in million Rupiah)

Item	2015	2016	2017	2018	2019
Retained Earnings	3.746.250	4.357.729	5.164.038	673.428	7.146.030
Total Asset	26.258.718	29.072.250	31.706.163	34.289.017	36.196.024
Value of (X_2)	0,14	0,15	0,16	0,02	0,20

Source: Processed Data, 2020

From the table above, we see that there is a constant increase of 1% in the value of (X_2) from the year of 2015 to 2017, but then it dropped as much as 14% in 2018 and rose rapidly in 2019 for 18%. This indicates that PT Ciputra Development Tbk generates retained earnings steadily.

3.3 Earnings Before Interest and Tax to Total Assets (X_3)

Table below shows the data of earnings before interest and tax (EBIT) to total assets of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-5: Earnings Before Interest and Tax to Total Assets (X_3) of PT Ciputra Development Tbk year of 2015-2019 (in million Rupiah)

Item	2015	2016	2017	2018	2019
EBIT	1.753.690	1.143.006	966.452	1.326.395	1.288.534
Total Asset	26.258.718	29.072.250	31.706.163	34.289.017	36.196.024
Value of (X_3)	0,07	0,04	0,03	0,04	0,04

Source: Processed Data, 2020

There is a decrease in (X_3) value for 3% in 2016 and it keep on decreasing by 1% in 2017. Yet in 2018 there is an increase of 1% and the value of (X_3) stays the same in 2019. This indicates that PT Ciputra Development Tbk has a decrease of profit income from the year of 2015 but remains constant in 2018 and 2019.

3.4 Market Value of Equity to Total Liabilities (X_4)

Table below shows the data of market value of equity to total liabilities of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-6: Market Value of Equity to Total Liabilities (X_4) of PT Ciputra Development Tbk year of 2015-2019 (in million Rupiah)

Item	2015	2016	2017	2018	2019
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Market Value of Equity	22.382.656	20.592.765	21.993.960	18.745.906	19.303.000
Total Liabilities	13.208.497	14.774.323	16.255.398	17.644.741	18.434.456
Value of (X₄)	1,69	1,39	1,35	1,06	1,05

Source: Processed Data, 2020

Table 6 shows that the Value of (X₄) decreased up to 64% from 2015 to 2019. This indicates that PT Ciputra Development Tbk has greater liabilities compared to their income.

3.5 Sales to Total Assets (X₅)

Table below shows the data of sales to total asset of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-7: Sales to Total Assets (X₅) of PT Ciputra Development Tbk year of 2015-2019 (in million Rupiah)

Item	2015	2016	2017	2018	2019
Sales	7.514.287	6.739.315	6.442.797	7.670.405	7.608.237
Total Asset	26.258.718	29.072.250	31.706.163	34.289.017	36.196.024
Value of (X₅)	0,29	0,23	0,20	0,22	0,21

Source: Processed Data, 2020

The table above shows a slight increase and decrease of the value of (X₅) in the year of 2015 to 2019, which indicates that sales in PT Ciputra Development Tbk has not been good.

3.6 Z-Score Analysis

Table below shows the data of Z-Score of PT Ciputra Development Tbk from the year of 2015 to 2019.

Table-8: Z-Score Formula of PT

Item	2015	2016	2017	2018	2019
X1	0,15	0,22	0,23	0,24	0,27
X2	0,14	0,15	0,16	0,02	0,20
X3	0,07	0,04	0,03	0,04	0,04
X4	1,69	1,39	1,35	1,06	1,05
X5	0,29	0,23	0,20	0,22	0,21
Z-Score	1,91	1,67	1,62	1,30	1,56

Source: Processed Data, 2020

Table 8 shows the Z-Score throughout the past five years, that is from 2015 to 2019. The Z-Score value of 2015 is 1,91 which happens to be in the medium range. By this score, we can conclude that PT Ciputra Development Tbk is slightly above the crisis zone, so it is mandatory for PT Ciputra Development Tbk to take precautionary steps to avoid bankruptcy.

The Z-Score for the following years did not show any improvement, yet it decreased from 1,67 in 2016; 1,62 in 2017; even dropped to 1,30 in 2018 and it got rose up to 1,56 in 2019. As we mentioned before that the score below 1,8 means that the business is likely to be headed for bankruptcy.

CONCLUSION

This research is done to analyze the financial health and the possibility of PT Ciputra Development Tbk to go bankrupt, followed are the result:

1. Working capital to total asset shows a slight but steady increased, this indicates that PT Ciputra Development has a greater value of current assets compared to the current liabilities.
2. Retained earnings to a total asset have fluctuated, although it fell in 2018, it rose rapidly in 2019.
3. EBIT to total assets of PT Ciputra Development Tbk has decreased over the year. This indicates that there is no significant profit-making yet did not have lost either.
4. The market value of equity to total liabilities of PT Ciputra Development Tbk decreased by 64% in 2019 compared to 2015. The market value of equity in 2018 has dropped almost 86% compared to 2017. This might happen as PT Ciputra Development might have constructed a new project or just experiencing financial difficulties in 2018 that is why the liabilities were bigger than the income.
5. Sales to total assets also show a decreasing trend, as PT Ciputra Development Tbk did not sell as much.
6. Financial performance of PT Ciputra Development Tbk 2015-2019 period, seen from the ratios using the Altman Z Score method, produced a Z-Score Index value of 1.91 in 2015 and 2016 the Z-Score index value decreased to 1.67. Followed by 2017 the Z-Score index value decreased slightly from the previous year to 1.62. In 2018 the Z-Score index value decreased again to 1.30. Then in the Z Score index value increased to 1.56.
7. Based on the classification of the Z-Score index value developed by Edward Altman in predicting the potential for bankruptcy at PT Ciputra Development Tbk for the 2015-2019 period, the results of the 2015 Z-Score Index are in the Altman Z-Score position of $1.1 \leq Z\text{-Score} < 2.60$ so that it is in a gray zone position or is in a financial condition in a part that requires special attention. Meanwhile, in 2016-2019 it is in the position of potentially bankrupt because the result of the Altman Z-Score calculation is below 1.81
8. The Z-Score shows that PT Ciputra Development Tbk faced financial difficulties in the last five years.

RECOMMENDATION

PT Ciputra Development Tbk is indicated to be in the grey or critical area category of Z-Score, which means that PT Ciputra Development Tbk has experienced financial difficulties, especially in 2018. The Z-Score shows there is a constant decrease from years to years and yet, it got worse due to the fluctuation of sales revenue and retained earnings, which got decreased sharply in 2018. There is also a decrease in EBIT that makes the company suffer losses.

We suggest that PT Ciputra Development Tbk should be more careful in managing the operational costs, as we figure out in the financial report there are greater liabilities, compared

to the income. However, we see there is an improvement, especially in 2019, whereas PT Ciputra Development Tbk is slowly getting up from the critical area. Let us hope that it will heal itself and thus sustain the business.

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State Constitutional Control

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ABSTRACT

The system of state constitutional control is a legal system that combines processes such as protecting the rights and freedoms, legitimate interests of citizens, ensuring the rule of law, the effectiveness of normative acts, decisions and compliance with constitutional requirements, eliminating gaps and contradictions in the legislation, lawful functioning of state bodies and their officials, and etc. One of the main purposes of constitutional control is to resolve controversial issues between the subjects within the legal framework.

Constitutional control, located at the center of the state's legal control system, is carried out in abstract, concrete, individual or collective forms. State constitutional control is a chain mechanism consisting of the object, subject, matter, methods and principles of control.

Constitutional control is one of the most effective forms of regulating the legal activities of state executive bodies. In modern times, state constitutional control is considered one of the necessary conditions of a democratic state governed by the rule of law. For this reason, each state pays special attention to the proper, transparent formation and implementation of the constitutional control mechanism.

Keywords: Constitution , Administration, Control, State, Law.

INTRODUCTION

Constitutional control is the legal basis of the state's system of control over the general law. In the scientific literature, the concept of constitutional control is defined as "constitutional law", "constitutional justice" and others. State constitutional control is a system of control over the development of laws, normative legal acts within the framework of constitutional norms, ensuring the rule of law, protection of the rights and freedoms of citizens and taking appropriate measures against existing violations of the law. State constitutional control has a number of functions. The most important of these tasks is to check the compliance of normative legal acts with the state constitution and relevant legislation, to identify and eliminate illegalities in this area. Another key task of constitutional control is to resolve disputes of constitutional importance within the legal framework. State constitutional control has a number of peculiarities. These features are:

- Control over ensuring the supremacy of the Constitution;
- Control over observance of constitutional requirements by all legal entities;
- Control over the implementation of the principle of separation of powers;
- Ensuring the protection of the rights and freedoms and interests of citizens reflected in the constitution;
- Resolving legal disputes within the legal framework.

In modern times, constitutional control is a necessary condition for the legal state. Thus, the principle of the rule of law, which is the basic principle of the legal state, cannot be implemented

without constitutional control (Əsgərov, 2011: 685). The constitutional control of the state has a number of functions. These features are:

- regulatory function
- political function
- protective function
- ideological function
- Regulatory function is carried out in two directions. The first direction is to prevent violations of constitutional requirements, and the second direction is to create new legal norms.
- The political function is carried out in order to eliminate conflicts and misunderstandings between government bodies. Thus, in case of conflict, the bodies exercising constitutional control use their powers to make decisions in order to ensure political stability.
- The protection function means the application of appropriate measures prescribed by law against persons violating the constitutional laws and requirements.
- The ideological function characterizes the possibilities of the constitution to influence the national, moral and ethical principles of the people (Hüseynov, 2012: 121).

The subject of state constitutional control is analyzed in two forms. The first form includes verification of compliance of adopted laws, decisions, normative legal acts with constitutional requirements. In this case, a special commission group is established to exercise control.

According to the second form of the subject of constitutional control, the rights and freedoms of state bodies, political organizations, civil societies, as well as citizens are reflected in the constitution. Protection of the requirements reflected in the Constitution and observance of these requirements shall be carried out by the system of constitutional control. In this case, the constitutional control monitors the protection of constitutional values, the equality of decisions and acts adopted by everyone through the judicial authorities. (Алебастрова, 2007: 98).

State constitutional control is exercised through specialized oversight bodies and other oversight bodies. Specialized constitutional control bodies include constitutional courts, constitutional councils, and other bodies. Other constitutional oversight bodies include parliament, the prosecutor's office, and the general judicial authorities. The bodies exercising constitutional control work in a reciprocal and close manner, which in turn plays an important role in the comprehensive and effective organization of constitutional control.

Abstract, concrete and individual or collective forms are used during the state constitutional control. The abstract form of constitutional control presupposes the observance of constitutional laws in order to ensure the rights and freedoms of the people. In this case, the main purpose of the bodies exercising constitutional control is to eliminate violations of human rights and freedoms.

The abstract form of constitutional control implies the observance of constitutional laws in order to ensure the rights and freedoms of the people.

In this case, the main purpose of the bodies exercising constitutional control is to eliminate violations of human rights and freedoms.

A specific form of constitutional control means a concrete decision on whether the applicable norms and legislative acts are in accordance with the constitution. In a specific form, the judiciary may send a request to the Constitutional Court to verify the constitutionality of legal acts (Автономов, 2009: 112).

An individual or collective form of constitutional control means that individuals or legal entities, various citizens and public organizations apply to the Constitutional Court with a complaint regarding violations of the law. Complaints received by the Constitutional Court shall be granted in the following cases:

- Incoming complaints must be fully and legally substantiated;
- Incoming complaints must be of constitutional significance.

A number of scholars and researchers have studied the concept of state constitutional control in their works. D.L. Zlatopolsky defined the concept of constitutional control as the verification of compliance with the constitution and constitutional requirements, as well as the compliance of adopted legislation with the state constitution.

A.A. Proskurin described the mechanism of constitutional control as a system consisting of a written constitution, objects of control, control bodies, subjects authorized to apply to control bodies.

V.P. Belyayev expressed the system of constitutional control as a special function of the authorized state structures. According to him, the main objectives of the state in exercising constitutional control include the protection of constitutional laws, ensuring the rule of law, the protection of human rights and freedoms, personal interests protected by law.

At the same time, Belyayev noted that constitutional control plays an important role in increasing the effectiveness of public administration, ensuring the constitutionality of adopted legislative acts, compliance of state bodies and their officials with the requirements of the legislation (Çirkin, 2009: 87).

There are 3 scientific theories on the essence of state constitutional control:

- 1) Natural-legal theory
- 2) Organic theory
- 3) Institutional theory

According to the natural-legal theory, the constitution, acting primarily as a guarantor of the rights and freedoms and legitimate interests of citizens, establishes rules and norms for the subjects, while constitutional control monitors compliance with these rules and norms. According to organic theory, the constitution is the founding act of government. For this reason, legislative acts with lower legal force should not be unconstitutional. According to institutional theory, constitutional control establishes appropriate rules to prevent possible interference of authority between authorities and monitors compliance with these rules (Брежнев, 2006: 194).

One of the main elements of the mechanism of state constitutional control is the objects of constitutional control. Objects of constitutional control include general laws, adopted legislative acts, amendments and additions to the constitution, laws adopted by referendum, legislative acts on state executive power structures, acts on judicial structures, agreements concluded within the state, acts on local self-government structures, etc. (Дидикин, 2008: 128).

In world practice, the implementation of state constitutional control is carried out in two forms:

- Form of political constitutional control
- Judicial form of constitutional control

The constitutionality of laws, orders and legislative acts adopted during the form of political constitutional control shall be determined by other supervisory bodies (parliament, president, etc.), not by judicial bodies.

The constitutionality of laws, orders and legislative acts adopted during the form of judicial constitutional control shall be determined by the judicial bodies. In modern times, the importance of constitutional control is growing. In world practice, there are two models of constitutional control:

American model and European model

The American model-the main feature of this model is that constitutional control is exercised by the judiciary. Thus, if the judicial authorities exercising control consider any normative act of legal significance unconstitutional, that act loses its legal significance and is annulled. The American model is mainly used in the United States, Scandinavia, Latin America, Japan, Norway and Malta. The European model - the main feature of this model is that constitutional control is carried out by committees and judicial bodies established by special experts. This model, which first appeared in Austria, is typical of European countries (except France and Scandinavia) and the CIS.

One of the main forms of state control in Azerbaijan is the constitutional control system. After gaining independence, it was necessary to carry out serious reforms in the field of constitutional control in Azerbaijan and to form an effective control mechanism. Against the background of the formation of the system of state constitutional control in the Republic of Azerbaijan, which is rapidly advancing in the direction of building a democratic state, a series of legal measures have begun to be implemented. Radical reforms to ensure and protect the legitimate interests, rights and freedoms of citizens, as well as the development, adoption and improvement of legislation in line with modern world standards were a continuation of the measures taken to form a constitutional control system in Azerbaijan.

Constitutional control in the Republic of Azerbaijan is exercised through the Constitutional Court. The activity of the Constitutional Court includes ensuring the supremacy of the Constitution, protection of the rights and freedoms of citizens, control over the constitutionality of decisions, laws, orders and normative legal acts adopted in the territory of the Republic of Azerbaijan (Azərbaycan Respublikasının konstitusiyası, 1995).

The constitutional court exercising constitutional control in Azerbaijan has a wide range of powers through which the constitutional court can control the entire legislative system of the Republic of Azerbaijan.

Constitutional control in the Republic of Azerbaijan is divided into 2 forms according to the period of its implementation:

- Initial constitutional control
- Subsequent constitutional control
- Initial constitutional control provides for inspection of normative legal acts, orders, laws before their adoption.

Subsequent constitutional control provides for inspection of laws, normative legal acts and orders after their adoption (Abdullayev, 2009: 396).

CONCLUSION

In modern times, the formation of the constitutional control mechanism is one of the important elements of the rule of law, as well as one of the most effective ways to ensure the rule of law in public administration. At the same time, state constitutional control plays an important role in protecting the rights and freedoms of citizens and ensuring stability in society.

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The Morpho-Genetic Estimation of Drought Stress in Sunflower Seedlings Under Laboratory Conditions

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ABSTRACT

Drought stress directly affects the growth along with productivity of plants by altering plant water status. The present study was carried out to characterize the genetic variability for seedling and morpho-physiological parameters in different sunflower genotypes under water stressed conditions. A total twenty seven genotypes including two hybrids, eight advanced lines and seventeen accessions of sunflower (*Helianthus annuus* L.) were tested against drought stress at seedling stages by applying Polyethylene glycol (PEG). Significant means were calculated among traits using analysis of variance (ANOVA) whereas, correlation and principle component analysis also confirmed that germination percentage, root length, shoot length, chlorophyll content, stomatal frequency are positively linked with each other hence, these traits were responsible for most of variation among genotypes. The cluster analysis showed that genotypes Ausun, line-1, line-2, line-3, 17578, 17570, line-6, line-7 and 17562 are more diverse among all the genotypes.

Key words: Morphological, Genetic, Sunflower, Genotypes, Drought sStress

INTRODUCTION

Sunflower (*Helianthus annuus* L.) has emerged as an economically important crop of Pakistan. Water shortage is becoming a key problem for sustainable agriculture in Pakistan. The reduced precipitation, along with high evapo-transpiration is expected to subject natural agricultural vegetation to a great possibility of severe and delayed water stress with every passing year (Shamim et al., 2013).

Crop responses toward drought stresses involve processes modulated by water shortage at morphological, anatomical, cellular and molecular levels. The changes which occur in the whole plant organs in response to water stress reduce plant photosynthesis resulting in grain yield decline. It would be very useful to develop effectual strategies to reduce drought stress damage in crop plants. (Tardieu and Tuberosa, 2010).

Several morphological and physiological characters affected by drought stress include reduced leaf area, plant height, root length, head diameter, yield per plant, and plant biomass as well as photosynthetic rate. Severe drought stress may possibly result in arresting of photosynthesis, metabolic disturbance and also plant death. (Kumar et al., 2011).

High molecular weight Polyethylene glycol (PEG) has been used to stimulate drought stress in plants. Polyethylene glycol (PEG) of high molecular weight is a non-penetrating osmotic agent lowering the water potential in a way that is similar to soil drying. The ability of Polyethylene glycol of becoming negative water potential can be used as a mean to assume plant tissue response by drought stress. (Yosephine et al., 2013).

The present study was carried out to characterize the genetic variability for seedling and morpho-physio parameters in different sunflower genotypes under water stressed condition and to find favourable tolerant genotypes under various levels of water stress.

Materials and Methods

Experimental Area: The experiment was carried out at the laboratory of Plant Breeding and Molecular Genetics, Faculty of Agriculture, University of Poonch Rawalakot.

Seed Sample: The material was comprised of twenty seven genotypes of sunflower (*Helianthus annuus* L.) acquired from Oil Seed Research Program (NARC) Islamabad.

Experimental Design: The experiment was laid out in 2x2 factorial completely randomized design with three replications for each experimental unit.

Laboratory Conditions:

Temperature: (25±3°C).

Drought Stimulator: Polyethylene glycol with a molecular weight of 6000 (PEG-4000) was used as a drought stimulator.

Duration: The experiment was completed after 30 days of planting.

Studied Traits:

1) Germination Percentage: Number of seeds germinated counted daily and data was recorded for 14 days.

Germination% = $(n/N) \times 100$ where n: number of seeds germinated, N: total number of seed in each pot.

2) Shoot length: Shoot length of five plants from every pot was measured in cm and their mean was calculated.

3) Root length: Root length of five plants from every pot was measured in cm and their mean was calculated.

4) Root & shoot fresh weight: Root and Shoot of each plant was separated and their fresh weight was determined separately with the help of a digital electrical balance.

5) Root dry weight: Root of each plant was dried in an oven at 60°C for 24 hours and their dry weight was measured.

6) Shoot dry weight: Shoot of each plant was dried in an oven at 60°C for 24 hours and their dry weight was measured.

8) Root dry weight: Root of each plant was dried in an oven at 60°C for 24 hours and their dry weight was measured.

8) Stomatal frequency: The leaf stripes were used for counting the stomata at Low power microscopic field (10x) to investigate stomatal frequency.

9) Chlorophyll contents: The chlorophyll concentration was determined by the method of Arnon (1949).

Chlorophyll content = $8.0 \times O. D \text{ at } 663 \text{ nm} + 20.2 \times O. D \text{ at } 645 \text{ nm}$

Statistical Analysis: The data was analyzed to calculate phenotypic correlation coefficients between the studied traits (Snedecor, 1956). Simple statistics and numerical taxonomic techniques were utilized for cluster and principle component analysis (Sneath and Sokal, 1973) with the help of computer software Statistica, Past (Hammer et al. 2001) and SPSS 20. Cluster analysis was conducted on the basis of average distance of k means.

Results and discussions:

Cluster Analysis

Drought is the main cause of differences between mean yield and potential yield, yield variations from year to year and therefore of yield instability. Cluster analysis was carried to group the sunflower genotypes. The tree diagram based on 27 sunflower genotypes was displayed in Figure 1. The figure indicated four main clusters at linkage distance 7.5. The clusters were named as cluster I, cluster II and Cluster III and Cluster IV. Cluster I contain only one genotype Ausun. Cluster II was further divided into two sub-clusters IIa and IIb. Sub-cluster IIa comprised of four genotypes i.e. 17575, 17577, 17555 and 17573. Sub-cluster IIb consisted of four genotypes line-3, line-2, line-4 and line-5. Among these genotypes Line-3 and line-2 was an outlier and showed diversity. The line-4 and line-5 are at the same linkage distance and show no diversity. Cluster III was further classified into two sub-clusters III a and III b and III c. Sub-cluster III a consisted of three genotypes 17578, line-8 and 17580. Among these three genotypes 17578 was an outlier and showed diversity while line-8 and 17580 were at the same linkage distance and are closely related with each other. Sub group III (b) contain 17570, 17559 and 17572. In this group 17570 was an outlier and 17559, 17572 were at the same linkage distance and show no variation. Sub cluster III c contained three genotypes i.e. line-1, 17557 and 17558. In this group 17557, 17558 were at the same linkage distance, while line-1 was an outlier. The Cluster IV was subdivided into two sub groups IV (a) and IV (b). The first group consisted of four genotypes line-7, line-6, 17560, and 17561 whereas; group two consisted of five genotypes 17562, 17568, 17581, 17587 and Hysun-33. Among all twenty seven genotypes i.e. Ausun, line-3, line-2, and 17578, 17570, line-1, line-7, line-6 and 17562 showed more diversity as compared to 17575, 17577, 17555, 17573, , line-4, line-5, line-8 17559, 17572, 17560, 17561, 17568, 17581, 17587 and Hysun-33 Nadeem *et al.* 2011, Abdi *et al.* 2012 and Khamsee *et al.* 2012 support our present findings.

Correlation studies: Correlation and principle component analysis showed that germination percentage, root length, shoot length, chlorophyll content, stomatal frequency have significant relationship with each other; hence these traits were responsible for most of variation among genotypes . Table.2

Divergence of Genotypes on Biplot: Biplot verified Ausun, line-4, line 2, line 3, 17587, 17578, 17580, line-8 and 17557 were diverse among all the genotypes. Figure 2. The quantification of genetic diversity by Principle component analysis made it possible to select genetically diverse parents for hybrid production. Genetic diversity is one of the helpful tool to select appropriate genotypes/lines for hybridization (Xia *et al.*, 2005).

CONCLUSION

It was concluded that genotypes Ausun, line-1, line-2, line 3, 17578, 17570, line-6, line-7 and 17562 were diverse among all the genotypes showed resistance against stress will be used in future sunflower breeding programs to produce drought tolerant genotypes. The present analysis relates to Khamsee *et al.* (2012), Mudassar *et al.* (2013), Mehdi *et al.* (2013), Andrea *et al.* (2013) and Reza *et al.* (2013) under drought condition.

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Irregularity vs Regularity: The Perception of Sub-Saharan Migrants of the Impact of Regularization

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ABSTRACT

The legal status is a significant factor that shape individuals' migratory experiences throughout migration processes. This paper seeks to highlight sub-Saharan migrants' perception of the impact of regularization on shaping several aspects of their lives within the Moroccan society. The presence of sub-Saharan migrants in Morocco has become more noticeable in the last fifteen years. It is estimated that a great number of sub-Saharan migrants, driven by multiple motives, enter Morocco for the aim of crossing the borders to Europe. As a response to the growing number of immigrants and to other political objectives, Morocco's migratory policies shifted from a security-based approach to a more human-based approach. Morocco launched a new law of migration since 2014. The aim of this new law is to regularize the irregular status of migrants and to enhance their integration. This paper is part of my Ph.D. thesis that relied on a mixed-methods approach. The qualitative method comprises of conducted interviews with eight sub-Saharan migrants in Fez, whereas the quantitative method involves a carried out survey with 112 sub-Saharan migrants in Tangier and in Fez. The investigation captures the fact that regardless of the vulnerabilities the irregularity produces, sub-Saharan migrants expressed ambivalent standpoints.

Keywords: Sub-Saharan, Regularization, Irregular Migration, Integration.

INTRODUCTION

This paper is part of my PhD thesis that has focused on examining the manifestation of the reciprocal impact of gender and migration throughout irregular sub-Saharan migrants' experiences to and in Morocco. One of the factors that shape individuals' migratory experience is the legal status. Several destination and transit countries, affected by the increasing flow of migrants, adopted regularization programs as a strategy driven by political and human approaches. In this paper, I argue that the dream of reaching the European 'Eldorado' still allures the majority of migrants regardless of Morocco's initiative of regularization and migrants' awareness of the significant impact of regularizing their 'illegal' status. In order to figure out the implications of regularization in the context of sub-Saharan migration in Morocco, the paper will seek to tackle the following question: First, how does 'illegality' hinder the migrants' access to basic needs? Second, how would regularization enhance their living condition? Third, is regularization adequate to deter irregular migrants' prior plans and to switch from transit to settlement? It is worth emphasizing that the sample of the target population does not claim to be representative of the entire Sub-Saharan community living in Morocco or all irregular Sub-Saharan migrants because we believe in the uniqueness of each migrant's migratory experience despite the commonalities. The main aim of this paper instead is to provide significant insights into the lived experiences of these migrants, which would help to identify the main challenges they face with regard to legal status. Before moving to discuss the findings of the study, the following section is going to address the concept of regularization and then to establish the ground by highlighting some key findings of other studies.

1. A BRIEF THEORETICAL FRAMEWORK ON REGULARIZATION

The term “regularization” is defined in legislation relating to aliens as “*the granting, on the part of the State, of a residence permit to a person of foreign nationality residing illegally within its territory*” (Apap, 2000, p.1). It is used in different platforms and contexts to describe programs that give migrants already residing in a country in an unauthorized way the ability to secure legal status on a permanent or temporary basis (Papadopoulou, 2005, p.2). This topic triggers a lot of controversies because the notion of granting legal status to a group of people after they have arrived, begun work and remained undocumented in a country for some time creates ambivalent attitudes among politicians, scholars, and activists. Some view it as a pragmatic response, some as a charitable gesture, and others consider it as a failure to control “criminals” (Papadopoulou, 2005, p.1). The following section is going to shed light on findings from some empirical studies.

1.1. The Impact of Regularization from a Wider View

The regularization of undocumented migrants remains one of the main concerns of international and national NGOs. The Global Compact for safe, orderly, and regular migration addressed the significance of legal status in migration processes and emphasized its enormous impact on migrants' living conditions within the receiving country. The fourth objective of the GCM is “*to ensure that all migrants have proof of legal identity and adequate documentation*”; whereas the fifth objective focuses on “*enhancing availability and flexibility of pathways for regular migration*”. The GCM emphasis on the importance of regularization is stemmed from its significant impact on different aspects of migrants' lives. Kraler's (2018) study, which focuses on examining regularization policies and their social policy implications in Germany, France, Italy, the Netherlands, Poland, and Sweden, suggests that the legal status of migrants functions as a major constraint on their scope of agency. In the sense that the interviewed migrants gained greater degree of control over different aspects of their life after regularization (p.2). Another example is Kossoudji's (2016) article, which emphasizes the consequences of regularizing undocumented immigrants. The study concludes that regularization: 1) allows regularized workers to search for jobs without fear of deportation. 2) It increases the probability of earning higher wages through better jobs and wage exploitation becomes harder to hide. 3) It improves the productivity of workers because migrants can work in an occupation for which they are trained, invest freely in human capital, or receive job training without fear of deportation. Finally, it can reduce labor exploitation among undocumented workers (p.1). Having highlighted the importance of regularization, the following section is going to address Morocco's 2014 regularization program.

1.2. Morocco's Exceptional Regularization

In the case of Morocco, the presence of sub-Saharan migrants has become more noticeable in the last fifteen years. It is estimated that a great number of sub-Saharan migrants, driven by multiple motives, enter Morocco for the aim of crossing the borders to Europe. As a response to the growing number of immigrants and other political objectives, Morocco's migratory policies shifted from a security-based approach to adopting a human-based approach. The first phase of an exceptional initiative of regularization in favor of irregular immigrants was launched in 2014. This new law aims at regularizing the irregular status of migrants, and collaborating with NGOs to establish other initiatives to facilitate their integration. According to statistics communicated by the Ministry delegated to the Ministry of the Interior, 27,332 files relating to requests for regularization were filed, 65% of which received a favorable response.

The requests filed came from 116 nationalities. Among those receiving a favorable opinion are 10,201 women and 8,493 men. We should note in this regard that all the women and children who submitted a regularization file had a favorable opinion of outright 100%. The Senegalese come first among the nationalities concerned (6,600, or 24.45%). Next come the Syrians (5,250, 19.21%), Nigerians (2,380, 8.71%), Ivorians (2,281, 8.35%), Cameroonians (1,410, 8.91%), Guineans (1,408, 4.98%), Malians 1,119, 4.09%).

2. DATA COLLECTION

The study adopted a mixed-methods approach to gather data and it combines quantitative and qualitative research methods. For Axinn and Pearce (2006) both quantitative and qualitative research methods encompass strengths and weaknesses but mixing multiple methods is a valuable strategy to “*counterbalance*” and overcome both methods’ shortcomings as well as achieving comprehensive empirical documentation (p.58). The mixed-methods approach establishes a solid foundation to attain more comprehensive and diverse empirical data as well as analysis. The qualitative method includes not only interviews but also observations, documentaries, and news. The quantitative method, on the other hand, consists primarily of a survey, that was accomplished by distributing questionnaires in Tangier and Fes. The observational study was initiated in 2015 to gain some general insights on the topic and the target population and then to build up a relevant questionnaire. I spent two months in Tangier in 2015 doing training with an association called *Clinique Juridique Hijra*. Its current essential objectives are to provide legal assistance to migrants and to include migration studies within the academic paradigm as an independent field of study.

2.1. The Survey and its Implications

This investigation consists of a quantitative method for data collection comprised of questionnaires. Based on the previous readings and reports, the questionnaire is self-designed and it consists of a three-stage analytical framework. The questionnaire is divided into three sections and each section represents a migratory stage: the preliminary stage, the route or the journey, and the “transit” stage. Each stage of this migratory process highlights motivations, aspirations, confrontations, and impediments that are going to be addressed and interpreted systematically. The questionnaire is composed of structured questions (multiple choice and binary yes / no questions). The objective sought from the questionnaires is not to generalize the results and the sample of migrants in this study does not represent the entire sub-Saharan community in Morocco. Taking into consideration the fact that some sub-Saharan countries are Francophone while others are Anglophone, the questionnaires are designed and distributed into two languages: French and English. The data-gathering process was carried out in two cities: Fez and Tangier. Some researchers consider Fez city a transit city or rest room for a great number of immigrants, where they usually spend an unidentified period to recharge their psychological state and more importantly financial energy. This strategy enables them to get prepared for the forthcoming trip to pursue their initial plans. On the other hand, Tangier is one of the very significant big cities where a great number of migrants reside, waiting for the right opportunity to make their life-changing attempt and cross the borders.

The questionnaires were manually filled by the respondents to provide them enough space and autonomy on their answers. In this way, the respondents would not be influenced by my presumptions and the results would be more objective. However, very few participants were illiterate and consequently unable to fill in the questionnaires. In that case, I interfered and filled the questionnaires for them. Collecting data occurred in two separate periods. It was initiated by a pilot study in December 2017 that consisted of 10 migrants in Fez to test as well as to evaluate the feasibility and appropriateness of the questions. Having the questionnaires

reworded, the pilot study was followed by the first period of collecting data. At the outset of the fieldwork, I collected 74 questionnaires in Tangier between May and June in 2018. Then, during a period that lasted from January to February 2019, I gathered 38 questionnaires in Fés. The objective of gathering data in two separate periods was mainly the result of research circumstances and difficulties. The total number of accepted collected questionnaires is 112; in addition to 13 eliminated questionnaires (10 from Tangier and 3 from Fés) because they were incomplete. Having collected the questionnaires, the data is analyzed using SPSS (Statistical Package for the Social Sciences), which is a widely recognized software for editing and analyzing all sorts of data. The objective is to display the frequency of research variables that define respondents' selected answers.

2.2. The Interviews

The second data-gathering technique employed in this study is the interviews. Interviews with a life history character are also utterly essential in this research. While questionnaires' questions are structured, limiting respondents' ability to talk about their stories, interviews with semi-structured questions provide them with wider space to express and articulate their experiences and thoughts. For Axinn and Pearce (2006) the best way to balance data collection is by using highly structured methods with less structured methods of research. Combining the structured nature survey methods with the flexibility of observational or less structured interviewing methods results in making, respectively, "*data useful for testing hypotheses and data useful for learning from informants in their own words and for discovering new hypotheses*" (p.59). Reinharz (1992), discussing how feminist methods in social research are distinct from other methods, also views semi-structured and unstructured interviewing as a qualitative data-gathering technique that promotes free interaction between the researcher and the interviewee (p.18). Therefore, the interviews are formed into semi-structured questions to provide migrants the adequate space that would allow them to talk about their migratory experience. The interviews were carried out individually with five migrants on the 21st of April and then with three other migrants on the 5th of May 2019. Each interview took between 20 to 30 minutes. For purposes of confidentiality and research ethics, the migrants' names are unrevealed according to their demand. As a response to their request, I am going to refer to the interviewees as (respondent 1, 2, 3, etc). This research ethical measure is taken in order to ensure their personal safety and the fulfillment of confidentiality terms. In this presentation, I will first highlight the legal status of the sub-Saharan immigrants at the time of conducting the fieldwork. After that, I will move to discuss their perspective on the impact of irregular status on different aspects of their lives in Morocco. At last, I will shed light on their aspirations.

2.3. Sampling Technique for 'Hard to Reach Population'

Regarding the sampling techniques, which are employed throughout the process of this investigation, are random and snowball techniques. After examining research techniques and taking into account the nature of this topic, snowball and random strategies of data-gathering are considered the most appropriate techniques to approach the respondents in both methods of data collection. Snowball sampling is a useful strategy to overcome the problem of locating respondents when the subject of the research is sensitive and the population is 'concealed' (Atkinson and Flint, 2001, p. 1). The topic of irregular transit migration is a highly sensitive issue indeed, as it entails personal information about a life-changing experience. Thus, irregular transit migrants can be included within what Faugier and Sargeant (1997) call "*hard-to-reach or hidden populations*" in the sampling process (p: 790). Therefore, a considerable degree of trust between respondents and a researcher is a key element to facilitate and complete the data

collection process. In Tangier, the first few respondents were selected randomly. They were approached in neighborhoods where they commonly live or are gathered. After establishing a certain degree of confidence, these respondents have become mediators to reach and gain other respondents' confidence. Some of them accompanied me to a cyber where migrants gather and contact their families. Other migrants were approached in traffic lights where they practice mendicancy. On the other hand, respondents in Fez were approached in the streets, where they have small businesses, in traffic lights, and in a small call center owned by a sub-Saharan migrant, who helps irregular Sub-Saharan migrants to regularize their legal status within the country. However, it is worth mentioning that not all migrants, who were contacted, accepted participating in this investigation.

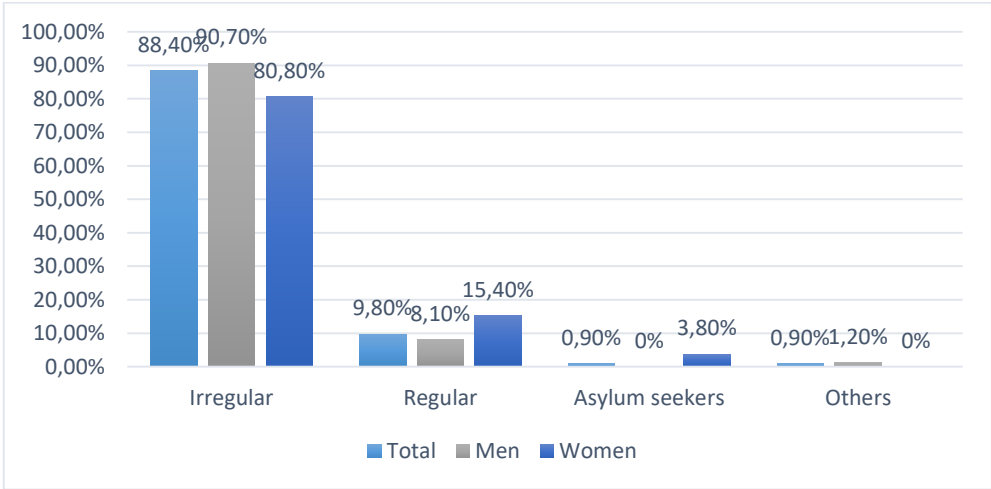
3. MIGRANTS' PERCEPTION OF THE IMPACT OF REGULARIZATION

Moving to the sample of the population of this study, to have a sample that encompasses equal representation of both men and women migrants was far from being attainable. Women migrants represent (23, 2%) compared to (76,8%) of men migrants, respectively. Therefore, men respondents overwhelmingly outnumber women respondents by constituting 86 compared to 26. In several other studies conducted on sub-Saharan migration in Morocco male migrants are highly represented in comparison to female counterparts. For example, in a report realized by Meryam Cherti and Peter Grant in 2013 under the title “*the myth of transit: Sub-Saharan migration in Morocco*”, which relied on a qualitative approach, female migrants also constituted only 27% of all respondents (12 women and 38 men).

3.1. The Legal Status of the Study's Respondents

The legal status is a significant factor that entails an enormous impact on migrants' lives within the receiving country and their future intentions. Even though this paper addressed primarily irregular transit migration, the presence of other forms of migration within the studied sample is undeniable. The findings demonstrate that the entry legal status of migrants is unsteady. The fluctuation of migrants' legal status depends on the receiving countries' immigration policies and regulations. This graph presents the legal status of migrants at the time of conducting the survey.

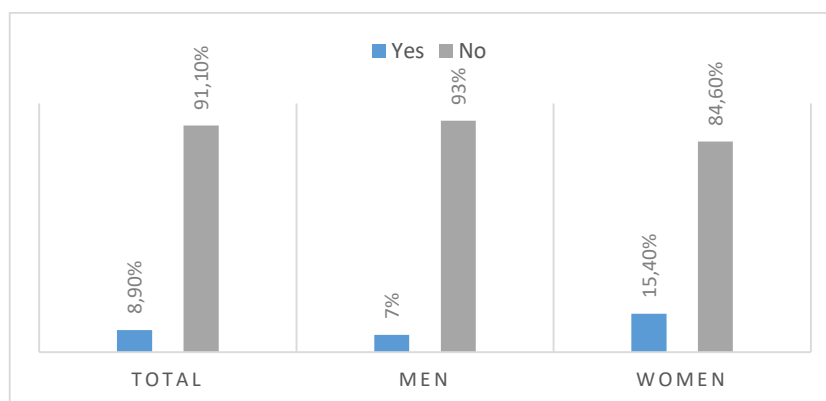
Graph 1: The Legal Status of Migrants



Irregular migrants, women and men, constitute the overwhelming majority within the studied sample. The regular category may include migrants who have crossed the borders with legal means and migrants who have regularized their legal status. The fluctuation of migrants'

legal status depends on the receiving countries' immigration policies and regulations. It is worth mentioning that (7,4%) of migrants entered Morocco via air route in addition to another decent number of migrants who entered Morocco legally. For instance, four Senegalese and one Gambian interviewees entered Morocco via crossing the southern borders, using primarily instructors' cars. This route requires going through authority checking. Therefore, in order to clarify this subject, I asked the participants if they have a residency permit.

Graph 2: Migrants with a Moroccan Residency Permit



The majority of migrants, women and men, do not have a residency permit yet. What we should know is that Morocco's initiative of exceptional regularization does not grant the residency permit to all irregular migrants. There are a set of required documents to become entitled to the eligibility for regularization. Before anything else, migrants must present their traveling documentation (passport) when they submit their application. The applicants need to: 1. Certify the presence on Moroccan soil for at least five years. 2. Carry out a remunerated activity spread over a period of two years. 3. Living together with a Moroccan spouse. 4. Living together with a foreign spouse legally established in Morocco. 5. Cases of persons handicapped by a serious infirmity or illness (Ait Ben Lmadani, 2016, 14). These requirements are often hard to fulfill. First, having a passport for migrants is a very problematic issue. Due to the illegality of the means that they undertake and the jeopardies they confront during the journey, several of them end up losing their identity documents. For example, the sixth respondent, who do not have a residency permit yet, recounts how he lost all his belongings including his documents on the way to Morocco, he said:

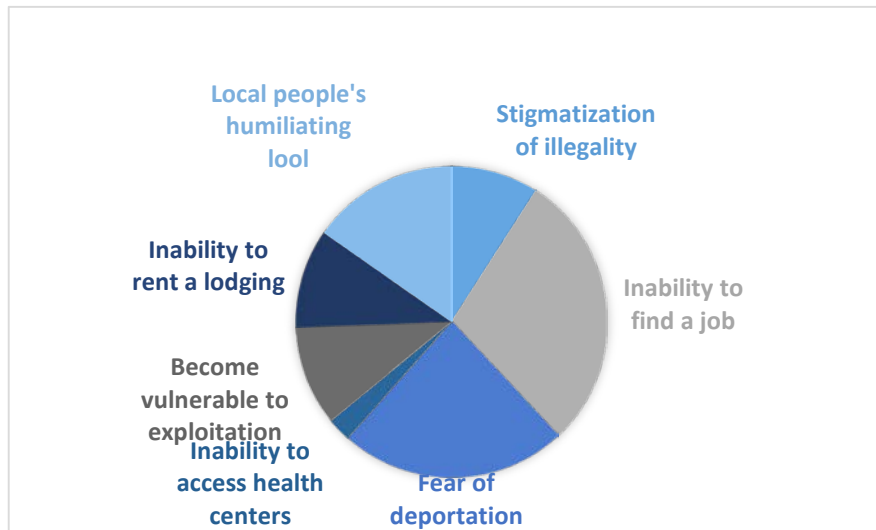
I have even passed by the central police station (commissariat central) three times, and I need documents. **They told me that it is necessary to bring, lease contract, working contract, passport, Identity card (...)** I have my voter's card, my brother sent me a copy, but **I lost all my other documents at the frontiers in Algeria.** Because **when we wanted to cross the borders to Morocco, the Algerian military, they catch us, they beat us, they kill us, they took all our belongings,** they left us like this, and this is how I lost my documents. (Respondent 6, man, 28 years old, from Mali)

All of these documents are very difficult for migrants to obtain because; first, some landlords refuse to allow migrants to rent their property in the case of the absence of the migrant's identification documents. However, when others accept, the absence of identity documents obstruct making an official contract. This is also applicable to the work contract. In the aftermath of the absence of identification documents, the migrants' illegal status may likely prolong and which eventually affects their livelihoods.

3.2. ‘Illegal’ Status Impact on Migrants livelihoods

The impact of ‘illegal’ status on migrants is undeniable regardless of the controversy it creates. The following graph demonstrates the participants’ perspectives on what aspects of life the ‘illegal’ status effects. It is very important to understand this impact from the perspective of migrants in order to design integration programs that target their needs instead of the state’s needs.

Graph 3: The Impact of the ‘Illegal’ Status from Migrants’ Perspective



Based on the results, both women and men reckon that the illegal status hinders their chance of being employed in addition to their constant fear of being deported from Morocco. For female migrants, the illegal status does not evoke only the fear of deportation; it also provokes the local people’s humiliating attitude towards them. A considerable percentage of migrants believe that the irregular status alters the way they are perceived by the local community. Being vulnerable to many forms of exploitation is another impact of irregularity as expressed by (20,9%) male migrants and (26,9%) female migrants. To dive deeper into this topic, it was necessary to ask the interviewed migrants the same question. Two migrants (one female and one male) out of eight have a residency permit. The other interviewees expressed their willingness to regularize their legal status for multiple, similar to some extent, reasons. The following quotes demonstrate migrants’ opinion on the linkage between regularizing the legal status and the integration of migrants within the receiving society. The first respondent commented:

I met several people who told me to submit my application because if you are regularized, you can do a lot of work. You can’t ask for a job without a residency permit. My prior job was a carpenter. Sometimes when I ask for a job, the employers say **we can’t employ you because you don’t have a residency permit, we can’t take this risk.** When your visa is expired, sometimes if you want to rent an apartment, the owner would not rent you the apartment because you don’t have the residency permit. If you travel and you would like to go to a hotel, if you don’t have a residency permit, they would not take this risk. **If you have a residency permit, you are regularized, you are like a Moroccan.** (Respondent 1, man, 38 years old, from Senegal.)

The fifth respondent also said in the same respect:

Well, the working conditions are not very difficult, especially when you have a residency permit. **When you have the residency permit, the working conditions are more ameliorated.** When you don't have a residency permit, some employers may also exploit you, you may work for longer hours without getting paid (Respondent 5, man, 42 years old, from Senegal)

In addition, the following quote is an extract from my interview with a female migrant:

Q: What is your current legal status?

A: I am not regularized yet.

Q: Do you have the intention to apply for it?

A: yes, yes, I will.

Q: According to you how is it possible for migrants to integrate into Moroccan society?

A: I think if you have **a residency permit might help, people would understand that you have the same rights as theirs.**

Q: Regarding the work, do you think it would help to get a better job?

A: yes, that's what I think. Because some people refuse to employ migrants who do not have documents. (Respondent 4, woman, 26 years old, from Senegal.)

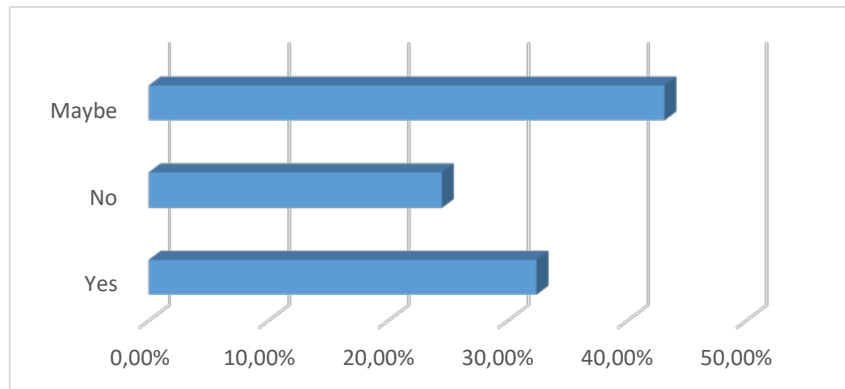
Based on the respondents' statements, the legal status of migrants has a crucial impact on three significant aspects of their lives: employment, lodging, and position within the local community. According to the law, employing undocumented migrants is an illegal act that is penalized. This decision is 'a risk' that might lead to several problems between the employer and the authority. However, some employers tend to challenge this law and recruit some undocumented migrants like in the case of the fourth respondent. In many cases, undocumented migrants end up trapped in a job and exploited by employers because of their vulnerable legal status. In the case of exploitation or any other form of human rights violations, migrants' vulnerable legal status does not allow them to report a complaint to the police as it was expressed by respondent 8 when she said: *"It will be helpful even when something happens, I will be able to go to the police."* Having a regularized legal status also represents an element of security and empowerment since the migrant becomes entitled to the rights that prevent any form of exploitation.

Lodging is another struggle that irregular migrants are likely to experience. In many cases, if migrants can afford the expenses, landlords refuse to rent to irregular migrants. The situation is more intricate if the migrant would like to spend a night in a hotel. As a result, several migrants find themselves without shelter, spending several long nights under the bare sky or in camps in Forests. The interviewed migrants believe that having a residency permit would enable them to have a dignified life by being entitled to the same rights as Moroccans. Consequently, the legal status of migrants either enhances their access to employment and lodging services, or contributes likely to increasing their vulnerability.

3.3. Migrants' Aspirations and Intentions

The legal status and living conditions within the receiving state in addition to the inability or failure to cross the borders affect migrants' determination and, inevitably, their future plans. The following table presents the migrants' futuristic perspective and their intentions.

Graph 4: Migrants' Intention to Apply for Regularization



The majority of migrants, both women and men, expressed their uncertainty about applying for regularization. Then, followed by migrants who are willing to submit their application; whereas migrants, who have no intention to regularize their legal status, rank at the final position. These findings reflect the fact that regardless of the importance of regularizing the legal status, immigrants seem to be still indecisive to submit their applications. This uncertainty could be linked to their aspirations and plans. According to the study's findings, (62,50%) of the surveyed respondents expressed their willingness to pursue their journey to Europe compared to (4,50%) who decided to stay in Morocco. However, a considerable percentage of migrants (24,10%) still cannot determine their destination, while (8.90%) have the intention to go back to their countries of origin. The findings, therefore, demonstrate that the ongoing intensified border surveillance and the increasing likelihood of undergoing life-threatening risks or getting stuck in the sea for days, do not deter migrants' willingness to pursue their dream of reaching the European territory. The overwhelming majority of migrants, both men and women, expressed their determination to cross the European borders. Conversely, very few migrants expressed their intentions to stay in Morocco – they constitute the least percentage. The results thus reflect the failure of the states' security approach, which many other destination and transit countries adopt to alleviate the flow of migrants. The results highlight as well the inadequacy of Morocco's human approach and integration programs to change irregular migrants' prior intentions. However, for the same reason, (30,8%) of female migrants and (22,1%) of male migrants do not envisage any potential plan for their future. Their intention to cross the borders or generally their prior plans have been quivered. Eventually, their vision of the future has become blurred. Similar results were found by AMERM's (2008) extensive survey of migrants regardless of the different periods in which the two investigations were carried out. Almost three-quarters (72.6%) of respondents hoped to continue their journey; one in 10 (10.6 %) wanted to return home; while only (2.3 %) wished to remain in Morocco (p: 92-93).

CONCLUSION

This paper sought to understand the impact and implications of regularization from irregular sub-Saharan migrants' perspectives. The study is based on a mixed-methods approach that consists of questionnaires and interviews. The results showed that the majority of migrants recognize the impact of 'illegal' status on different aspects of their lives, including employment, lodging and their status within the Moroccan society. Another finding is that even though a significant number of migrants expressed their intention to submit the regularization application, very few are willing to stay in Morocco. Therefore, regularization is mainly a temporary survival strategy that facilitates their access to basic services and needs. In this case, sub-Saharan migrants' standpoint embodies Bailey et al.'s (2002) notion of permanent temporariness, which is characterized by uncertainty and division (p: 139). Then, we can deduce that occasional/temporary regularization programs do not bring sustainable results in terms of

minimizing irregular migrant populations or preventing further irregular arrivals. Papadopoulou (2005) suggests instead that regularization programs have the adverse consequence of attracting more migrants (p: 11).

Besides, no one can deny the impact of the considerable dangers involved and the intensified security on the borders on migrants' intentions. However, the decision to change the initial migratory plans is associated with other multiple overlapped factors. The receiving country's living conditions, especially legal status and employment play a fundamental role in the migratory process. The seventh respondent expressed his keen desire to accomplish stability. He said, "*for the right moment, I don't have a plan. For the right moment, my only plan is to stabilize and in order to do that I need to have papers here. Since I do not have documents, then I have no project. Because in order to make a project you need to be stable. I need first stability*" (Respondent 7, man, 30 years old, from Mali). Based on this statement, one can infer the migrant's sense of loss and enchainment. His main objective at the moment of conducting the interview was to regularize his legal status. Having a regular status represents, for him, the first step that will help him to attain the stability he seeks. Drawing on other previous testimonies, the legal status plays a pivotal role in promoting a migrant's integration in the job market. These two determinants contribute to constructing a sense of stability within the receiving society, which consequently influence migrants' plans. However, it is worth highlighting that migrants' aspirations and intentions differ from one migrant to another, depending on each individual's primary motivation and migration experience throughout the entire journey. In addition, even though Europe still allures the majority of migrants, their noticeable shift towards other options should be acknowledged. The states, then, are in front of the challenge of legislating and designing migratory policies and initiatives that meet with migrants' aspirations and needs.

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The of Impact of Conflicts on Natural Resources: The Case of Sudanese Darfur Region

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ABSTRACT

The United States Environment Program (UNEP) confirmed that 40 per cent of all intrastate conflicts are lined to natural resources. They further extrapolate that since 1990, 18 violent conflicts happened as a result of natural resources exploitation e.g. timber, diamonds, gold, minerals, oil, fertile land and water.

This research paper explores the impact of sociological perspectives on the relationship between natural resources and conflicts. From these theoretical perspectives, a number of fundamental sources of conflict over natural resources are identified and defined.

The researchers choose to analyze the case study of the Darfur Region of Sudan to assess the sources of conflict over natural resources i.e. demographic change, economic development and social inequality. Furthermore, the researchers traced the process of the conflicts in the Darfur Region of Sudan in connection with the availability of water resources, pastures and arable lands, the increase in the number of people and animals, which was reflected in the demand for natural resources and, consequently, impacted on the state of the environment.

Keywords: Natural Resources, Demographic Change, Economic Development, Social Inequality, Darfur, Conflict

INTRODUCTION

In the current global context of increasing consumption, increasing population, and declining availability of many natural resources as a result of climate change, especially on the African continent, many researchers have predicted that conflicts over natural resources such as water, plants and oil will become more common. Conflicts over natural resources are likely to occur in a variety of contexts, from local disputes over a shared water hole to international disputes over clean air regulations. Over the past two centuries, Social Science theories provided an insight and explanation regarding social, political and economic factors that can be used to understand and predict the contexts in which conflict over natural resources is likely to take place.

This research paper provides a review of the important social scientific literature that pertains to natural resource conflict illustrated through the case of Darfur Region in Sudan. It further provides a detailed discussion of relevant concepts and their definitions and dimensions. Building from the theories of classical and contemporary academics, an analysis of the sources of conflict is presented to assist researchers and policy makers in understanding the issues impacting natural resources and how to resolve them.

1. CAUSES OF CONFLICT

Many researchers have tried to determine the most common factors that trigger and increase the risk of war. In this context, the analysis of the causes of conflicts and economic motives attracts increasing attention. The most prominent in this regard are the scholars Paul Collier (2005) and Anke Hoeffler (2012), who presented the dependence of civil wars on the structures and organization of the rebellion. Both Scholars stated that during revolutions, plunder of natural resources occurs by local people who are supported by ethnic leaders.

Data collected from wars of 1960-1999, demonstrates that economic, political and ethnic inequality aspects appear to be the leading explanation for the genesis of most civil wars. On the other hand, religious differences are generally a poor explanation for the causes of civil wars. In addition, it can be seen that the higher the income of a country or region, the lower the risk of civil war. Accordingly, due to the high costs associated with the conflict, the greater the risk of conflict is linked to the natural resources of the region (Collier, 2005 & Heffler, 2012). Similarly, James Fearon and David Laitin (2009), conducted a research in which they analysed 127 civil wars, primarily in sub-Saharan Africa and Asia. They confirmed that regardless of how ethnically heterogeneous a country is, the likelihood of a civil war decreases as the wealth of the country increases. In countries where there is no visible increase in income, there is a serious risk of conflict.

In 2002, Ahmed Ali and Ibrahim Elbadawi (2005) identified 17 economic, political, ethnic-religious-cultural and external factors as causes of conflict. Based on the analysis of the wars from 1960-1999, Elbadawi and Nicholas Sambanis (2005) stated that the reason for the war conflicts in Africa is primarily due to ethnic and linguistic fragmentation and high poverty, not political or economic institutions dependent on natural resources. Similarly, Frances Stewart (2010) noticed that the level of inequality is an important element of well-being and may have detrimental consequences for further development.

2. SOCIAL SCIENCE THEORIES ON NATURAL RESOURCE CONFLICT

There are several traditional theories that relate social and economic factors as sources of conflicts over natural resources. Traditional Malthusian theory suggests that—due to population growth—human consumption needs will eventually exceed the availability of natural resources (particularly food), causing a myriad of negative social outcomes like war, disease, and famine (Malthus, 1798).

Classical economic theories on society and natural resources have emphasized the creation of markets as the key to balancing positive development and over-consumption. Theories in the Marxist tradition have emphasized the conflicts of interest between groups with more or less control and ownership of natural resources. The causal factors which can be extracted from those theories include: demographic change, economic development, natural resource scarcity, social inequality, social adaptability, and social breakdown. All of these factors may cause natural resource conflict. (Kneese, 1988).

3. THE CASE OF SUDANESE DARFUR REGION – CONFLICT AND NATURAL RESOURCES

This section will be exploring the factors contributing to conflicts in the Sudanese Region of Darfur and its impact on its natural resources. This will be conducted against the theoretical theories and how its helps in predicting the likelihood of either conflict or cooperation among societies and their natural resources. The following are the three driving factors impacting on natural resources on the Sudanese Region of Darfur: *demographic change*, *economic development*, and *social inequality*.

4.1 Demographic Change

Alex de Sherbinen (1995) established that particular kinds of population changes are associated with political instability, which leads to conflict over natural resources. This has been demonstrated through historical conflicts in China, Latin America and Europe over rural lands between farmers and landlords. Thayer (2009) reiterated in his study that international politics should give attention to the importance of pollution (i.e. demographic changes) as it plays a great role in conflict studies.

In relation to the Case of Sudanese Darfur Region, demographic change is expected to have indirect effects on natural resource conflict as it influences economic development, natural resource scarcity, and social inequality. The population of the North Darfur Region has increased since 1973 from 530,000 to 1.15 million in 1993. According to the last census in 2009, this figure was already about 2.1 million people. This means that the population has increased almost four times over the past thirty years. For example, the population of Kabkabiya increased from 89,000 to 270,000 in the period 1973-2003, and the population density increased from 8 / km² to 23 / km² at the same time. These numbers show that the population increased threefold during this period. On the other hand, arable land in Darfur totaled 760 thousand hectares in 1961 and increased until 2002 only in the North Darfur region to 2.5 million hectares (Schimmer, 2008).

This increase occurred as a result of the conversion of agricultural land into pastures, thus increasing friction between shepherds and farmers. In addition, soil cultivation in arid regions with insufficient rainfall led to soil erosion, which increased the environmental degradation process and caused low yields. The drop in land productivity pressured the farmers to look for opportunities to expand their farms to obtain the crops needed to feed more people (El-Bushra, Mahgoub and El-Sayed, 2000).

Furthermore, there has been an increase in the number of animals from 3.7 million heads in 1976 to 13 million heads in 2002. This means that the number of farmed animals has more than tripled in 26 years. From this it can be concluded that there is an increasing number of people and animals, and therefore competition for rare resources is intensified leading to increase in conflict of interest over resources in the region between shepherds and farmers (El-Bushra, Mahgoub and El-Sayed, 2000).

Due to the increase in the population and animal population, farmers began to expand their cultivation area more often and also use field residues and allocate them for either feeding their animals or for sale, which also had a negative impact on the shepherds. The concentration of nomad animals in dry areas has resulted in increased livestock mortality due to a lack of access to both feed and water. In the long run, animals were increasingly plundered and sold on trade routes, which were becoming increasingly less secure. Conflicts usually start locally, and only then turn into general tribal or ethnic disputes, which ultimately escalates to a serious regional political conflict when government-backed armed groups to join the fight (Laki, 1994).

We also need to give attention to the role played by the other neighboring countries to Sudan

i.e Chad and the Central African Republic who had lots of conflict and their refugees ran to Sudan and settled in Darfur Region. Apart from the natural geographical proximity of the region, the refugees decision was influenced by family connections and common language among the tribes on both sides of the border. Another important factor was the shared history of the Bilad as-Sudan belt stretching from Senegal and Gambia in the west to Ethiopia in the east across the entire African continent (Otte and Chilonda, 2002).

Events in neighboring Chad show us overlapping ecological and political crises. It is estimated that since 1973, 70% of cattle in Chad have died or been previously slaughtered. Baggara tribes from the province of Uadaju in Chad fell into terrible poverty because of this, which strengthened their sense of harm and their desire to retaliate. Thousands of nomads Baggara and Tubu deprived of food fled from Chad to Sudan Darfur Region and further east, towards the Nile, in search of water, food and work. In contrast, the prouder sons of the warlike Gourane tribes, Zaghawa Bedeyat resorted to banditry due to difficult times. As a result, during the drought years in the Sahel, there were few safe areas on the border between Chad and Sudan for merchants and pilgrims, and even for soldiers (Otte and Chilonda, 2002).

In 1973 as a result of the civil war in Chad an influx of Chadians refugees (approximately 200,000) moved to West Darfur Region escaping drought. By 2004, the region's population had increased to around 6.5 million as a result of the influx of refugees from Chad. It is estimated that at least 10% of Chad's population lived in Sudan at the time. It is difficult to estimate the real number, because "refugees" arrived both individually and in family groups. Individuals with relatives on the other side of the border blended into the Darfur Region community imperceptibly. In the absence of a stronger national identity (in the sense of nationality), it was not a problem for them to transfer loyalty from the leaders of groups from Chad to the leaders of Sudan-related tribes. It also enabled joining paramilitary forces, such as the popular Defense Forces, which in turn facilitated the acquisition of Sudanese citizenship. This gave the Sudanese authorities the opportunity to estimate the number of young people who arrived from Chad, which is the main source of recruits for tribal militias emerging in the Darfur Region (Behrends, 2008).

There were constant conflicts between gangs of armed refugees and settled farmers. Fur farmers, practicing burning the remains of fields, forced Arab shepherds to move to other areas, thus limiting their access to water sources. The Fur militia was formed, which called itself the Darfur Federal Army. In May 1988, it had about six thousand. armed policemen. Their training centers were located in southwestern Darfur, most in the western part of Bahr al-Ghazal and on the border with the Central African Republic. In defense against farmers, the nomads formed the "Arab Association", which in Darfur became the basis for the development of Arab nationalism, a new ideology that articulated the needs of Arab tribes and called for unity to defend common interests and use new defensive methods in the fight against the enemy. This movement among Arab tribes, supported by ideology, emphasized Arab migration in the region and called for the mobilization of Arab nomads to gain independence in Chad (Jok, 2001).

In the seventies, Darfur for Chad became what Democratic Republic of Congo did for Rwanda - a place of refuge for the opposition, which also received logistical support from the Sudanese authorities. Regardless of the direction of American policy towards Libya and its policy regarding Chad and Sudan, each side tried to create armed troops. Internal conflicts in Chad that have existed since the early 1970s, as well as the fighting that has continued in South Sudan for the past two decades, have resulted in easy access to various weapons. The problem deepened over time when the use of modern weapons by various types of gangs began. This became a huge problem and required firmness from the state authorities responsible for tracking down the perpetrators and bringing them to justice (Manger, 2006).

4.2 Economic Development

Economic development in the Darfur Region is predicted to have a direct positive effect on population growth and urbanization, as well as a negative effect on natural resource conflict directly and indirectly through social adaptability. The Darfur region has been neglected by a lack of sufficient care and attention from successive governments, as well as poor infrastructure, transport and road development. Additionally, Darfur Region has been harmed due to lack of education and a health system (Young and Osman, 2006).

Economic development has been neglected by previous governments who did not introduce a federal system in the Darfur Region, especially under military rule. These factors were exacerbated by the environmental crisis, drought and desertification, which led to the emergence of a resistance movement that called for a fight against the central government. Groups such as the Justice and Equality Movement or the Sudan Liberation Army rose in Darfur Region, which spread to other regions. Both groups within the resistance movement strove to achieve a fairer distribution of budget funds and a greater interest in Khartoum and Darfur Region. Thus, the struggle between the Darfur Region opposition and the Sudanese Government happened leading to the significant success of Darfur Region (Young and Osman, 2006).

It was difficult to initiate development in the Darfur Region due to the lack of a reliable and clear development program. After the Sudanese Government failed to solve the problem with the resistance movement in the region, Government sought to exploit the conflict over natural resources to achieve own political goals and subjugate the region and its resources, in particular the future extraction of natural resources, and at the same time weaken the resistance movement. To achieve these goals, the government in Khartoum has set up militias of Janjawid, armed gangs, originally Chad refugees, specialized in robbery and theft. They arose from armed groups of Arab origin operating outside the law. These troops used the weapons that the government in Khartoum supplied them. They set fire to, murder, and robbery in villages, among resistance farming or craft tribes, mostly Native African tribes such as the Fur. These actions led to a humanitarian disaster in Sudan unprecedented in modern history (Musa, 2018).

4.3 Social Inequality

Social inequality in the Darfur Region is predicted to have both negative direct and indirect effect on the natural resource scarcity and related conflict. The armed conflict in Darfur between ethnic groups is often perceived as "racial". We can see a two-stage course and distinguish two main currents. The first is a typical "tribal" conflict, manifested in occasional clashes that were characteristic of the 1950s, and which continued until the 1970s. The second trend of conflicts included deeper, broader, more modern disputes. They appeared since the mid-eighties. While conflicts that arose in the past easily found satisfactory solutions, the next chapter in the history of conflicts turned out to be more complex, since difficulties arose in resolving these conflicts by traditional methods that in the past boiled down to financial compensation. Clashes occurring since the mid-eighties, caused by competition for water and pastures, began to widen, until their character took on the features of a full-scale war in 2003. Tens of thousands of people lost their lives, entire villages ceased to exist, many were burned, people lost their property, and a huge number of people were forced to resettle (Daly, 2010).

Successive governments pursued a whole range of strategies to resolve various conflicts, but their efforts proved ineffective, and in many cases even accusations of central government bias and unequal treatment of the parties to the conflict arose. Disputes occurring before the mid-eighties are characterized by low sharpness and local character. They were rarely disputed by

two ethnic groups. Examples of such conflicts are disputes that took place between Zaghawa and Almhiria in 1968 and between Almaalaa and Rizeigat in the same year, as well as between Rizeigat and Misseriya from 1972 to 1974, and Beni Halba and Almhiria from 1975 to 1977, and between Altaihh and Salamat from 1978 to 1981 (Chalk, Kelton, 2009).

The conflict in Darfur Region began in the mid-1980s. It was known as the wartime uprising of Arab tribes. In 1984, during the drought, the war swept the entire region. The main hotspot that led to the explosion was the collapse of existing economic ties between Fur farmers and shepherds from the Zaghawa group. In the past, shepherds were allowed to enter the Jabal Marra zone with herds and graze livestock on farmland residues in December and January, when other pastures were still inefficient. Nomads could stay there until the beginning of the rainy season, which began in April and May. Farmers allowed them because, firstly, they received some of the animals from shepherds, and secondly, animal residues and waste assisted fertilization (Faris, 2007).

Conflicts between 1987-1989 calmed down when the democratic government in Khartoum was overthrown and the Islamic leaders stopped fighting in the Darfur Region. This simple fact should remind us that the conflict in Darfur began as a civil war to which the government was not part of it. Nevertheless, in 1989, the government was part of the conflict after taking over the situation and promised to resolve the crisis (Flint, 2010).

Both representatives of Fur and Arabs came to an agreement in less than a week with the opponents and signed a peace protocol declaring return to the situation before the attack. In the long run, however, their initiative failed and the war broke out on an even larger scale. When the government became part to the conflict, it lost its position as a mediator. As a result, the local conflict in Darfur Region developed into a regional conflict when it became interested in neighboring countries of Sudan (i.e. Chad, Libya, Eritrea). Accordingly, it was internationalized by joining with financial, material and military assistance from countries outside the region (i.e. China, Russia, USA). Hence it is classified as an internationalized internal conflict (Flint, 2010).

In the years 2002–2003, a fight broke when anti-government forces in Darfur Region started an active cooperation with the opposition in the center of the country. Since then, the local conflict has started to turn into a national conflict. In 2003, unlike 1987-1989, the conflict spread over all of Sudan and the problem was not just Darfur Region. From the point of view of Arab tribes, the problem began when Fur farmers began to proclaim their right to land belonging to Arab tribes. When they began to define themselves according to colonial (Western) terminology as "Africans" who are threatened by "Arabs", in a country where such divisions were unknown and where all groups were referred to by their ethnic or tribal name. Fur, in turn, considered themselves victims of Arab political domination, resulting in racism. They signed the content of a letter from 27 tribes to Prime Minister Sadiq al-Mahdi, in which his authors calling themselves the "Arab Association" ask him for support in the conflict (Williams, Bellamy, 2005).

This 2003 war, through its brutality, lack of inhibitions and restrictions, has finally acquired racist traits. Hordes of Janjaweed attacked the villages of Fur, killing everyone without exception, appropriating farmers' property and land. Fur also began to organize their own militia, responding in a similar way. After the fighting lasting from 1987 to 1989, both sides finally met in Al-Fashir at a conference organized by the regional authorities, from May 9 to July 8, 1989. It revealed mutual hostility. The Arabs claimed that Fur started the entire conflict, trying to expand the so-called "Negra belt" (al-hizam Zandji), aiming to exclude Arabs, who as equal citizens have the right to access natural resources, especially during the crisis. The position of the Arab Association was expressed by the secretary of their delegation, saying: "Our tribes and the Fur tribe once coexisted peacefully" (Musa, 2018).

The destabilization situation arose in the late 1970s, when Fur began to proclaim the slogan that

"Darfur is only for Fur." This coincided with the fact that Darfur's first regional government was led by people from Fur who did nothing to change the situation. Arabs were portrayed as foreigners who should be evicted from Darfur. The militia created by Fur was trained under the supervision of Governor Darfur. Our need for self-defense is therefore justified and we will defend our right to access water and pastures. It was Fur who started this war in the pursuit of extending Zandji's al-hizam, wanting to remove all Arabs from the area. " In turn, representatives of Fur pointed out that the purpose of the Arab Association was to expand the "Arab belt" (al-hizam al-Arabi) and the total destruction of the population of Fur. The secretary of their delegation even stated that it was: "A dirty war that resulted from the economic war aimed at genocide and the partition of our homeland to achieve certain political goals" (Dagne, 2011).

In a situation where each party only defended its case, their arguments began to take on a racist tone. Both saw themselves as victims. On one side stood camel shepherds from northern Darfur and landless refugees from Chad residing in Darfur, who saw their protectors in strong Arab leaders, as in Colonel Gaddafi and the Islamic government in Khartoum. On the other hand, there were groups settled in Darfur and non-Arab forces in Chad under Hissen Habre, as well as Western allies such as France, Israel and the US. The polarization of opposing narratives fed increasing tension. In May 1989, the conflict spread beyond the lands around Jabal Marra (Behrends, 2007).

For the first time, almost all Darfur pastoral tribes, Arab and non-Arab, gathered under a common banner, with Libyan support behind them. The traditional conflict resolution system was completely broken down when both sides began to openly disregard the old conventions. In particular, the boycott of Baggar's chief conference in Al-Fashir was against practice. Governor of Darfur, Dr. Eltigani Ateem, pointed out that mass crimes committed by both parties meant that the conflict is now a completely new character. In his opinion, he was imposed on Darfurians by external forces (Warburg, 2011).

The combination of drought, an unsuccessful attempt to reform the colonial system, and the influx of weapons brought about a series of wars, more catastrophic than any other regional conflicts in history (Flint, 2010). Fighting resumed within a few days with extraordinary cruelty. More than 50,000 people from the Fur people sought refuge in Nyala. The Sudanese government only regretted the above situation in Darfur and criticized the influence of foreign forces in this conflict. The change occurred suddenly on June 30, 1989, when previously unknown officers under the command of General Hasan Ahmad al-Bashir overthrew the civil government of Prime Minister Sadiq al-Mahdi. The al-Bashir government sought to stabilize the situation by reforming the existing system, but without questioning its basic provisions, which only restored peace for a moment.

4. RESEARCH FINDINGS

The following are the research findings:

- Natural resources have more than one user in Darfur. Without clear agreements and, this opens doors for conflicts, which reflect the power relations between users.
- Growth, combined with the destruction of ecosystems in Darfur leads to a situation where competition over resources increases.
- Climate change substantially affects Darfur region, and longer drought periods increase the pressure on natural resources, thus triggering new or worsening existing conflicts.
- Political changes in many countries, especially in fragile contexts, can create new aspirations in terms of exploitation of resources. Functioning institutions, arrangements and regulations are especially necessary in such situations.

- Official laws regarding natural resources management do often not match with traditional indigenous user rights and regulations, thus causing conflicts between government officials and local users.

CONCLUSION

This research paper explored the impact of conflict on natural resources in general and more specifically on the case of the Sudanese Darfur Region. The case study demonstrated the three main determinants of conflicts i.e. demographic change, economic development and social inequality and the role they played on the Darfur Region Crisis.

The Darfur Region crisis is the result of the marginalization of the population in terms of political and economic rights in many areas and sectors. A dialogue aimed at adopting peaceful solutions is not a sufficient solution, as the causes of the conflict cannot be removed in this way. Political action is needed to remove the real roots of the conflict.

The armed conflict in Darfur Region can be compared to Newton's third law of motion, which states that action produces reaction. The environmental crisis resulting from years of neglect and marginalization of the province by the central government and the subsequent inept attempts to subjugate Darfur by Khartoum, were perceived by the Darfurians as a deep injustice and an attack and violation on their rights. As a result, Darfurians reacted by attempting to defend the autonomy of their region.

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Stalin Dönemi SSCB Dış Politikası

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ÖZET

Stalin bir çiftçi ailesinde doğdu. Marksistlerin yükseldiği bir çağın adamıydı. Düşünceleri, Marksistlerin fikirlerinin ürünüydü, ancak Stalin onlardan farklı bir yol izledi. 1920'lerin sonlarına doğru Stalin, bir dizi yeni radikal ekonomi politikası uyguladı ve bu politikaların bir sonucu olarak Sovyetler Birliği'nin endüstrisi ve tarımı önemli ölçüde gelişti. Stalin'in tek ülkede sosyalizmi kurması için SSCB'nin gelişmiş ülke rejimlerine bir tehdit olmadığını, onlarla birlikte var olabileceğini göstermek gerekiyordu. Stalin'in bir ülkede sosyalizm politikası, elbette bir dünya devrimini desteklemekten daha az riskliydi. Böylece konumunu pekiştiren Sovyet yönetimi, ülkenin sanayileşmesi ve askeri güçlenmesi için gerekli adımları attı.

Almanya'nın Polonya'ya saldırmasının ardından 1 Eylül 1939'da Stalin Batı demokrasileriyle işbirliği yaptı. Savaşın sonu Stalin'in itibarı arttı. Tek ülkede sosyalizm anlayışını terk eden Stalin, Lenin döneminde yeniden "birçok ülkede sosyalizme" döndü. Stalin, Batı demokrasilerine duyduğu güvensizliğin ardından "Demir Perde" politikasını uygulayarak Soğuk Savaş dönemini başlattı. Doğu Bloku'nda komünistler güçlenmeye başladı. Cominform'u kuran Stalin, dünya devriminin merkezini SSCB'ye çevirdi. Stalin'in merkezîyetçiliğine karşı çıkan komünist lider Tito ve Çin lideri Mao, komünist olmalarına rağmen farklı bir çizgi izlediler. Uluslararası ilişkiler dengesi "iki kutuplu ve bağlantısız" olarak ikiye ayrıldı.

Anathar Kelimler: Stalin, SSCB Dış Politikası, Tek Ülkede Sosyalizm, Ekonomi Politikası

USSR Foreign Policy in Stalin Era

ABSTRACT

Stalin was born into a farming family. He was a man of an era when Marxists rose His thoughts were the product of the ideas of the Marxists but Stalin followed a different path from them. Towards the end of the 1920s, Stalin implemented a series of new radical economic policies, and as a result of these policies, the industry and agriculture of the Soviet Union developed significantly. For Stalin to establish socialism in one country, it was necessary to show that the USSR was not a threat to the regimes of the developed countries, but could exist with them. Stalin's policy of socialism in one country was of course less risky than supporting a world revolution. Thus, the Soviet administration, which consolidated its position, took the necessary steps for the industrialization and military strengthening of the country.

On September 1, 1939, after Germany attacked Poland, Stalin collaborated with Western democracies. The end of the war Stalin's reputation increased. Abandoning the understanding of socialism in one country, Stalin again returned to "socialism in many countries" in the Lenin period. After his distrust of Western democracies, Stalin started the Cold War era by implementing the "Iron Curtain" policy. Communists began to grow stronger in the Eastern Block. By establishing the Cominform, Stalin turned the center of the world revolution to the USSR. Communist leader Tito and Chinese leader Mao, who opposed Stalin's centralism, followed a different line despite being Communists. The balance of international relations was divided into "bipolar and non-aligned".

Key Words: Stalin, USSR Foreign Policy, Socialism in One Country, Political Economy

GİRİŞ

Çiftçi bir ailenin çocuğu olarak gözlerini dünyaya açan Stalin Marksistlerin yükseldiği bir çağın adamıydı. Düşünceleri Marksistlerin fikirlerin ürünü olsa da Stalin onlardan farklı bir yol izlemişti. 24 Ocak 1924 Lenin ölmüş Stalin iktidarı dönemi başlamıştı. 1920'li yılların sonlarına doğru Stalin bir dizi yeni radikal ekonomik politikaları yürürlüğe koymuş ve bu politikalar sonucunda Sovyetler Birliğini sanayisi ve tarımı görülür ölçüde geliştirmiştir. Stalin önderliğindeki Bolşevikler Rus İç savaşın ortaya çıkarttığı yıkımdan çıkmak için yürürlüğe koyulan ve kapitalizme geri dönüşü çağrıştıran NEP uygulamalarına son vermişlerdir. Stalin tek ülkede sosyalizmin kurulması için, SSCB'nin gelişmiş ülkelerin rejimlerine karşı bir tehdit olmadığını, onlarla birlikte var olabileceğini göstermek gerekliydi. Troçkistler, Stalin'in bu politikasını dünya çapında devrim fırsatını kaçıran büyük bir hata ve Marksizm'e ihanet olarak yorumladılar. Stalin'in tek ülkede sosyalizm politikası, elbette bir dünya devrimini desteklemekten daha az riskliydi. Böylece konumunu pekiştiren Sovyet yönetimi, ülkenin sanayileşmesi ve askeri olarak güçlenmesi için gerekli adımları attı. Bu siyasetler sonucunda SSCB, dünyanın en önemli güçlerinden biri haline gelmişti. Onun başa geçtiği yıllarda Sovyet Dış Politikasının en önemli önceliği batı ülkeleri ile siyasi ilişkiler kurmak ve Rusya'ya yönelik ittifaklar kurulmasını önlemek idi. 1933 yılında İngiltere, Almanya, Fransa ve İtalya'nın dördü bir pakt anlaşması yapması pek çok Avrupa ülkesini (özellikle Balkan ülkelerini) rahatsız etmiş, bu devletler 3 Temmuz 1933'te Londra'da "Saldırının Tanımlanması" konusunda iki sözleşme imzalamıştı.

1 Eylül 1939'da Almanya'nın Polonya'ya saldırması ardından başlayan II Dünya Savaşı ile birlikte Stalin Batı demokrasilerle işbirliğine gidilmiştir. Savaşı kazanan Stalin'in saygınlığı yükselmiştir. Tek ülkede sosyalizm anlayışını terk eden Stalin tekrardan Lenin dönemindeki 'çok ülkede sosyalizme' dönüş yapmış. Batı demokrasilerine duyduğu güvensizlikten sonra Stalin 'Demir Perde' siyasetini uygulayarak Soğuk Savaş dönemi başlatmıştı. Doğu Blokunda Komünistler kuvvetlenmeye başlamış. Stalin Cominformu kurarak dünya devriminin merkezini SSCB'ye çevirmiş. Stalin'in merkezîyetçiliğine karşı çıkan Komünist lider Tito ve Çin lideri Mao Komünist olmalarına rağmen farklı bir çizgi takip etmişlerdi. Uluslararası ilişkiler dengesi 'iki kutuplu ve bağlantısızlar' olarak ayrılmıştı.

1. HAYATI

1.1 Gençlik Yılları

Joseph Vesarateviç Stalin 1878-de Gürcistan'ın Gori şehrinde çiftçi bir ailenin oğlu olarak gözlerini açtı. 1886-de ailesi tarafından Gori'de dini okula gönderildi 1894-de bu okuldan mezun oldu. 1895-de sınavı kazanarak Tiflis Dini Seminer okuluna kabul oldu. Bu okulda ilk kez Stalin'in Marksistlerle tanışma fırsatı oldu. Kendi hatıralarında Stalin şunları yazar:

"İlk olarak Tiflis'te gizli yer altı grupları ile tanışma fırsatım oldu bu gruplar benim düşüncemin şekillenmesinde önemli rol oynadılar"

Stalin,1889'da okuduğu bazı kitaplar ve okulda 87 Gürcü öğrencinin atılmasıyla son bulan boykot Stalin'in tüm dünya görüşünü değiştiriyor. iki ve üç yıl kâtiplikle uğraşiyor fakat burada gizliden-gizliye Marksistlerle görüşmeye devam ediyor. 1912 kadar birçok kez tutuklanarak sürgüne gönderiliyor. Daha sonra Tiflis'te kurulan Sosyal Demokrat işçi partisine katılıyor ve ayaklanmalar düzenliyor. 1906-da Stockholm'de katıldığı partisinin kongresinde büyük toprak sahiplerini eleştiriyor ve toprakların işçiler arasında paylaşımını savunuyor; bu kongrede ilk kez Lenin tanışma fırsatını buluyor.

1912’de Bolşevik kanadının Merkezi komitesine alınıyor. Bu dönemde itibaren Rusça da Stal(çelik) ‘çelik adam’ adını kullanmaya başlıyor. 1913-de Lenin isteği üzerine “Marksizm Nasionalniy Vopros(Markizim Milli Mesele) adlı eserini yazıyor bu eserde Marksizm’in evrenselliğini ve genişlemesini savunuyordu. Bu eserden dolayı Stalin’in en uzun sürgünün yiyor ancak 1917 Ekim devriminden sonra dönerek Pravda gazetesinde yayın yönetmenliğine üstlenecektir.

1.2 Parti İçi Yükselişi

Lenin kapitalist toplumdaki sınıfsız topluma geçiş sürecinde dağıtım mekanizmasını açıklarken ‘burjuvasız burjuva diktatörlüğü’ diye bir paradoksal tanıma başvurmuştu. İç savaşın ardından Rus devrimin karşı karşıya kaldığı durum ise ‘proletaryasız proletarya diktatörlüğü’ olarak tanımlanmaktadır kritik ve dengesiz bir görünümüdür

1920-22 yıllarından itibaren parti ve devlet aygıtı içinde keskin bir hâkimiyet kurmuş olan Stalin’in iktidar grubuydu. Buharin’in önderlik ettiği ve sağ kanat olarak adlandırılan grubun dışında Zinovyev ve Kamenev’in ve Tronçki’nin önderlik ettiği iki grup daha bulunuyordu. Görünürdeki ilk çatışma Ekim Devrimi’nde kimin en önemli rol oynadığı üzerine çıktı. Devrimin birinci yıl dönümü dolayısıyla Pravda’da yayınladığı makalesinde Troçki’yi Ekim ayaklanmasının mimarı olarak gören Stalin, aradan daha altı sene geçmeden en tehlikeli rakibi olarak gördüğü Troçki’ye karşı bir kampanya başlattı.1922-de Parti genel sekreterliğine getirilince yönetimi ele almayı yavaş-yavaş planlamaya başlamıştır. Lenin 1923’de mektubunda Stalin hakkında şu satırları yazıyordu:

“O genel sekreter olarak elinde sınırsız bir güç bulunduruyor ve o gücü her zaman yeterince temkinli kullanacağından emin değilim”

Parti içindeki grupları da arkasında alan Stalin kısa zamanda Troçki ve grubunu etkisizleştirmeyi başardı. Asıl sorun gündeme açık olarak yeni gelen ‘tek ülkede sosyalizm’ tartışması idi. Stalin 1924 Nisan ayında Leninizmin İlkeleri başlığı ile yaptığı konuşması ve daha sonra kitap haline gelen konuşmada o güne kadar en temel verilerden biri olarak kabul edilen sosyalizmi tek ülkede gerçekleştirmeyeceğini anlatıyor ve dünya devriminin başarıya ulaşması için hiç değilse bir-iki Batı Avrupa ülkesinde proletaryanın iktidarı eline alması gerektiğini vurguluyor.Ancak birkaç sonra Stalin aniden Rusya’nın sosyalist toplumu kurmak için gerekli her şeye sahip olduğu sonucuna varacaktı

Stalin’in ikinci farklılığı is ümit, iyimserlik ve inancın ön planda olmasıdır. Troçki ve Lenin’in yaptığı gibi uzun vadeli Rusya’da sosyalizmin ancak daha ileri olan Batı ülkelerinde devrimlerin olması ve sosyalizmin başarısı olacağını savunurken;Stalin ‘sürekli devrim’ olan teoriyi eleştirmiş ona ‘sürekli ümitsizlik’ diyerek ‘tek ülkede sosyalizm’ teorisinin savunmuş.

2. SOSYO- EKONOMİK DÖNÜŞÜM DÖNEMİ

2.1 Tek Ülkede Sosyalizm

Tek ülkede sosyalizm teorisi SSCB’nin geleceği ne olacağı ekonomik politikalar hangi yönde ilerlemesi gerektiğini, ekonomik gelişmeyi sağlamakla birlikte tarımda kapitalist üretim ilişkilerinin güçlenmesine yol açan NEP ile sosyalist bir ekonomik sistemin kurulup kurulmayacağı gibi sorunlarla toptan ve basit bir cevap olarak sunuyordu: SSCB’de sosyalist bir ekonomik sistem ve tam anlamıyla sosyalist bir toplum kurulabilirdi ve kurulmalıydı. Çünkü SSCB’de proletarya diktatörlüğü şartları altında her çeşit iç zorlukların üstünden gelecek tam bir sosyalist toplum kurmak için gerekli bütün ön şartlar vardır.

Bu büyük hedefin ilk adımı da ülkenin hızla sanayileşmesiydi, özellikle Alman ve Macar devrimlerin yenilgiye uğraması kapitalist üretim tarzının belli bir istikrar kazanmış olması bu gidişi engelleyemezdi. Troçki ise, sosyalist bir devrimin ancak bir süre tek devletin sınırlar içinde kalabileceğini bu devlet Sovyetler Birliği ya da Amerika Birleşik Devletleri gibi geniş topraklara ve olanaklara sahip olsa bile, sosyalizmin ulusal bir devlet çerçevesinde içinde gerçekleşmeyeceğini söylüyordu.

Marx, daha Komünist Manifestosunda kapitalist üretim tarzının gelişmesini irdelerken “Burjuvazi, sanayinin üzerine ulusal zemin ayaklarının altından çekip alarak gericiyi büyük yasa boğmuştur. Eski yerel ve ulusal içe kapanıklığı ve kendi kendine yeterliliğin yerini, çok yönlü ilişkiler ve ulusların karşılıklı bağımlılığı almaktadır” demekteydi. Tam bu noktadan yola çıkan Troçki, sosyalizmin, kapitalist üretim tarzının gerçekleştirdiğinden daha da üstün olması gereken yüksek teknik düzey, verimlilik ve bolluğun kapalı ve geri bir ekonomi içinde elde edilemeyeceğini söylüyordu. Bu bakımdan Troçki tek ülkede sosyalizm teorisini gerçeğe aykırı olması bir yana gerici yönünü de vurguluyordu. Ancak Stalin’in teorisinin gerçekçiliği 1923’de Almanya’da işçi sınıfının iktidara yönelik son atılımın başarısız sonuçlanması, yakın gelecekte Batı’da herhangi bir işçi devletinin gerçekleşmesi olasılığını ortadan kaldırmış oluyordu. Öte yandan parti ve devlet kademelerinde iyice güçlenmiş bürokratik kast içinde tek ülkede sosyalizm teorisi mevcut durumun dolayısıyla ayrıcalıkların ve imtiyazların sürmesi anlamına geliyordu.

1926 yılında Birleşik Muhalefet oluştu. Zinoyev-Kamenev, Troçki, Demokratik Merkezîyetçiler ve daha sonra İşçi Muhalefetinin son kalan üyeleri bir araya getiren ve 1927’ye kadar faaliyet sürdüren Birleşik Muhalefet Sovyetler Birliğinde sağlıklı bir siyasal yaşam kurabilmenin ön koşulu olarak sanayi ve tarım arasındaki dengesizliği giderecek hızlı ve planlı bir sanayileşmeyi az gelişmişliğinden kaynaklanan proletaryanın zayıflığı sorunu, parti yönetiminin sorununun parti yönetiminin proletaryanın egemen sınıf olarak siyasal ve kültürel özgüveni sarsan politikasıyla daha da kritik bir sorun haline dönüşüyordu.

Ne var ki Birleşik Muhalefet Stalin’in aygıtında ki üstün nedeniyle pek varlık gösteremedi. Mücadele alanı olarak bürokrasinin aracı haline gelmiş olan partiyi seçen muhalefet On Beşinci Parti Kongresi seçimlerine geldiğine 724 bin parti üyesinden sadece altı binin oyunu alabildi ve hiç delegelik kazanamadı. Böylece Ön Beşinci Kongre ile Sovyetler Birliği’nde aktif bir bir siyasal güç olarak sol muhalefet ortadan kaldırılmış oldu. Stalin Rusya’nın kahramanca amaçlarına ulaşması için diğer devrimlere ihtiyaç duymadığını önce kendi içinde ilerlemeyi dile getiriyordu.

2.2 Yeni Ekonomi Planı

Stalin çok iyi bir dava adamıydı. Stalin’e göre dava adamları olmayanları boş görüyor; ödünler eğer verilmesi ile bu muhakkak objektif realite gerektiğinde verilir diyordu. Davada şüpheli olunmaz ve davaya inanmalısın. 1920’li yılların ortaları geçildiğinde Sovyetler Birliğinde tarımsal üretim hemen hemen tümü 25 milyon köylü işletmesinde yapıyordu. Milyonlarca küçük zanaatkar tüm mamul malların yaklaşık %28’ni temel tüketim maddelerinin yaklaşık dörtte üçünü üretiyordu. Yurttaşların çoğu, özellikle nüfusun hala çoğunluğunu oluşturan büyük bir köylü çoğunluğu parti ya da devlet denetiminden uzakta çalışıyordu.

Beş Yıllık plan SSCB için çok önemli bir etkiye sahip olmuştur. Bu plana başlamadan önce SSCB sanayi açısından beşinci sıradayken bu planla birlikte sadece ABD’nin gerisinde kalmıştı. Stalin’in 5 yıllık planına köylülerin tek başına ürün üretilmesinin yerin yerine kolektivist bir tarım sistemi getirdi. Aslında bu ekonomik dönüşüm beraberinde toplumsal

dönüşümünde getirdi. Çünkü Stalin'e göre Marksizm köylü ülkesinin sanayileşmesi için bir plan sağlamamış. Stalin sanayileşmeyi sosyalizm devriminin sonucu değildi ön şartı olması gerektiğini düşünüyordu. Bu ön şart ise devrimden sonra yerine getirilmesi gerekiyordu.

Kırsal olan nüfuzun üzerine 'proletarya diktatörlüğü' kurarak devrimin bu yabancı sınıf ortamından boğulmasını engellenmek üzere, sanayiişçilerin yaratılması gerekiyordu. Yani tarımın kollektifleşmesi gerekiyordu. Böylece burjuvazi ve bireysel üretim sistemin yerine sosyalizme geçiş önemli bir aşamadır.

Dolayısıyla Stalin öncelikle kulakların(toprak sahipleri) tasfiyesini istedi köylüler sert müdahale ile karşılaştılar. Köylüler ürünlerinin devlet tarafından sovhoza(çiftliklere) verilmektense yakmayı tercih ettiler. Köylü-işçi dayanışmasına dayalı olan Leninist bakış açısına bu olay son vermiş oldu. İlk Beş Yıllık Plan 1928-1932 yılları arasında uygulanmış. Ağır sanayiye önem verildi. Leninist düşünceye ters olsada bu planda başarılar elde edilmiş oldu. Bu dönemde dikkate değer önemli bir değişim de sanayinin ekonominin önde gelen sektörü olmasıdır. Birinci Beş Yıllık Plan'ın uygulandığı dönem 1928-32 dönem arasında 1500'den fazla büyük sanayi işletmesi devreye girmiş, sanayi üretim içinde üretim araçları sektörünün payı %39,5 orandan %53 çıkmıştı.

Bu dönemde köyden şehre göçler başladı kapitalist ülkelerde üretim düşerken Sovyetler 'de artış oldu. Bu fedakârlık her ne kadar halkın ısınma, barınma ihtiyaçlarından mahrum etsede sonuç başarılı olmuştu Kültürel devrim olarak bu dönemde 'burjuva' uzmanlarına karşı sınıfsal bir nefret uyandı. Zengin olan kulaklar tutuklanmıştı. Özellikle 1929 dünyada ekonomik bunalım yaşarken Sovyetler birliği hızlı bir şekilde ilerliyordu. İşçi haklarının korumak için tüm işçiler sendikalara üye oluyordu ancak 1930 yıllarından sonra sendikalar işçilerin haklarını savunmak yerine devletin politikasının bir aracı haline dönüştürüldüler.

3. SİYASET ve HUKUK

3.1 İkinci Dünya Savaşı Öncesi SSCB Dış Politikası

Marksizm komünistlerin kırsal bir toplumu yönetmesi ve geliştirmesi için ipuçları vermemişti ve kapitalist bir dünyaya karşı komünizm nasıl bir politika izleyecek açıklayamamıştı. Lenin uluslararası Sovyet devriminin gerçekleşeceğine ve Batı'da kapitalizmin yıkılacağına inanıyordu, ancak bu olmayınca Lenin bunun mutlaka bir gün olacağını ve koşulların bekleme gerektğini vurguluyordu.

20 yy başlarında Sovyet dış politikasına baktığımızda. Sovyetlerin hem Almanya ve İngiltere ile ilişki kurduğunu görüyoruz. 1920-de Estonya, Letonya ve Filanda ile antlaşmalar yapılmış. Daha sonra Riga'da Polonya, Beyaz Rusya ve Ukrayna ile ilişkiler kurulmuş yine 1921 yılında İran, Afganistan ve Türkiye ile ilişkilerin kurulduğunu görüyoruz. Bu ilişkiler ağırlıklı olarak ekonomi üzerine kurulmuştu

1924 yılında ise İngiltere'de iktidara gelen İşçi partisi SSCB'yi tanıdı. Stalin'in iktidar döneminde ise Çin'de Çan-Gay-Şey iktidarına karşı Mao'yu desteklemek için yüzlerce asker göndermiş. Her ne kadar Stalin 'in devrimi sadece içte olacağı düşünülse de yavaş-yavaş Stalin devrim hareketlerinin dışarda gerçekleşmesi için yayımlaılık yapıyordu 1926 yılında Berlin'de Almanya ile bir tarafsızlık antlaşması imzalamış ve bu antlaşma 1931-de tekrardan

yenilenmiştir. Stalin Hitlerle ideolojik olarak farklılaşmada onunla dostluk girişiminde bulunmuş. Stalin bunu şöyle değerlendirmiştir:

“Bizim temel hedefimiz ülkemizin temel çıkarını korumak barışı tehdit etmeyen bir ülke ile yakınlaşmak”

Realizmi ret eden demokrasiler iki farklı ideoloji arasında işbirliği olmayacağını düşünüyorlardı. Hitlerin iktidara gelişi ile Sovyet diplomasisinde de değişiklik olmuş. Stalin bu dönemde hem Batı demokrasilerine karşı Hitler kozunu, Hitlerlere karşı Batı demokrasini kozunu kullanarak ikili denge siyaseti izliyordu.

Ancak 1930-da Batı Demokrasiler statükoyu korumak için yavaş –yavaş Hitleri memnun etmeye kalkınca Stalin bu itirazını şöyle dile getiriyordu:

“Batılılar Hitlerlere taviz vererek uluslararası ilişkiler dengesini koruduklarını düşünüyorlar, ancak onlar farkında değiller bu tavizler aslında uluslararası ilişkiler dengesini bozacak ve yeni savaşın eşiğine getirecektir. Geç kalmadan Almanya’nın genişlemesini durdurmak lazımdır”

Özellikle bu dönemde dünyadaki uluslararası ilişkiler durumu hiçte iyiye gitmiyordu. İtalya Mussolini başkanlığında Etiyopya’yı işgal etmiş, İspanya’da bir iç savaş var. Stalin İspanya’ya askeri yardım göndermiş. Bu askeri yardım yıllarca İspanya’da komünizmin yayılmasının bir tehlikesi olup olmadığı tartışılmıştı.

1936’da Almanya-Japonya anti-komünist pak imzalamış daha sonra İtalya ve İspanya bu pakta katılmıştı. Anti-Komünistpaktı özellikle Stalin’i tedirgin etmiş bu dönemde Stalin içte faşizm tehlikesine karşı 1936 Anayasası denilen kabul etmiş, bu anayasa aynı zamanda Stalin Anayasası olarak biliniyordu.

3.2 Stalin Anayasası

1935’deki Sovyet Kongresinde yeni bir anayasa yapılması karara bağlandı. Marx ve Engelsin hukuku ve devleti antagonist(düşmanca) sınıfların mevcudiyetine bağlarken, sömürücü sınıfların proletarya tarafından tasfiye edilmesinden sonra devlet ve hukukun nihai hedefe varmadan gideceğini öngörmekteydiler. 1930’daki Parti kongresinde Stalin ülkenin yeniden daha yoğun sınıf savaşının eşiğinden olduğunu söyleyerek, devletin yok olması bir yara giderek güçlenmesi gerektiğini savundu. Bu doğrultuda Stalin dönemin ünlü hukukçusu Vişinskiy’e sosyalizmde devlet ve hukuk giderek yok olacağına karşı çıkan ve sosyalizm koşullarında da devletin ve hukukun varlığını ileri süren ve 1936 Stalin Anayasası yansımaları bulan, yeni bir görüş oluşturdu. Vişinskiy’e göre hukuk egemen sınıfın iradesinin zor yoluyla kabul ettirilmesi bir sonucuydu. Sovyet sisteminde bu irade işçi sınıfının iradesiydi. Ancak köylüler ve entelektüeller de işçi sınıfının yanında olduklarına göre, işçi sınıfının iradesi tüm halkların iradesi ile birleşiyor ve Sovyet hukuku ‘tüm halkın ortak iradesinin bir ürünü’ olarak ortaya çıkıyordu

Hazırlanan anayasa tasarısı Aralık 1936’da onaylanarak yürürlüğe girdi. Bu belgeyle Stalin kişisel diktatörlüğünü pekiştirmiş ve ‘tek ülkede sosyalizm’ hukuki belge niteliğine kavuşmuştur Anayasa. Nitekim konuşmasında Sovyet toplumu, sosyalizmi gerçekleştirmiş, sosyalist düzeni yaratmış, Marksizm komünizmin alt evresi olarak tanımlandığı aşamaya varılmıştı. Mesela 1. Maddesinde “işçi ve köylülerin sosyalist devleti”

13. maddesinde “eşit haklara sahip bir biçimde katılan Sovyet Sosyalist Cumhuriyetlerinden oluşan federal devlet” tanımlarıyla açıklanıyordu

Stalin’in dünyanın en ‘demokratik’ anayasası olarak nitelendirdiği bu anayasanın özellikle Batıya yönelik önemli propaganda değeri vardı.

1939-da Litrov’un yerine Molotov dış işler bakanı olmuştu. Bu yıllar özellikle kişiye tapma “Kişisel Kült” anlayışı geliştirildi. Marksizm-Leninizm anlayışından sonra, Marksizm-Leninizm-Stalinizm anlayışı doğdu. İnsan yaratıcılığı toplumun gerçekçiliği dışına çıkmaz oldu. Sanat ve bilim alanlarında tek yönlü istikamet amma yüksek oranda eğitim anlayışı geliştirildi. Genetik gibi fizikte de diyalektiğe aykırı kuramlar yasaklandı. Stalin’in ne pahasına olursa olsun savunma ilkesi doğru; onun adına şiirler yazıldı, şarkılar söylendi; Stalin’iz anlayış otoriter modernleşmenin en bütüncül ve en başarılısı oldu.

4. İkinci Dünya Savaşı ve SONRASI SSCB

4.1 İkinci Dünya Savaşı ve SSCB

1 Eylül 1939-da Hitler Polonya’ya girdi 3 Eylülde ise İngiltere ve Fransa Almanya’ya savaş ilan etti ve İkinci Dünya savaşında başlamış oldu. Stalin saldırmazlık paktından yararlanarak bölgeleri işgal etti. Baltık ülkeleri 1940-da SSCB-ye katılmayı kabul ettiler, çünkü onların Batı demokrasilerine büyük bir güvensizliği vardı. Savaş devam ederken Hitler bir zamanlar anti-komünist karşıtı kurduğu paktta Sovyetleri dahil etmek istemiş, fakat Stalin bunu kabul etmemişti. Stalin’in stratejisi ise farklıydı bir yandan Alman zaferine yardım etmek istemiyor, öte yandan eğer Almanya İngilizleri yenerse Stalin bu zaferdendi pay almak istiyordu.

1941 tarihinde Stalin Yugoslavya ile bir dostluk ve saldırmazlık paktı kuruyor. Paktın amacı Almanya’nın Yugoslavya üzerinden geçişine karşı Yugoslavya’nın yanında olduğu mesajı vermektir. Ancak Hitler Stalin’in onun geçiş güzergâhını kapatmasına rahatsız oluyordu. Hitler SSCB’nin Komünizmin yayılmasından rahatsızdı. Hitler İngiltere ile hava çatışmasında başarısız olunca, Baltık’ken Karateneze uzanan bir hat üzerinden SSCB-ye saldırdı.

Hitlerin ani saldırısı Stalin üzerinde büyük bir şok yaratmıştı. Almanya’nın taarruzu Kızıl orduyu hazırlıksız yakalanmıştır. Almanlar önce Kiev’de Rus ordusu yenilgiye uğrattı Almanlar Leningrad’a kadar ulaştı iki buçuk yıl kuşatmadan sonra şehir alınamadı. Almanlar bu sefer Moskova’ya ilerlediler, ancak Stalin’in karşı atak stratejisi Alman hattının Moskova’ya yaklaşmadan püskürtüldü. Sertleşen hava şartı alman askerini mahvetmiş. Alman saldırısı karşısında Batı demokrasileri Stalin’i destekeyerek, Sovyet askerlerine gıda, silah yardımında bulunuyorlardı.

1942 Hitler Stalingrad’a hareket etmiş, ancak stratejik hatalardan dolayı Hitler ve ordusunun sonunu getirmişti. 1943 Almanlar son kez taarruz denemesinde bulunmuş, ancak kızıl ordu karşı taarruza geçerek işgalcileri Sovyetlerden attılar; daha sonra Sovyet ordusu Budapeşte, Prag, Viyana ve Berlin’i ele geçirdi. Savaştan önce. 1944-de Sovyetler Berlin’e girmiş 9 Mayıs 1945 tarihinde ise savaş bitti.

4.2 Soğuk Savaş Dönemi

İkinci dünya savaşı uluslararası ilişkiler dengesini bozmuştu. İtalya, Almanya, Japonya yenilmiş, Fransa zayıflamış, İngiltere ise iktisadi acıdan buhranın eşiğine gelmişti. Bu zayıflamanın ardından, İngiltere, Fransa ve Hollanda sömürgeciliklerin bağımsızlık mücadelesi başlamış nitelikte bağımsızlıklarını kazanan sömürgecilerin bağımsızlığını Sovyet Birliği tanımıştı. Sahnede güçlü devlet olarak ABD kalmıştı, Sovyetlerin ise prestiji yükselmişti. Savaştan önce dış ülkelerin sadece 23 konsoloslugu varken 1950 tarihinde bu sayı 50 olmuştu

Soğuk Savaş dönemine geçmeden önce kısaca bazı noktalara değilmemde yarar var. Öncelikle şu hususa dikkat çekmekte yarar var, Stalin hem iyi bir realist hem de konstrüktivist. Demir Perde dönemi öncesi, Stalin yeni bir kimlik inşasına gitmiş. Milliyetleri farklı kimliklere parçalamış. Özellikle buna direnen milliyetleri ise hayvan vagonlarına doldurarak Fergana'ya sürmüştü. Ancak Stalin etnik kimliklere bölen milliyetlerde, ondan sonraki mirasçıları "Sovyet modeli insan" yaratmada pek başarılı olamamış, bunun çalkantıları devam ederek var olan etnik kimliklerin güçlenmesi doğrultusunda reaksiyon vermiştir. Her ne kadar ikinci dünya savaşından galip çıkmış olsa da, Stalin bu dönemde Batıya yine de şüphe ile yaklaşıyordu. Bu dönemde Dünya nasıl şekillenecek diye tartışmalar sürüyordu. Churchill geleneksel güç dengesini yeniden kurulmasını istiyordu, Almanyasında buna katılması istiyordu, Sovyetlere karşı bir denge oluşturmak için çünkü Savaştan sonra özellikle Sovyetlerin saygınlığı çok yükselmişti. Roosevelt ise Geleneksel dengeden ziyade uyum üzerine kurulan bir uluslararası düzen kurmak, ancak bu düzene karşı olan Hitler'i ortadan kaldırmak buna alternatif olarak Sovyetlerin Almanya'nın yerine geçmesinden istemiyordu. Avrupa dengesinin 'Dört Polis' stratejisi ile hal edilmesi gerektiğini düşünüyordu. Stalin ise özellikle Avrupa'da günden güne prestijiyükseliyor, artık Stalin devrimin tek ülkede gerçekleşme siyasetini terk ederek 'çok ülkede sosyalizm' siyasetine geri dönüş sinyalleri veriyordu.

Soğuk Savaşın tarihi 12 Mart 1947 olarak kabul edilir. Öncelikle Churchill meşhur konuşmasında "demir perdeden" bahis etmiş. Daha sonra Avrupa'nın ekonomisini canlandırmak ve yeniden yapılandırmak için Marşal Planı ve Truman Doktrini hayata geçirilmiş; komünist tehlikesine karşı Roosevelt'in uluslararası ilişkileri yapılandırmak için uygulamaya konmak istediği bir plandı.

Soğuk Savaş döneminde özellikle Stalin yeni reformlara girişti. Bu dönemde Stalin dini gruplara tavizler vermiş, halk ülkesini canlandırmak için canla başla çalışmışlar. Stalin hem Marksist olmayan ilham kaynağı olan dini kontrol etmek ve nüfuzunadâhil olmuş tüm Sovyet ülkelerinin vatandaşlarına iyi bir Sovyet anlayışı geliştirmekle uğraşmış.

Stalin bu dönemde 'Dördüncü Beş Yıllık' planı hayata geçirerek tekrardan ağır sanayiye önem vermiş, bunun yanında özellikle havacılık ve silahsanayisinde önem verilmişti, yeni para sistemine geçilmiş, tekrardan sanki Stalin halkının yeniden yapılandırarak yeni bir savaşa hazırlıyordu. Seçim yaşı 18-den 23 çıkarılmış.

1945-de atom silahları bulunmuş, Stalin hemen bundan yararlanmak için atom silah enerjisine önem vermiş. Rusya kısa süreliğine nükleer güç haline dönüşmüş; bu yarış aynı zamanda uzaklara taşıyacak yepyeni roketlerin önce kimin göndereceği idi. Bir yandan bu iki farklı kutuplaşma devam ederken Soğuk Savaşın ilk krizi Sovyetlerin Doğu Almanya'ya karadan yapılan ulaşımı engellemesi oldu. Batılılar tarafından kontrol edilen sektörler ablukaya alındı, ancak batılılar helikopterlere ürünler sağlamaya başladı, Stalin savaş çıkmasını diye 1949-da ablukayı kaldırdı, bu olaydan sonra iki farklı Almanya kurulmasına yol açtı.

1949'da Atlantik Paktını oluşturdu. Bu pakt ortak savunma ve yardım programı ile SSCB'yi çevreleyen ülkeler ve diğer müttefikler Sovyet tehdidine karşı ortak bir savunma mekanizması geliştirmişlerdi. Buna karşılık Sovyetler 1955'de 8 sosyalist ülke önderliğinde Varşova Paktını kurmuştu. Ancak bu pakta Çin ve Yugoslavya karşı çıkmıştı. Çünkü Tito Stalin'in liderliğini kabul etmeyip daha çok Balkan birliğini kurmak istiyordu. Yine Çin'de Stalin'in uydu devlet olma isteğini ret etmiş ikinci bağımsız devletti.

1950'de Kore Savaşı çıkmış ve 1953'de Kore ikiye bölündü Amerika güdümlü Güney, Sovyet güdümlü Kuzey Kore. Kuzey Kore 1950-de Güneye saldırdı. Bu olaya müdahale etmek için Amerika hemen uluslararası örgütleri işe katarak Kuzey Köreyi Güneyden uzaklaştırdı. Daha sonra iki ülke arasında cepheler nispi hale gelmiş olsa da 1953-de Panmunlam mütarekesi ile olay sonuçlandı.

Mart 1953'de Stalin vefat etti. Stalin'in 1953 yılında ölmesinin ardından Sovyetler Birliği Komünist Partisi Genel Sekreteri olan Nikita Kruşçev 1956 yılında Sovyetler Birliği Komünist Partisi 20. Kongresinde yaptığı Gizli söylevde Stalin'in uyguladığı siyaseti eleştirecek ve **destalinizasyon** olarak adlandırılacak süreci başlatılacaktır. Sovyetler Birliğindeki mevcut siyasi yapı değişmeden yapılan bu değişim hamleleri sonucu görece liberalizasyon yaşanmıştır. Uluslararası alanda ise II. Dünya Savaşı sonrasında topraklarında Kızılordu bulunan ve Sovyet tarzı yönetimle komünist partilerce yönetilen Doğu Bloku ülkeleri Stalin döneminde izlenen Stalinist siyaseti Kruşçev döneminde terk etti. Bu süreç SSCB'nin yıkılışını hızlandırmıştı.

SONUÇ

Uluslararası ilişkiler Tarihi sürecinde çağın en merkezîyetçi ve dönemin en realist uygulayıcısı olarak Stalin sosyalizmin gelişmesi sonucu sınıf savaşının şiddetlenmesi görüşüdür. Stalin, bir ülke sosyalizm yolunda ilerledikçe, geçmişteki sömürücü sınıflarının kalıntılarının daha şiddetli bir mücadeleye gireceğini iddia eder. Stalin'e göre işçi sınıfının düşmanları komünist partisine bile sızabilir.

Özellikle sınıf savaşımının artırılması özelliğinden ötürü Stalinizm, totaliter veya tiranlık rejimi olarak değerlendirilir. Terim olarak siyasi muhalefetle şiddet, tutuklama ve öldürme ile karşı koymakla eş anlamlı olarak kullanılır. Realist bir lider olan Stalin yaptığı yeni bir kimlik inşası ile aynı zamanda Uluslararası ilişkiler tarihinde 'İnşacı' bir uygulayıcı idi. Realist bir dava adamlığının yanında yeni 'Rus insanı' kimliğini yaratma isten Stalin aynı zamanda Konstrüktivistti. Stalin'in siyasi başarı sonuçlarından biride bütün Ortodoks kiliseyi 19. Asırda olduğu gibi Moskova'ya tabi olmasıydı.

Hitlerin aceleciliği Uluslararası ilişkiler dengesinde Komünistlere Kapitalistleri birleştirmesine vesile olmuştur. Savaştan galip ayrılan Sovyetler Birliği Doğu Avrupa'da hâkimiyet kurmaya başlamış. Batılı Demokrasiler Stalin'in tavrını protesto etmişlerdir. İkinci Dünya savaşından sonra Batıya olan şüphecilikle birlikte başlayan 'Demir Perde' siyaseti ile komünist ve Komünist olmayanlar arasında bir çatışma eşiğine gelinerek yeni bir Uluslararası İlişkiler düzeni kurulmuştu.. Bu düzen Soğuk Savaş düzeniydi.

Ancak onun ölümünden sonra Sosyalist ülkelerin ve komünist partilerin tamamı Kruşçev reformlarını benimsememiştir. Kruşçev'in siyasi hattını benimseyen bazı komünist partilerde ise yönetime karşı muhalif hareketler ortaya çıkacaktır. Çin Komünist Partisinde ise yeni Sovyet yönetimi revizyonist olarak adlandırılacak ve 1960 yılında yaşanacak olan Çin-Sovyet Ayrılığının ilk adımları atılacaktır. Sonunda Çin'de ayrı bir ideoloji

olan maoizm oluşacaktır. Arnavutluk, Çin-Sovyet Ayrılığında Çin tarafını tutsa da Çin'den mesafeli şekilde kendi özgün siyasi hattında ilerleyecektir. 10 Mart 1985'de iktidara gelen Gorbaçovla yeni Perestroyka yapılandırmasına giden SSCB'nin çöküşü hızlanmış Batı ile hem teknolojik hem de iktisadi olarak yarışamayan SSCB 1991'de dağılmıştır.

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Azerbaijan-Turkey Military Strategic Cooperation in the Context of Regional Security

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ABSTRACT

This study explores the "special relations" between Azerbaijan and Turkey due to ethnic, cultural and historical factors, as well as reveals the factors that determine military cooperation between the two States. At the same time, the article analyzes the stages of military cooperation between Azerbaijan and Turkey, and the legal framework of this cooperation. In this context, the "Agreement between the Republic of Azerbaijan and the Republic of Turkey on strategic partnership and mutual assistance" of 2010 is of particular importance. This agreement, which contains a provision on collective security between the two States, contributed to the creation of a military-political union between Azerbaijan and Turkey. This study also investigates the activities of the High-Level Strategic Cooperation Council between the Republic of Azerbaijan and the Republic of Turkey. In addition, the study contains a part on cooperation in the military-technical sphere. In this context, cooperation with ASELSAN, ROKETSAN, etc. is considered. An extremely important issue of military cooperation is the conduct of joint military exercises, which is also explored in the article. The article attaches particular importance to the study of the political support and assistance provided by Turkey to Azerbaijan in 2020 during the liberation of the Azerbaijani territories occupied by Armenia.

Keywords: Azerbaijan, Turkey, Military Cooperation, Collective Security, Military Exercises, High-Level Strategic Cooperation Council

INTRODUCTION

Since the first days of independence, Azerbaijan has faced a threat to military security. In 1992-1994 Armenia committed a large-scale military aggression against the Republic of Azerbaijan. Having occupied 20% of the territories of Azerbaijan, it expelled the entire Azerbaijani population. As a result of the conflict, about a million Azerbaijanis became refugees and internally displaced persons, and the Nakhchivan region of Azerbaijan was taken under blockade by Armenia. The occupation of Azerbaijani lands by Armenia, the accelerated arming of Armenia by Russia, the annual expansion of military cooperation between the two countries, and the increase in the military-technical power of Russian military bases in Armenia were factors that pose a threat to the military security of Azerbaijan. In such circumstances, the acquisition of military and political allies was of paramount importance for Azerbaijan. In this context, Turkey was the most important partner for Azerbaijan. The two fraternal republics have "special relations" due to ethnic, cultural and historical factors. Turkey became the first country to recognize the independence of Azerbaijan. Along with political, diplomatic, economic and cultural dialogue, military cooperation was also actively built. Cooperation in the military sphere between the two states was of particular importance for the Azerbaijani side, also because Turkey is a member of NATO and has the second strongest army after the United States in this Alliance. The above factors contributed to the development of military cooperation between Azerbaijan and Turkey.

Today, Azerbaijan and Turkey are strategic allies. The "Agreement between the Republic of Azerbaijan and the Republic of Turkey on strategic partnership and mutual assistance" signed in 2010 implies the implementation of collective security between Azerbaijan and Turkey. This agreement gave an impetus to the development of cooperation between the two states in the military field and brought cooperation to a new level. This was a breakthrough for Azerbaijan in the field of military cooperation. With the aim of deepening cooperation in various spheres, including in the military field, a High-Level Strategic Cooperation Council operates between Azerbaijan and Turkey, which determines the strategy of relations between the two states. The Strategic Planning Group functions under it. After the adoption of the "Memorandum of understanding between the Government of the Republic of Turkey and the Government of the Republic of Azerbaijan on conducting exercises and supporting the host country" in 2013, military exercises are also being conducted on a systematic basis between Azerbaijan and Turkey.

Of course, the comprehensive political support provided by Turkey to Azerbaijan during the liberation of Azerbaijani territories from Armenian occupation in 2020 should be particularly noted. During the entire process of military operations, the Head of State, the Defense Minister, the heads of political parties, and the Foreign Minister of Turkey have repeatedly expressed their support for Azerbaijan and declared to the entire world community that they stand by Azerbaijan, stand in solidarity with it, and support it in its just cause. After the end of military operations and the capitulation of Armenia, a Memorandum was signed between the parties. On the basis of the fifth point of the agreement, a Peacekeeping Center for Monitoring the Ceasefire will be created, in which the Russian and Turkish military will operate. Turkey will play a role in controlling the ceasefire between Azerbaijan and Armenia. Thus, for the first time, the role of Turkey in the processes taking place in this region is officially confirmed. Until recently, Russia was the only major player in the South Caucasus. Thanks to the increased political and military power of Turkey, it managed to "penetrate" and begin to establish itself in the zone of "exclusive interests" of Russia.

This article will explore the stages of formation and development, the legal, institutional framework and the main directions of military cooperation between Azerbaijan and Turkey.

1. MILITARY COOPERATION BETWEEN AZERBAIJAN AND TURKEY AS A GUARANTEE OF THE BALANCE OF POWER IN THE REGION

Russia, which sees itself as the main player in the South Caucasus, has used Armenia as its outpost in the region for many years. As a co-chair of the OSCE Minsk Group, Russia did not adhere to neutrality in relation to the conflicting parties. It is enough to conduct a superficial analysis of Russian-Armenian military cooperation to be convinced of this. Military-technical cooperation between Armenia and Russia is multilateral. In addition to the systematic supply of weapons from Russia to Armenia, it includes promoting the development of Armenia's defense industries, conducting regular military exercises, and joint border protection (Russian border guards help Armenia protect its borders with Turkey and Iran). Military cooperation between the two states is regulated by more than ten agreements. Among the signed agreements, the Treaty of Friendship, Cooperation and Mutual Assistance between Russia and Armenia, signed on August 29, 1997, establishes mechanisms for exercising the right to collective self-defense, ensuring mutual security, providing military assistance, and jointly protecting Armenia's borders. The Declaration on Allied Cooperation between the Russian Federation and the Republic of Armenia for the Twenty-First Century of September 26, 2000 defines relations between the states as "strategic partnership". (Konsortsium Kodeks. Elektronniy Fond pravovoy i normativno-tekhnicheskoy dokumentatsii (2000).

In this context, the Agreement between the Russian Federation and the Republic of Armenia on the Development of Military-Technical Cooperation of June 28, 2014 should be discussed in detail. (Konsortsium Kodeks. Elektronniy Fond pravovoy i normativno-tekhnicheskoy dokumentatsii (2014)). According to this Agreement, the right to purchase weapons in Russia was granted to Armenian state administration bodies that have troops and military formations in their composition, as well as to Armenian organizations that have licenses to carry out activities related to military products or related services. It is noteworthy in this regard that the Treaty does not refer only to "multilateral forces", as is the case in the Agreement on the Basic Principles of Military-Technical Cooperation between the CIS States. Thus, Armenia can now acquire weapons for any of its military formations. Under the above-mentioned agreement, military products will be delivered to Armenia with the same characteristics and in the same configuration as for Russia's own armed forces. Moreover, prices for these products will be formed in accordance with Russian legislation, regulating the pricing of military products when fulfilling orders in the interests of the national armed forces. Another preference is that military products supplied to Armenia under the agreement are exempt from customs duties. The agreement will simplify the procedure for mutual deliveries of military equipment between countries and create opportunities for concluding direct contracts between enterprises.

The most important aspect of military cooperation between the two countries, of course, is the presence of a Russian military base on the territory of Armenia. In the post-Soviet period in Armenia was created the Russian 102nd military base on the basis of the Agreement between the Russian Federation and the Republic of Armenia on the Russian Military Base on the Territory of the Republic of Armenia of March 16, 1995. The base is subordinate To the group of Russian troops in Transcaucasia of the Southern Military District of the Russian Federation and is currently part of the joint air defense system of the Commonwealth of Independent States. On August 20, 2010, during the visit of Russian President Dmitry Medvedev to Armenia, the parties agreed on Protocol No. 5 between the Russian Federation and the Republic of Armenia on Amendments to the Agreement between the Russian Federation and the Republic of Armenia on the Russian military base on the Territory of the Republic of Armenia dated August 29, 1997, and the deployment of the base was extended until 2044. (Konsortsium Kodeks. Elektronniy Fond pravovoy i normativno-tekhnicheskoy dokumentatsii (2010)). According to the Protocol, a new paragraph was added to article 3 of the Treaty, which stated that "the Russian military base during its stay on the territory of the Republic of Armenia, in addition to performing functions to protect the interests of the Russian Federation, ensures the security of the Republic of Armenia together with the Armed forces of the Republic of Armenia": "In order to achieve these goals, the Russian side assists in providing the Republic of Armenia with modern and compatible weapons and military (special) equipment." Armenia is being provided with military equipment from Russia on a regular basis. It is difficult to surprise anyone with the facts of free supplies of weapons to Yerevan. In the best case, weapons are delivered at low prices or issued on credit. However, there are cases when this process is carried out so openly that a country that is a co-chair of the OSCE Minsk Group and claims to be impartial in the conflict settlement process should feel discomfort. For example, Russia made military deliveries to Armenia after the clashes on the Azerbaijani-Armenian border in July 2020. President of Azerbaijan Ilham Aliyev raised the issue of deliveries of more than 400 tons of military cargo to Armenia starting from July 17 during a telephone conversation with Russian leader Vladimir Putin on August 12. This was stated in the published message of the press service of the President of Azerbaijan (EurAsia Daily (2020)).

Thus, Armenia and Russia carry out strategic cooperation and their relationship in the military field is a factor directly affecting the security issues of the Republic of Azerbaijan.

From the above, it should be concluded that there is an urgent need to ensure a balance of power in the region. Under these conditions, building military cooperation with Turkey has become a vital condition for ensuring the security of Azerbaijan. Turkey is a country with a powerful military-industrial potential, it produces the most modern weapons and military equipment. Considering the fact that there are "special relations" between Azerbaijan and Turkey, which are fraternal republics, Turkey's active participation in regional processes is a necessary guarantee of the balance of power in the region.

2. LEGAL AND INSTITUTIONAL FRAMEWORK FOR MILITARY COOPERATION BETWEEN AZERBAIJAN AND TURKEY

Turkey recognized the state independence of Azerbaijan on November 9, 1991, and on January 14, 1992, diplomatic relations were established between the two countries. The Turkish Government, which has been constantly supporting Azerbaijan in the Armenian-Azerbaijani Nagorno-Karabakh conflict since the first day, has repeatedly stated its commitment to solving the problem of Azerbaijan's territorial integrity through peaceful means. Turkey closed its border with Armenia after the occupation of Kelbajar in 1993 and has not yet established diplomatic relations with this country. The foundations of military cooperation were laid by the signing of the "Agreement between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey on Mutual Military Training" in Ankara in August 1992. In General, the normative legal documents that form the basis of military cooperation between Azerbaijan and Turkey include the "Agreement between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey on Cooperation in the Field of Military Training, Technical and Scientific Cooperation" dated June 10, 1996, "Declaration on Deepening Strategic Cooperation between Azerbaijan and Turkey" dated May 5, 1997 (Azerbaijan Respublikası Qanunverijilik Toplusu (1998)), "Agreement on Partnership and Cooperation between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey" dated February 1, 2008 (Azerbaijan Respublikasının Edliyyə Nazirliyi. Normativ hüquqi aktların vahid internet elektron bazası (2008)), "Agreement between the Republic of Azerbaijan and the Republic of Turkey on Strategic Partnership and Mutual Assistance" dated December 21, 2010 (Azerbaijan Respublikasının Edliyyə Nazirliyi. Normativ hüquqi aktların vahid internet elektron bazası (2010)), "Memorandum of Understanding between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey on the Implementation of Exercises and Support for the Host Country" dated July 4, 2013 (Azerbaijan Respublikasının Edliyyə Nazirliyi. Normativ hüquqi aktların vahid internet elektron bazası (2013)), "Agreement between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey on Cooperation in the Field of Defense Industry" dated February 23, 2018 (Azerbaijan Respublikasının Edliyyə Nazirliyi. Normativ hüquqi aktların vahid internet elektron bazası (2018)).

It would be appropriate to elaborate on the "Agreement between the Republic of Azerbaijan and the Republic of Turkey on Strategic Partnership and Mutual Assistance " of 2010, which gave an impetus to the development of cooperation between the two States in the military field and brought cooperation to a new level (Azerbaijan Respublikasının Edliyyə Nazirliyi. Normativ hüquqi aktların vahid internet elektron bazası (2010)). 9 of the 23 articles of the Agreement are devoted to military cooperation. Thus, according to article 1 of the Treaty, if there is a threat to the territorial integrity, sovereignty and inviolability of the borders of any of the parties, they undertake to hold urgent consultations. This Agreement also implies the implementation of collective security between Azerbaijan and Turkey. Thus, in the event of an attack or military threat from a third state, the parties have agreed that they will provide each other with mutual assistance in order to take all necessary measures within their capabilities, including the use of military means (article 2). This was a breakthrough for Azerbaijan in the

field of military cooperation. Before that, Azerbaijan did not have such an agreement. Baku and Ankara also pledged to ban the activities of organizations and groups that threaten each other's independence, sovereignty and territorial integrity. The parties undertake to prevent the use of their territory for acts of aggression or other acts of violence against the other party (article 5). According to article 6 of the Treaty, the parties will strengthen joint efforts and cooperation in combating various threats and challenges that negatively affect regional and international stability and security, in particular terrorism, the proliferation of weapons of mass destruction, organized crime, money laundering, drug trafficking, human trafficking, and illegal migration. Article 7 is also of interest, as it provides for the implementation of the necessary planning in the field of coordination of power and management structures of the armed forces. In addition, States undertake to take all necessary measures to improve the military infrastructure, provide comprehensive training of the Armed forces, and provide them with the necessary weapons and military equipment in order to conduct joint military operations within the framework of defense and mutual assistance. The agreement also provides for the supply of defense products and material and technical means for the defense needs and security of the parties, the creation and production of defense products, joint military exercises and defense training events, training of specialists for the Armed forces, and cooperation in the field of military medicine. This Agreement was ratified by the Azerbaijani Parliament on December 21, 2010. Thus, this Agreement marked the creation of a military-political Union between Azerbaijan and Turkey and was the first document of this kind concluded by Azerbaijan with another country.

On December 21, 2010, the Azerbaijani Parliament also ratified the Statement "on the establishment of a High-Level Strategic Cooperation Council between the Republic of Azerbaijan and the Republic of Turkey". This Statement was signed on September 15, 2010 during R. T. Erdogan's visit to Azerbaijan. In order to further deepen cooperation in various fields between the parties, it was decided to establish a High-Level Strategic Cooperation Council. The Council was established to determine the strategy of relations between Azerbaijan and Turkey in the political, military, economic, trade, energy, transport, cultural, scientific and humanitarian spheres. Based on this strategy, the Council will promote the development of cooperation projects and their implementation. Members of the government of both states take part in the meetings of the Council, according to the issues on the agenda. Council meetings are held regularly with the consent of the parties. Members of the government are responsible for implementing the Council's decisions. On the basis of the Council, a Joint Strategic Planning Group has been created with the aim of further developing ties and cooperation between the two countries in order to exchange views on issues of bilateral, regional interaction and identify priority areas and cooperation projects. The Group meets at least once a year, under the chairmanship of the Foreign Ministers. The Joint Strategic Planning Group can organize additional meetings at the level of the Deputy Adviser and the Deputy Minister and with the participation of relevant representatives of other structures, if necessary. This body should inform the Council of the results of its meetings. The relevant ministers provide the Council with information and proposals on cooperation in the field of security and military activities.

Thus, after the establishment of the High-Level Strategic Cooperation Council, its meetings are held at least once a year. The Council periodically discusses issues of military cooperation and adopts documents aimed at deepening cooperation between the two States in this area. In this context, it is necessary to highlight the meeting held in November 2017, during which the importance of holding joint military exercises and cooperation in the military-technical sphere was noted. One of the documents signed following the meeting of the High-Level Strategic Cooperation Council was the Agreement between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey on Cooperation in the Field of the Defense Industry (2017). (President of the Republic of Azerbaijan Ilham Aliyev.

Official site (2017)). On February 25, 2020, at the end of the VIII Meeting of the Azerbaijan-Turkey High-Level Strategic Cooperation Council, the signing ceremony of Azerbaijani-Turkish documents was held. Thus, the "Agreement on Military-Financial Cooperation between the Government of the Republic of Azerbaijan and the Government of the Republic of Turkey" was signed. (Azerbaijan Respublikası Neqliyyat, Rabite ve Yuksek Texnologiyalar Nazirliyi (2020)).

3. COOPERATION IN THE MILITARY-TECHNICAL SPHERE

Azerbaijan and Turkey also cooperate in the field of military industry. In the context of military-technical cooperation, Azerbaijan's relations with ASELSAN should be particularly noted. This company, founded in 1975 in Turkey, was originally engaged in the production of walkie-talkies. Currently, it is a leading company in the Turkish defense industry, exporting various fire systems to almost 20 countries. The company produces fire systems for armored vehicles that are functional in any geography. ASELSAN and its partners have representative offices in 11 countries. Azerbaijan's cooperation with this company began in 1993 with the signing of the first contract in the field of communications. In 1998, the first joint company "ASELSAN-Baki" was established. Along with cooperation in the field of communications, ASELSAN plays an important role in providing the Azerbaijani army with modern equipment. The Ministry of Defense Industry of Azerbaijan, which is taking part in the international defense exhibition IDEF-2017 in Istanbul, signed 4 memoranda of cooperation with ASELSAN. Two of them are signed with the Institute of scientific research of the Ministry of Defense Industry, the remaining ones-with the industrial Association "Cihaz"and" Optika-Mexanika". The memoranda provide for the creation of various equipment and weapons systems together with ASELSAN. Minister of Defense Industry Yaver Jamalov noted that an Agreement has been reached between the Ministry of Defense Industry and the Turkish company Otokar, which is engaged in the production of military equipment, on the production and repair of armored vehicles in Azerbaijan (Agentstvo novostey APA (2017)). Within the framework of the exhibition, Vestel Savunma and AYESAŞ companies presented projects implemented by AYESAŞ in the aviation sector of Turkey and NATO for representatives of the Azerbaijani Armed Forces, and the company's products were presented. The Azerbaijani delegation held meetings with the management of ASELSAN and ROKETSAN companies, where current and future projects were discussed. The presentation of the modernized ASELSAN and belonging to the Azerbaijani Air Force the Mi-17 helicopter was also held. It was noted that as a result of modernization, the helicopter's capabilities have increased.

4. JOINT MILITARY EXERCISES BETWEEN AZERBAIJAN AND TURKEY

As for the military exercises between Azerbaijan and Turkey, they began to be carried out on a systematic basis after the adoption of the above-mentioned "Memorandum of Understanding between the Government of the Republic of Turkey and the Government of the Republic of Azerbaijan on Conducting Exercises and Supporting the Host Country" in 2013. (Azerbaijan Respublikasının Edliyye Nazirliyi. Normativ huquqi aktların vahid internet elektron bazası (2013)). The document provides for military exercises between the two countries, covers the tasks of the host country and the country that sends personnel, and the obligations of the parties. Before turning to military exercises conducted directly between Azerbaijan and Turkey, it should be noted that since 2000, joint military exercises have been held between Azerbaijan, Turkey and Georgia. This trilateral military cooperation was primarily related to the joint protection of strategic objects. Thus, the command and staff exercises "Infinity" were held (Araz Aslanlı (2020)). They have been held since 2000, and maneuvers are held alternately in Azerbaijan, Turkey and Georgia. The purpose of these exercises is to protect strategically important pipelines for the region. The development of

partnership relations in this area may be related to ensuring the safety of the Baku-Tbilisi-Kars railway. The second strategic object that is of interest for joint protection is the gas pipeline which was laid as part of the TANAP (TRANS-Anatolian pipeline) project.

Regarding the bilateral military exercises between Azerbaijan and Turkey, it should be noted that after the Memorandum signed in 2013, according to the annual plan, joint military exercises with the participation of the troops of both countries are held annually in Azerbaijan and Turkey. The main goal of the exercise is to improve coordination through the exchange of experience between the armed forces of Azerbaijan and Turkey, as well as to achieve interaction between military units through joint planning of headquarters, increasing the readiness and ability of units to conduct operations. The largest-scale exercises in this context were held from July 29 to August 10, 2020. The armed forces of Azerbaijan and Turkey conducted joint large-scale exercises with the participation of the land and air forces of both countries. The exercises were held in Baku, Ganja, Kurdamir, Yevlakh, as well as in Nakhichevan. According to the plan, the exercises were held from August 1 to 5 in Baku and Nakhchivan with the participation of ground troops, and from July 29 to August 10 in Baku, Nakhchivan, Ganja, Kurdamir and Yevlakh with the participation of military aviation. The TurAz Qartalı 2020 exercises had a great resonance not only in these two countries and in the regional press, but also around the world, as they were held after the escalation on the border of Azerbaijan and Armenia in the North-Eastern direction. For well-known reasons, Armenia was the most concerned about the Azerbaijani-Turkish military exercises. Both officials and experts spoke on this issue. According to the former adviser to the Armenian Defense Minister, military expert David Jamalyan, Turkey purposefully emphasized its military presence in Nakhichevan, and there were also talks about the deployment of a military base there. D.Jamalyan called it not only a threat to Armenia, but also a direct threat to the national interests of Russia and Iran. As usual, Armenia tried to present its own interests as "Russian" in order to involve it in the conflict. Assessing Turkey's participation in the military exercises, Jamalyan warns Russia that Russia will lose its influence and get Turkey's influence in the region in return. According to Jamalyan, Russia's response to the Turkish-Azerbaijani exercises was to conduct its extraordinary military exercises in the zone of the Caspian and Black seas. "This is very important. This is a quick and very powerful reaction, it confirms the thesis that our strategically important interests coincide with Russia, " he said (Kavkazskiy uzel (2020)). Military exercises of Azerbaijan and Turkey are held annually. And every time Yerevan consistently criticizes this practice, regardless of the situation on the Armenian-Azerbaijani border. For example, in the summer of 2019, Armenian Foreign Minister Zohrab Mnatsakanyan called the Turkish-Azerbaijani maneuvers "a challenge to regional security» (Qazeta ru (2020)).

Turkey currently has a very strong military-industrial potential, one of the most modern military-technical arsenals in the world, and most of them are of its own production. The presence of such military power in Turkey naturally worries some circles, and the occupying country Armenia is also concerned about this factor. Azerbaijan's military-technical cooperation with Turkey will continue to expand, and Turkey is the number one partner for Azerbaijan, which makes the two countries a single power center capable of ensuring stability and security in the region.

5. POLITICAL SUPPORT PROVIDED BY TURKEY TO AZERBAIJAN DURING THE LIBERATION OF AZERBAIJANI TERRITORIES IN 2020

Political support provided by Turkey to Azerbaijan during the liberation of Azerbaijani lands captured by Armenia was truly priceless. Immediately after the start of hostilities, the Head of State, Defense Minister, heads of political parties, and Foreign Minister of Turkey expressed their support for Azerbaijan. Thus, on September 28, 2020, Turkish President Recep

Tayyip Erdogan said that "it is time to end the occupation of Azerbaijan by Armenia, it is time to pay the bills...Armenia must leave the occupied lands. Everyone knows that these are the lands of Azerbaijan, " Erdogan said, speaking in Istanbul. The broadcast was conducted on Twitter of the Turkish leader (RIA Novosti (2020)). Turkish President Recep Tayyip Erdogan also expressed gratitude to the Turkish Grand National Assembly for adopting a statement condemning the attacks of Armenia on Azerbaijan. This statement was signed by the ruling Justice and Development Party (AKP), the Republican People's party (CHP), the Nationalist Movement Party (APA Haber Agentliyi (2020)).

Turkish National Defense Minister Hulusi Akar said in a telephone conversation with Azerbaijani Defense Minister Zakir Hasanov that Turkey will stand by Azerbaijan until the end of its struggle for territorial integrity (TRT Azerbaijan (2020)). Mevlut Cavusoglu, the Turkish Foreign Minister, said: "We want the issue to be resolved drastically. We put a lot of effort into this, but without success. We have always been close to Azerbaijan, both on the battlefield and at the negotiating table. We will continue this solidarity" (NTV Novosti (2020)). Thus, Turkey provided political support to Azerbaijan throughout the entire process of liberation of the territories occupied by Armenia by the Azerbaijani army.

The counter-offensive operations launched by the Azerbaijani army in response to the provocations of the Armenian armed forces on September 27 caused heavy losses to the Armenian army both in military equipment and in manpower. As a result, the occupied Azerbaijani territories were liberated by the Azerbaijani army. In accordance with international law, Azerbaijan has independently liberated its lands from the Armenian occupation. At the same time, Azerbaijan implemented the UN Security Council resolutions adopted in connection with the occupation of Azerbaijani lands.

On the night of November 9-10, 2020, a Cease-Fire Statement was signed by Azerbaijani President Ilham Aliyev, Armenian Prime Minister Nikol Pashinyan and Russian President Vladimir Putin and entered into force on November 10, 2020. According to the document, Armenia returns three regions to Azerbaijan - Agdam, Kelbajar and Lachin. At the same time, the so-called Lachin corridor, five kilometers wide, will not affect the city of Shusha and, under the terms of the agreement, will be guarded by Russian peacekeepers. Russia sends 1960 of its military personnel to the region for a period of five years. They will be located along the Lachin corridor and the line of contact between the parties.

According to article 5 of this Statement, in order to increase the effectiveness of monitoring the implementation of agreements by the parties to the conflict, a Peacekeeping Center for Monitoring the Ceasefire is being deployed (Kremlin.ru (2020)). The Turkish military, together with the Russian ones, will be stationed in the peacekeeping center. On November 11, 2020, Turkish Defense Minister Hulusi Akar and Russian Defense Minister Sergei Shoigu signed a Memorandum on the establishment of a Joint Russian-Turkish Center for Monitoring the Ceasefire in Nagorno-Karabakh (Axar.az (2020)). The Memorandum defines the tasks and principles of the Joint Monitoring Center.

On November 16, 2020, deputies of the Grand National Assembly of Turkey considered the issue of sending Turkish army soldiers to Azerbaijan. The relevant draft was submitted to the Parliament for approval by decree of the President of Turkey R. T. Erdogan. The text of the document draws attention to the terms of the Joint Statement on Nagorno-Karabakh, as well as the demand of official Baku to form a Joint Center of Turkey and the Russian Federation to monitor the ceasefire. "The location of the Joint Center will be determined by Azerbaijan. The Center will be staffed by military personnel and, if necessary, civilian specialists. The Center's work will be aimed at ensuring peace and stability in the South Caucasus in the light of steps

to ensure the territorial integrity of Azerbaijan, which is reflected in the relevant resolutions of the UN Security Council and the OSCE. Sending military personnel to Azerbaijan also meets the national interests of Turkey," the document says. The scope of the mission, the number of personnel and the duration will be determined by the Administration of the President of Turkey. In accordance with article 92 of the Turkish Constitution, the duration of the mission is defined as one year (Sputnik Azerbaijan (2020)).

CONCLUSION

Currently, relations between Azerbaijan and Turkey are at their peak. The level of cooperation is unprecedented. These relations cannot be explained from the point of view of Realpolitik. There are no similar relations between Azerbaijan and Turkey anywhere in the world. As for the Armenian-Azerbaijani Nagorno-Karabakh conflict, Turkey plays a stabilizing, restraining and balancing role in the region. The security of the Republic of Azerbaijan directly depends on Turkey's presence in the region. In this context, it would be appropriate to have Turkish military bases on the territory of Azerbaijan.

The military Alliance created between Azerbaijan and Turkey can change the strategic balance of the South Caucasus. This creates a completely new format of interaction in the region, not only in the context of conflict resolution, but also in the context of future development.

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Dijital Dönüşüm Sürecinde Yükselen Bir Değer: Dijital Liderlik

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ÖZET

Dijital dönüşümü yakalamak ve yönetmek günümüz gerek özel gerek kamu kurumlarının en önemli sorunsalı haline gelmiştir. Diğer bir ifade ile dijital dönüşümün ne olduğu sorusu kadar nasıl yönetileceği sorusu da önem kazanmıştır. Buna göre çalışmanın amacını; dijital dönüşümü temel bileşenleriyle tanımlamak, başarılı bir dönüşüm için gerekli olan dijital liderliği temel nitelikleriyle birlikte ele almak ve kurumlar için önemini ortaya koymak oluşturmaktadır. Bu kapsamda dijital dönüşüm; ticari faaliyetler/işlevler, iş süreçleri, iş modelleri, iş ekosistemleri, işletme varlık yönetimi, organizasyon kültürü, ekosistem ve ortaklık modelleri, müşteri, çalışan, iş ortakları vb. alanları içeren kapsamlı bir süreci ifade etmektedir. Bu dönüşüm sürecinin başarılı bir şekilde yönetilmesi ihtiyacı dijital liderlik olgusunun önemini ortaya koymaktadır. Çok uluslu şirket deneyimlerinden hareketle süreci başarılı bir şekilde yönetecek bir dijital liderde; neofili davranma, icat etme aynı zamanda kopyalama, endüstriyel sınırlardan kaçınma, yeniliği yaratıcılıktan daha fazla önem verme, yüksek AQ'ya sahip olma, dijitali araç olarak görme, teknolojiyi araştırma ve çalışanları ile paylaşma, ilham verme, teknolojiyi iyi okuma ve fazlasıyla faydalanma, işbirliğini ve inovasyonu teşvik etme, risk yönetme vb. niteliklerin bulunması hayati önem taşımaktadır. Bu durum dijital liderliğin kaçınılmaz olduğunu, bilinen liderlik tiplerinden çok daha fazlasını kapsadığını ve çok daha karmaşık bir yapıya sahip olduğunu göstermektedir. Bu noktada her kurumun kendi dijital dönüşüm gereksinim boyutunu belirlemesi ve buna göre dijital liderini tanımlaması öncelikli bir konu olarak karşımıza çıkmaktadır. Bu anlamda çalışma; oldukça yeni bir kavram olan ve hakkında oldukça sınırlı çalışmanın olduğu dijital liderlik konusunda, dijital dönüşümün anlaşılması ve nasıl yönetilmesi gerektiği konusunda önemli ipuçları sunmaktadır

Anahtar Kelimeler: Dijital Dönüşüm, Liderlik, Dijital Liderlik

A Rising Value in the Digital Transformation Process: Digital Leadership

ABSTRACT

Capturing and managing digital transformation has become the most important problem of both private and public institutions today. In other words, the question of how to manage digital transformation has become as important as the question of what it is. Accordingly, the purpose of the study; defining digital transformation with its basic components, addressing digital leadership with its basic qualities, which is necessary for a successful transformation, and revealing its importance for institutions. In this context, digital transformation refers to a comprehensive process that includes business activities/functions, business processes, business models, business ecosystems, business asset management, organizational culture, ecosystem and partnership models, customers, employees, business partners, etc. The need to manage successfully of this transformation process reveals the importance of digital leadership. Based on the experiences of multinational companies, it is vital to have the following qualifications in a digital leader who can successfully manage the process: Behave neophile, invent and copy at the same time, avoiding industrial boundaries, paying more attention to innovation than creativity, having high AQ, seeing digital as a tool, researching and sharing technology with its employees, inspiring, reading technology well and making use of it, encouraging collaboration and innovation, managing risk, etc. This situation shows that digital leadership is indispensable for an organization, it encompasses much more than known leadership types and has a much more complex structure. At this point, it is a priority issue for each institution to determine its own digital transformation requirement dimension and define its digital leadership. In this sense, it provides important clues about digital leadership, which is a new concept and has limited studies, about how digital transformation should be understood and how it should be managed.

Keywords: Digital Transformation, Leadership, Digital Leadership

GİRİŞ

Günümüz hem özel hem de kamu kurumlarının en önemli sorunsalını dijital dönüşüm süreci oluşturmaktadır. Diğer bir ifade ile özel kurumlar açısından karlılığı, verimliliği ve etkinliği koruma ve artırma kamu kurumları açısından sunulan toplumsal hizmet miktarının ve kalitesinin artırılması vb. hedeflerin gerçekleştirilmesi bir zorunluluk halini almıştır. Bu kapsamda dönüşümün ne olduğu, ne zaman ve nerede gerçekleşeceği, neyi etkileyeceği, nasıl olacağı, niçin yaşanması gerektiği ve en önemlisi bunların kimin gerçekleştireceği sorularının özellikle bilgi tabanlı dönüşümün hissedilmeye başlandığı 21. yy başlarından itibaren cevap arandığı bir gerçektir. Her kuruma, kurumun bulunduğu sektöre hatta kurumun ulusal ya da çokuluslu olmasına göre cevapları da farklılaşabilen bu sorunların temel çerçevesini sürecin yönetimi oluşturmaktadır. Ayrıca sürecin literatürde tanımlanan klasik yönetici ve lider vasıflarından çok daha ileri düzey vasıflar gerektirmesi konunun önemini ön plana çıkarmaktadır. Buna göre çalışma; dönüşüm sürecinin yönetimi kapsamında oldukça yeni bir kavram olan dijital liderliğin tanımlanmasını ve başarılı bir dönüşüm için bir dijital liderde bulunması gereken temel vasıfların tespit edilmesini kapsamaktadır. Özellikle dijital dönüşüm sürecini başarıyla sürdüren seçilmiş çok uluslu şirketler ve dijital liderler örnekleriyle ele alınan çalışma, oldukça yeni bir kavram olarak tartışılan dijital liderlik konusuna farklı bir bakış açısı sunma kaygısı taşımaktadır. Bu noktada köklü küresel değişim faktörleri ile (dijitalleşme, yapay zekâ, enformasyon teknolojileri, pandemi vb.) hem özel hem de kamu kurumlarında yaşanması zorunlu hale gelen dönüşümün doğru bir şekilde yönetilmesi kapsamında çalışma, gerekli olan liderlik vasıfları hakkında farklı bir bakış açısı sunmaktadır.

1. TEMEL BİLEŞENLERİYLE DİJİTAL DÖNÜŞÜM

Tam odağında internet olan bilgisayar teknolojisinde yaşanan devrimin tüm iletişim araçlarını dijitalleştirilmesi günlük yaşamdan şirketlere kadar her şeyi değiştirmekte ve başka bir şeye dönüştürmektedir. Diğer bir ifade ile internetin olağanüstü hızla yaşamamıza girmesi enformasyona dayalı bir ekonomik yapıyı ivme kazandırmıştır (Tapscott, 1998, s. xiii). Bu kapsamda Endüstri 4.0; 3. sanayi devriminden bile çok daha fazla otomasyon, Nesnelerin İnterneti (IOT) ve siber-fiziksel sistemler aracılığı ile fiziksel ve dijital dünyanın köprülenmesi, merkezi bir endüstriyel kontrolden geçiş, akıllı ürünlerin ve üretim adımlarının tanımlandığı kapalı döngü veri modelleri ve kontrol sistemleri ile ürünlerin kişiselleştirilmesi ve özelleştirilmesi sürecini ifade etmektedir. Ayrıca Endüstri 4.0'da; bulut bilişim, bulut platformlar, büyük veri, gelişmiş veri analitiği, yapay zeka, depolama ve ağların ucunda bilgi işlem gücü, mobil, veri iletişimi, ağ teknolojileri, üretim ve yürütme sistemleri, programlanabilir mantık denetleyicileri, sensörler, akümülatörler, dönüştürücüler, robotik süreç otomasyonu vb. birçok model önemli rol oynamaktadır (<https://www.i-scoop.eu/industry-4-0/>, 2020). Buna göre yeni ekonomik sistemin 12 temel trendi şu şekilde sıralanmaktadır (Tapscott, 1998, s. 63-66):

- *Bilgi*: Bilgi ekonomisi, akıllı kıyafetler, akıllı kartlar, akıllı yollar, akıllı arabalar, akıllı lastikler, akıllı hokey topları, akıllı radyo ve TV'ler, akıllı telefonlar vs.
- *Dijitalleşme* : Dijital ekonomi
- *Sanal Dünya*: Sanal şirket, sanal ofis, sanal borsa, sanal köy, sanal devlet dairesi vs.
- *Molekülleşme*: Moleküler ekonomi, eski şirket yapılarının parçalanması
- *Entegrasyon/Ağ ile Bağlanma*: Bilişim ağı ekonomisi, siber dil (balistik, siber uzay, alevler, ikonlar, teknoloji düşmanları, zaman geçişi, ağ aptalları vs.)
- *Aracsızlaşma*: Üretici ve tüketici arasındaki aracı niteliğindeki fonksiyonların dijital iletişim araçları ile bertaraf edilmesi
- *Bir Noktada Buluşma*: Hâkim sektörün birbirine yakınlaşan üç sektörden biri haline gelmesi
- *Yenilikçilik*: Her alanda yenilikçiliğin temel alınması
- *Üret-Tüket-ici*: Üreticiler ve tüketiciler arasındaki mesafenin bulanıklaşması

- *İvedilik*: Bilginin acil bir ihtiyaç halini alması
- *Küreselleşme*: Küresel ekonomi
- *Çatışma*: Büyük çaplı travma ve çatışma oluşturma ihtimali olan sosyal kavramlar

Buna göre dönüşüm sürecinde şekillenen yeni ekonomi; akıllı ürünlerin önem kazandığı, dijital ekonominin yer aldığı, her şeyin sanallaştığı, üretim ve yönetim modelleri başta olmak üzere şirket yapılarının ve istihdam biçimlerinin parçalandığı, ulusal veya uluslararası entegrasyonun ağ ile gerçekleştiği, üreticinin tüketiciye her geçen gün daha da yakınlaştığı, hakim sektör ile diğer sektörlerin artık tek noktada buluşabildiği diğer bir ifade ile kısmen fırsatların eşitlendiği, yenilikçiliğin baz alındığı, bilginin acil bir ihtiyaç haline geldiği, güven ve kaliteden ödün vermeden hızın baskın bir önem kazandığı, küreselleşmenin dolayısıyla akışkanlığın hız kazandığı, iş dünyasının belirsizlik ve hızlı dönüşüm nedeniyle her yönden çatışmaya müsait bir alan haline geldiği kapsamlı ve karmaşık bir yapıyı oluşturmaktadır. Bu kapsamda 21. yy başlarından itibaren bahsedilen bu şartlar ortasında kalan bir kurumun dijital dönüşümü farkındalık, gerçekleştirme, dönüşüm ve sürekli yenilik olmak üzere temelde 4 aşamada gerçekleşeceği belirtilmektedir (Tablo 1).

Tablo-1: Dijital Dönüşümün 4 Aşaması

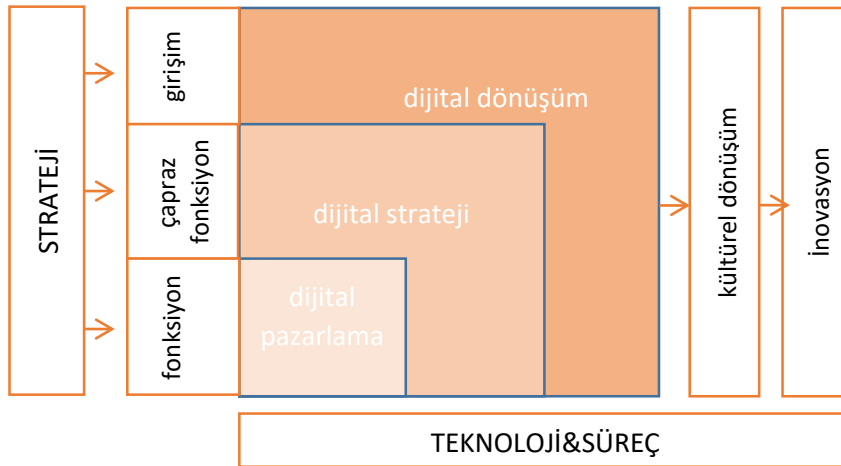
	FARKINDALIK-1	GERÇEKLEŞTİRME-2	DÖNÜŞÜM-3	SÜREKLİ YENİLİK-4
SORULAR	<ul style="list-style-type: none"> *Endüstrileşmede şirketlere ne oldu ya da ne olacak *Bulduğumuz sektör ve şirket değişimin neresinde *Dijital teknoloji olarak ne ortaya çıktı ve bu bizim işimizin etkinliğini nasıl etkileyebilir? 	<ul style="list-style-type: none"> *Şirketimizi tehdit eden dijital faktörler neler ve bunların etkisi nasıl en aza indirgenebilir *Ne kadar süre karşılık vermek zorundayız? *Dijitalleşmeden kim sorumlu? *Sonraki adım olarak ne somutlaştırılacak? 	<ul style="list-style-type: none"> *Dijital lider olacak en doğru insan kim? *Gelecekte yeni sorunlar yeni çözümler, yeni teknolojiler ve işler açısından kültürel dönüşüme nasıl öncülük edeceğiz? *Başarılı bir dönüşüm için ne tür bir teknolojiye ihtiyacımız var? 	<ul style="list-style-type: none"> *İnovasyon, iç girişimcilik ve sorumluluk için kültürümüzü nasıl değiştirebiliriz? *Sürekli değişimi nasıl sürdürülebilir hale getirebiliriz? *Yeni trend ve teknolojilerde önde olmak için eko sistemde nasıl işbirliği yapılabilir?
EYLEMLER	<ul style="list-style-type: none"> *Benzer sektörler ve şirketlerle kıyaslama (benchmarking) yaparak analiz etmek *Rekabetçi analiz *Dijital teknolojilerin ortaya çıkışı ve yükselmesi ile ilgili araştırmalara önem vermek 	<ul style="list-style-type: none"> *Bireysel uyum/uyumsuzluk senaryo analizleri *Dijital olgunluk gereçleri *Dijital strateji ve yönetim planlaması 	<ul style="list-style-type: none"> *Dijital dönüşüm için gerekli olan içsel beceri ve yetenek analizleri *Organizasyonel yapı analizleri *Dijital lider ataması 	<ul style="list-style-type: none"> *Şirketin DNA'sını yeniden haritalandırmak *İnovatif liderlik uygulaması *Etkin bir ekosistem için dış ilişkileri yapılandırma
2-5 YIL				

Kaynak: (Deloitte, 2015).

Tablo 1'e göre *farkındalık aşamasında*; endüstrileşmede şirkete ne olduğu ya da ne olacağı, şirketin dönüşüm sürecinin neresinde olduğu ve bu sürecin bizi nasıl etkileyeceği soruları sorulurken buna karşı geliştirilen stratejiler arasında kıyaslama (benchmarking) ve rekabetçi analiz aynı zamanda alan araştırmaları önem kazanmaktadır. *Gerçekleştirme aşamasında* ise etkiyi en aza indirme ve özellikle yıkıcı etkilerin absorbe edilmesi önem kazanırken dönüşüm için gerekli zaman miktarı, dijital liderin kim olacağı ya da olduğu, bir sonraki adımın somutlaştırılması konuları belirginleşmektedir. Aynı şekilde bu aşamada uygulanması gereken stratejiler arasında senaryo analizleri, olgunluk gereçleri ve planlama bulunmaktadır. Öte yandan *dönüşüm aşamasında*; dijital liderlik için en uygun kişinin kim olduğu, yeniliğe nasıl öncülük edileceği, başarılı bir dönüşüm için hangi teknolojilere ihtiyaç duyulduğu konuları önem kazanmaktadır. Bu kapsamda gerekli olan beceri ve yeteneklerin tespiti için analizler, organizasyonel yapı analizleri ve en ideal dijital lider ataması stratejileri uygulanmaktadır. Dönüşümün son aşaması olan *sürekli yenilik aşamasında* ise sürecin tekrar yenilenmesi kaygısı

ön plana çıkmaktadır. Buna göre; inovasyon, girişimcilik, sorumluluk, kültür ve sürdürülebilir olma bunun için ekosistemdeki rol ve işbirliği kapsamı konuları ön plana çıkmaktadır. Belirlenen stratejiler kapsamında ise yeni bir rol haritası çizme, inovatif liderlik uygulama ve etkin bir ekosistem için dış ilişkileri yeniden yapılandırma faydalı olmaktadır. Dijital dönüşüm sürecinde kritik öneme sahip bu dört aşama için öngörülen zaman dilimi ise 2-5 yıl arasında değişebilmektedir.

Öte yandan dijital dönüşüm süreci; dijital pazarlama, dijital strateji ve hepsini kapsayan dijital dönüşüm olmak üzere birbiri içine geçmiş üç temel kavram ile de ele alınmaktadır. Bu kapsamda dijital dönüşüm, dijital strateji ve dijital pazarlama her ne kadar birbiri yeri kullanılan ve birbiriyle sık karıştırılan kavramlar olsalar da aslında hepsi dijital gelişmelerden yararlanmayı amaçlanmaktadır. Bu kavramlardan en iddialı olanı dijital dönüşüm kavramıdır. Çünkü dijital dönüşüm ürünü/hizmeti, ilgili deneyimleri ve destek süreçlerini sıfırdan yeniden meydana okumayı amaçlamaktadır. Aynı zamanda dijital dönüşüm geniş kapsamlı uzun vadeli sonuçları olan ve bir kuruluşun işini, sıfırdan yeniden düşünen dijital yerliler arasında hayatta kalma yeteneğini sınanan bir süreci ifade etmektedir (Kapoor, 2020). Aynı şekilde dijital dönüşüm bir şirketin çalışan, teknoloji ve süreç yönetiminin yeniden düşünüldüğü yoğun bir süreci ifade etmektedir. Bu durum aynı zamanda kuruluşun tüm düzeylerinde önemli bir kültürel dönüşümünü zorunlu kılmaktadır. Bu kapsamda her ne kadar dijital gündem en tepeden yönlendirilse de olgun firmalar, tüm şirketi hizalamanın ve en alt uça çalışanların bile gerekli becerileri sağlamalarının önemi bilmektedirler (Mari, 2018).



Şekil-1: Entegre Dijital Dönüşüm

Kaynak: (Mari, 2018)

Şekil 1'e göre fonksiyon, çapraz fonksiyon ve girişim şeklinde gerçekleşen strateji; fonksiyon boyutunda dijital pazarlamayı, fonksiyon ve çapraz fonksiyon boyutunda dijital stratejiyi, fonksiyon, çapraz fonksiyon ve girişim boyutunda ise dijital dönüşümü belirlemektedir. Aynı şekilde bahsedilen süreçlere kültürel dönüşüm ve inovasyonun eklenmesi ile teknolojik süreç tamamlanmaktadır. Diğer bir ifade ile dijital pazarlama, dijital strateji ve dijital dönüşüm kapsamında belirlenen süreçlere kültürel dönüşüm ve inovasyon eklenerek entegre sağlanmakta ve dijital dönüşüm gerçekleşmektedir.

Buna göre dijital pazarlama, dijital dönüşümün bir alt kümesi olan dijital stratejinin bir alt kümesidir. Dijital dönüşüm bir kuruluşun kültürel zihniyetini değiştirmeye odaklanırken dijital strateji işin dönüşümü ile ilgilenmektedir ve dijital pazarlama ilişkilerin yönetiminde bir değişikliğe yol açmaktadır. Dijital pazarlama dijital bozulma çağrısına verilen bir tür yanıt iken dijital strateji daha operasyonel ve çevik bir süreci ifade etmektedir. Dolayısıyla dijital dönüşüm çok daha kapsamlı kurumsal düzeyde bir değişim motorunu ifade etmektedir. Bu kapsamda

dijital pazarlama, dijital strateji ve dijital dönüşüm, sürekli farklı özelliklerde liderler ve beceriler gerektirmektedir. Birbirine bağlı ve paralel olan bu süreçleri yönlendirebilecek yeteneğe ve deneyime sahip bir profesyonel bulmanın zorluğu dönüşümün sürecinin en önemli yönünü oluşturmaktadır (Mari, 2018).

2.DİJİTAL DÖNÜŞÜMDE LİDERLİK

Ağ üzerindeki akıl çağı olarak da ifade edilen bilgi tabanlı dönüşümde, işletmelerin başka bir yapıya dönüşmesi, hükümetlerin kendilerini yenilemesi ve bireylerin kendi kendilerini yeniden keşfedebilmeleri ve bunların tümünün yeni bilgi teknolojileri ile gerçekleşiyor olması dönüşüm sürecinin en dikkat çekici yönlerinden birini oluşturmaktadır. Bu kapsamda geleceğin toplum ve iş dünyasının bizim ne yaptıklarımıza yani bu süreçte alacak olduğumuz kararlarımıza ve davranış biçimlerimize göre şekillenecek olması (Tapscott, 1998, s. 2) dijital liderliğin önemini ortaya koymaktadır. Bu kapsamda sosyal bir varlık olarak insanların gruplar halinde yaşaması dolayısıyla ortak amaç ve hedeflere ulaşmada bir lidere ihtiyaç duymaları tarihsel gelişim sürecinin her döneminde önemini korumuştur. Özellikle ekonomik, sosyal, siyasi ve teknolojik gelişmelerin toplumsal gruplar üzerindeki etkisi ile önemi daha da artan bu ihtiyaç geleneksel liderlik özelliklerinin ötesinde çok farklı özellikleri ihtiyaç haline getirmiştir. Bu kapsamda liderlik *“bir grup insanı belirli amaçlar etrafında toplayabilme ve bu amaçları gerçekleştirmek için onları harekete geçirme bilgi ve yeteneklerinin toplamı”* şeklinde tanımlanmıştır. Buna göre üstün zekâ, analiz ve sentez yapabilme kabiliyeti, düşüncelerini iyi bir şekilde aktarabilme yeteneği ile amaçlara karşı kararlılık tüm liderlerde görülen ortak özelliklerden bazılarını ifade etmektedir (Eren, 2009, s. 501). Bu kapsamda Endüstri 4.0 ile yaşanan gelişmeler bir yandan dönüşümün doğru bir şekilde tanımlanmasını ve yönetilmesini gerekli kılarken bir yandan da bunu gerçekleştirebilecek yeni teknoloji güdümlü yeteneklere yatırım yapma bir ihtiyaç haline gelmiştir. Bu kapsamda dijital dönüşüm liderleri; sosyal, mobil, analitik, bulut ve IOT teknolojilerine öncülük etmek aynı zamanda organizasyonel çeviklik arayışlarına öncülük etmek için vardır (Durmuş, 2019, s. 90). Bu ihtiyaç farklı kademelerde farklı şekillerde görülmektedir (Şekil-2).

Şekil-2: Hiyerarşi Kademeleri ve Liderlerin Sahip Olmaları Gereken Özellikler

	Kurumsal	
Yönetsel	Kurumsal	Kurumsal
	Yönetsel	Yönetsel
	Teknik	Teknik

Kaynak: (Eren, 2009, s. 508)

Şekil-2’ye göre alt kademe yöneticilerde daha çok teknik bilgi ve becerilere, daha az kurumsal becerilere ihtiyaç duyulurken üst kademe yöneticilerde daha çok kurumsal bilgi ve becerilere daha az teknik bilgi ve becerilere ihtiyaç vardır. Her kademede ise eşit düzeyde yönetsel bilgi ve becerilere ihtiyaç duyulmaktadır. Diğer bir ifade ile üst kademe liderlerde kurumsal ve düşünsel özellikler önem kazanırken alt kademe liderlerde teknik bilgi ve beceri önem

kazanmaktadır. Ayrıca bu durum yaşanan çevresel ve örgütsel değişikliklere göre farklılaşma gösterebilmektedir (Tablo 2).

Tablo-2: Değişen Çevresel ve Örgütsel Koşulların Liderlik Üzerindeki Etkileri

Çevresel Değişiklikler	Örgütsel Değişiklikler
Uluslararası rekabet, serbestlik (deregülasyon), pazarın olgunlaşması, teknolojik gelişmelerin artan hızı	Firmaların büyümesi, ürün farklılaştırma, uluslararası gerileme, gelişmiş teknolojilerin artan kullanımını
Pek çok sanayide artan rekabet yoğunluğu	Pek çok firmanın artan karmaşıklığı
Artan değişim ihtiyacı: yüksek başarı düzeyine doğru daha fazla yenilik, pazarlama, dağıtım, yeni yaklaşımlar	Değişiklikleri etkin ve verimli bir şekilde yapamamanın artan zorluğu
Çok sayıda işte liderliğe duyulan ihtiyaç	Etkin liderliği sağlamanın gittikçe zorlaşması

Kaynak: (Eren, 2009, s. 520)

Tablo 2'ye göre *çevresel değişiklikler*; uluslararası rekabet, serbestlik, pazarın olgunlaşması, hızlı teknolojik gelişmeler, artan rekabet yoğunluğu, artan değişim ihtiyacı, liderliğe duyulan ihtiyaç faktörleri etkili olurken *örgütsel değişiklikler* kapsamında; firmaların büyümesi ürün farklılaştırma, gelişmiş teknolojilerin artan kullanımını, uluslararası gerileme, artan karmaşıklık, değişikliklere uyum zorluğu, etkin ve verimli kalabilmenin zorluğu, etkin liderlik yapmanın gitgide zorlaşması faktörleri etkili olmaktadır.

Bahsedilen bu değişiklikler kapsamında bir yandan liderliğe olan ihtiyacın artması bir yandan da ideal liderin bulunması önemli bir sorun haline gelmiştir. Nitekim küresel çapta yapılan bir araştırmaya göre; 1254 küresel işletme yöneticisinin %74'ü bir dijital stratejiye sahip ancak %15'inin bu stratejiyi uygulamak için gerekli yetenek ve beceriye sahip olduğunu ortaya koymaktadır. Aynı şekilde analiz edilen şirketlerin yalnızca %30'u dijital liderlik için gerekli olan başarı faktörlerini yerine getirirken hepsi dijital bir misyona sahip olduklarını ve bunu gerçekleştirdiklerini iddia etmektedir. Bu kapsamda başarı faktörlerini yerine getiren şirketlerin %70'inin ise dijital dönüşümü yönlendirebilecek bir dijital lidere ihtiyaç duyduğu tespit edilmiştir. En başarılı dijital liderlik uygulamalarına ise Toyota (Japonya), Marriott (ABD), Starbucks (ABD), Nestle (İsviçre), HSBC (İngiltere), Tesco (Birleşik Krallık) ve L'oreal'de (Fransa) rastlanmaktadır (Deloitte, 2015). Aynı şekilde araştırmaya göre CDO (Chief Digital Officer), Dijital Ofis Şefi olarak da ifade edilen dijital liderliğin öneminin küresel şirketlerce anlaşıldığı dolayısıyla dijital vizyon ve misyona sahip oldukları görülmektedir. Ancak gerekli olan beceri ve nitelikteki liderlere sahip olma noktasında bazı sorunların yaşandığı belirtilebilir. Bu kapsamda dönüşüm sürecinde dijital liderlerden; dijital bir kültür oluşturmaları, çalışanları daha üretken hale getirmeleri, müşteri memnuniyetini ve gelirleri arttırmaları istenmektedir. Buna göre (GDS Group , 2020):

- Tüm iç paydaşları, liderlik becerileri ve karizma ile uyumlu hale getirmek için halihazırda mevcut olan her şeye stratejik, operasyonel ve prosedürel aşamada meydan okumanın,
- Geleneksel yapılardan yeni hibrit yapılara geçişte bir çapraz oluşturmak için Pazarlama, Sosyal Medya, Mobil, Büyük Veri ve Teknoloji kapsamlı bütün bilgileri e-ticarette birleştirmenin,
- İç paydaşlar ile bütün iletişim araçlarını kullanarak iç politikayı anlamak için geleneksel değer zincirlerini (hizmet, imalat) operasyonel düzeylerde birleştirmenin, büyük önem taşıdığı belirtilmektedir. Aynı şekilde geleneksel şirketlerin etkin dönüşümünde:
 - Kendi sektörün nerede duruyor?
 - Dijitalleşme işletmemiz için hangi tehditleri taşımaktadır?
 - Kuruluşumuz başarılı bir dönüşüm sağlıyor mu?

- Sürekli değişim ve yeniliği nasıl sağlayabiliriz?
sorularının cevaplanması ayrıca önem taşımaktadır.

Öte yandan dijital dönüşümü sağlayan liderliğin; gezgin liderlik, uyanık liderlik, yetkili liderlik ve vizyoner liderlik vasıflarının kombinasyonundan oluştuğu belirtilmektedir. Bu kapsamda gezgin liderlik ve yetkili liderlik insanları birbirine bağlama fonksiyonu ile ön plana çıkarken uyanık liderlik ve vizyoner liderlik fikirleri birbirine bağlamaktadır. Aynı şekilde gezgin liderlik ve uyanık liderlik fırsatlar üzerinde yoğunlaşırken yetkili liderlik ve vizyoner liderlik yetenekler üzerinde yoğunlaşmaktadır (Şekil-3).

Şekil-3: Dijital Dönüşümü Sağlayan Liderlik



Kaynak: (Viaene, 2017)

Uyanık lider; tetikte, meraklı, dikkatli gerektiğinde dönmeye hazır daima keskin bir bakış açısına sahip, büyülenmiş, ihtiyatlı, kuruluşların en zayıf yönlerini en erken fark eden bir karakterdedir.

Gezgin lider; bilinmeyen ilk hatasını ortaya çıkaran, ilk adımları atan, fırsatları göstermek için yaratıcılığı bir araya getiren, fikirleri somutlaştıran ve gerçeğe dönüştüren, dijital olarak etkinleştirilmiş işbirliği araçlarını kullanan ve bunu daha hızlı, daha ucuz ve rakiplerinden daha iyi yapabilen, deneyden ders alan, veriye dayalı karar veren, potansiyeli aşamalı olarak keşfeden, daha iyi ölçüm, deney, bilgi paylaşımı ve karar vermeyi mümkün kılan SMACIT'i (Sosyal, Mobil, Analitik, Bulut, Nesnelerin İnterneti) kullanan özelliklere sahiptir.

Vizyoner lider; zayıf sinyalleri, fikirleri ve deneyimleri büyük hayal gücü ve öngörü ile güçlü bir iş amacına dönüştürmek için benzersiz bir kapasiteye sahiptir.

Yetkili lider; arzu edilen bir örgütsel sonuca ulaşmak amacıyla bir araya getirilen beceri, süreç, organizasyon ve teknolojilerin akıllı kombinasyonu ile ortaya çıkar ve kurumun en üst düzey mimarları gibi hareket etmektedir (Viaene, 2017).

Bu kapsamda fazlaca dile getirilen bir başka konu ise çevik liderlerdir. Buna göre çevik liderler; her şeyden önce iyi öğrenen, açıkça tanımlanmış uzun vadeli istekleri olan, kendilerinin farkında olan ve geri bildirim aldıklarında savunmaya geçmeyen, başkalarının kendilerinden daha fazlasını bildiklerini alçak gönüllükle kabul eden ve buna göre çalışma ve düşünme şekillerini değiştiren, meraklı kalan veya kamuoyuna uzman değilmiş gibi görünme konusunda risk almaya istekli olan ve meraklı zihinleri onları bilgi eğrisinin önünde tutan bir yapıya sahiptirler. Bununla birlikte yıkıcı bir dijital ortamda fırsatları ve tehditleri önceden tahmin etmek ve buralarda gezinmek için sürekli olarak iç ve dış ortamları tarayan, kanıta dayalı kararlar alan, verileri ve bilgileri kullanan ve hızlı bir şekilde uygulayan, genellikle mükemmellikten çok hıza değer veren, sürekli başkalarıyla ilişki kuran, motive eden ve ilham

veren bir yapıya sahiptirler (Lange, 2019). Bu kapsamda çevik liderlik daha çok bahsedilen liderlik yaklaşımlarını kapsayan bir özellik göstermektedir

3.KÜRESEL ÖRNEKLERLE DİJİTAL BİR LİDERİN TEMEL VASIFLARI

Organizasyonlarını dijital çağda başarılı bir şekilde ileriye taşıma misyonu günümüzde her liderin kabul etmesi gereken önemli sorumluluklardan biri haline gelmiştir. Bu dönüşüm sürecinin anlaşılması ve maksimize edilmesi, şirketin dijital olgunlaşmada geri kalmaması açısından hayati önem taşımaktadır. Ayrıca bu dönüşüm süreci bir anlamda yüz yıl önce elektrik tabanlı endüstriyel devrim sürecinde de görülmüştür. Ancak günümüzde yaşanan değişim dalgasının çok daha hızlı ve kapsamlı olması ve dijital ortamda gerçekleşiyor olması dijital liderliğin hayati önemini ortaya çıkarmıştır. Bu kapsamda ilk aşamayı, dönüşümün dijital ortamda gerçekleşiyor olmasının farkına varılması oluşturmaktadır. Buna göre dijital lider (ionology, 2020):

- Özne analiz yerine veriye dayalı analiz kullanılmalıdır.
- Hedef almak yerine vizyon belirlemelidir.
- İçten dışa planlar yerine müşteri veya vatandaş bazlı stratejiler geliştirmelidir.
- Aylık performans programları yerine tutarlı eylemleri ana hatlarıyla belirlemelidir.
- Çıktılardan çok sonuçlara odaklanmalıdır
- Rastgele dijital eylemler işletmeyi durdurup:
 - o Büyüme fırsatlarını belirlemeli,
 - o İnovasyon fırsatlarını belirlemeli,
 - o Yeni satış fırsatlarını belirlemeli,
 - o İşletme için en etkin pazarlama taktiklerini kullanmalı,
 - o Dijital rakiplerle rekabet nasıl yapacağımızı ve nasıl kanacağımızı planlamalı,
 - o Süreçte gerekli olacak olan yetenekleri belirlemeli,
 - o Doğru teknolojileri seçmeli veya oluşturmalı,
 - o Veri odaklı karar vermeyi alışkanlık haline getirmelidir.

Aynı şekilde bir başka kaynağa göre (GDS Group , 2020) dijital liderlikte gerekli olan beceriler şu şekildedir:

- *İletişim*: İleri teknolojiyi kullanarak güçlü bir iletişim ağı kurmak, kime hitap ettiğini iyi anlamak
Ör; sanal toplantılar düzenlemek.
- *Vizyon*: Güçlü ve net bir vizyon belirlemek, çalışanların inandığımız şeye inanmasını sağlamak durumudur.
- *Dijital Okuryazarlık*: *Harvard Business Review* araştırmasına göre işletmelerin %90'ı dijital iş modelleri tarafından sekteye ugradığını ifade ederken %70'i ise uyum sağlamak için gerekli becerilere, lidere ve işletme yapısına sahip olmadıklarına inanmaktadırlar. Bu durum dijital iş modellerinin anlaşılması ve bu kapsamda gerekli olan becerilerin ve yeteneklerin belirlenmesini gerektirmektedir.
- *Strateji*: Dijital bir şirket kültürünü ve değişiklikleri kucaklamaya hazır bir şekilde başlamaya yardımcı olan yeni bir strateji gerekmektedir.
- *İnovasyon*: Yeni teknolojileri denemeye isteklilik, dijital bir işgücü oluşturma yaklaşımı, esnek ve uyarlanabilir özellikte yaklaşım önem taşımaktadır.
- *Risk alma*: Denenmiş ve test edilmiş teknolojiyi takip etmek her ne kadar ihtiyatlı olsa da risk alma en önemli parça. “*En büyük risk, risk almamaktır. Çok hızlı değişen dünyada başarısız olacağı garanti edilen tek strateji almamak* (M. Zuckerberg)” anlayışını benimsemek gerekmektedir.
- *Uyarlanabilirlik*: Bir sektörde ya da işletmede meydana gelen değişikliklerin uyarlanabilir olması ve işletme üzerinde etkili olacak kararların alınması büyük önem taşımaktadır.
- *Yetenek tespiti*: Gereken yeteneklerin ve potansiyel eksikliklerin belirlenmesi, insanların en az teknolojiler kadar değerli olduğu bilinci benimsenmelidir.

Aynı şekilde MITSloan'dan Deborah Ancona'ya göre dijital liderde aranan ilk yetenek; *duyumu yaratmak* iken ikinci yetenek *ilişki kurmak* ve üçüncü yetenek *vizyon sahibi olmak*, dördüncü yetenek ise *icat etmektir*. Buna göre dijital lider duyumu yaratarak neler olup bittiğini anlamak ve buna göre organizasyonu için haritalar oluşturmak, işler değiştikçe modeli ve haritayı revize etmek durumundadır. Aynı şekilde organizasyonda bulunan çalışanlarla sürekli iletişim halinde olarak bildiklerini bilmediklerini, yakın gelecek planlarını özellikle kriz ve stres zamanlarında doğru dürüst açıklamalıdır. Bunun yanında vizyon sahibi olma özelliği ile var olan olasılıkları haritalamalıdır ve organizasyonu için yeni süreçler ve yapılar icat etmeyi bilmelidir. Özellikle değişim ve belirsizlik zamanlarında dört temel yeteneğin güçlendirilmesi ve geliştirilmesi büyük önem taşımaktadır. Ayrıca hepimiz bu işte beraberiz duygusu yaratmak ve liderlik uygulamasının takipçilere ve zamana nasıl yayıldığını ortaya koymak için *dağıtılmış liderlik* uygulamaları da etkili olabilmektedir (Kruschwitz, 2016). Bunun yanında organizasyonları işler değil süreçler etrafında tanımlamak ve çalışmayı işin etrafındaki organizasyon yerine en uygun organizasyon etrafında tanımlamak gerekmektedir. Örneğin Amazonda uygulanan iki pizza kuralı dâhilinde maksimum inovasyon için en iyi boyutlu ekibin yaklaşık on kişi veya iki pizza ile besleyebilecekleri bir grup olduğu belirtilmektedir. Aynı şekilde yaratıcı durumu teşvik etmek ve insanların gerçekten işbirliği yapmasını sağlamak için dürüst ve doğrudan geribildirim kültürünü geliştirmek, açık sözlü olmak, fikir-fikir etkileşimi, samimi sohbetler ve en iyi fikrin kazanmasına izin verme stratejilerinin etkili olacağı belirtilmektedir (Whitehurst, 2019, s. 71-72). Bunun yanında başkalarına ilham verme, teknolojiden yararlanma, işbirliğini teşvik etme, inovasyonu teşvik etme ve risk yönetme yetkinlikleri çerçevesinde; organizasyonu net bir vizyon ile cesurca bir yolda birleştirme, teknolojiyi benimsemeye ilk hareket eden kişi olma, hiyerarşik yapıların aksine takım bazlı ve bilgi paylaşımlı modelleri tercih etme konusunda önemli oranda çaba harcama, eski söylemlere yeni alternatifler getirme, başarısız olmaktan çekinmeme ve yeri geldiğinde mevcut uygulamayı kökünden sökmekte tereddüt etmeme yaklaşımları belirleyici olmaktadır (Hinds, 2020). Bu kapsamda dijital dönüşümü başarıyla sağlayan seçilmiş küresel şirketler ve dijital lider konumunda olan kişilerin liderlik deneyimleri ile ilgili örnekler Tablo-3'teki gibidir.

Tablo-3: Başarılı Dijital Dönüşümler ve Liderlik Deneyimleri Örnekleri

Şirketler	Liderler	Liderlik Sırlar
Toyota ¹	Zack Hicks	<i>*Uyanık iken ölü bedenler bırakmayın:</i> Bitiş çizgisine vardığınızda yanınızda olanlar önemli. Sizi yarı yolda bırakmayacak çalışma arkadaşları, <i>*Yangınlarla mücadele için ekipler kurun.</i> Kendi başınıza başaramazsınız, <i>*İnovasyonu serbest bırakın.</i> , <i>*Yanlışları düzeltin:</i> Doğru zamanda doğru parçaları kullanmak önemli, <i>*Pazara girişte gereken bedeli ödeyin.</i> , <i>*İşinizi iyi bilin.</i> Olası sorunları önceden tahmin etmek önemli, <i>*Kendi yolunuzu kendiniz çizin.</i> Bir önceki lider gibi davranmayın
Google ²	Joris-Merks Benjaminsen	<i>*Dijital şampiyon:</i> Teknik bilginin ötesine geçmek, <i>*İşbirlikçi:</i> Kendi departmanımızın ötesini düşünmek, <i>*Önce müşteri:</i> Olaylara müşteri bakış açısından değerlendirmek, <i>*Yenilikçi olmak:</i> Önceden yapmadığımız şeylerin ötesine geçmek, <i>*Ölçüm-Kanıt:</i> Bir şeyin kesin işe yarayacağına dair ölçüm-kanıt
IKEA ³	Barbara Martin Coppola	<i>*Müşteri deneyimini etkileyecek çevik sürümler,</i> <i>*Takım çalışması-hesap verebilirlik aşlamak,</i> <i>*Müşteri temas noktalarını hayal etmek,</i> <i>*Eğitim yoluyla iç yetenekleri geliştirmek, diğerlerini dışardan temin etmek (eğitme ve yeni yetenekler edinme hızı)</i> <i>*Dijital şirket kültürü oluşturmak,</i> <i>*İş ve Teknoloji bilgisini harmanlamak</i> <i>*Dijital DNA'yı güçlendirmek (Özgürlük+Tam Sorumluluk),</i> <i>* Test</i>

		et-Oluştur-Öğren-Müşterileri Geribildirim-Verileri analizi, *Açıkça tanımlanmış vizyon, *Mümkün olduğunca dinamik ve esnek yapı
Starbucks ⁴	Adam Brotman Curt Garner	*Müşteri ihtiyaçları neler, nasıl ulaşacağız, işimizin stratejisi ne?, *Müşteriyle dijital temas noktaları neler olmalı, *Kullanılan platformlar-ışın güvenliği-hız, *Ödeme ve sipariş verme metodlarını değiştir, *Müşterilerle bağlantı kurma becerin ne?, *Sektörde en yenilikçi olma, *Beyin fırtınası, ne büyüdü ve yenilikçi geliyor, *Üst düzey liderlik ekibi, *Teknoloji ile sürdürmeyi azalt, *Gelecekteki eğilimleri tartış, *İki haftada bir yol haritasını değerlendir, *Kısa vadeli fırsatlar nelerdir, *Başlangıçtan-teslimata kadar ekip odaklılık-çok işbirlikçilik
L'oréal ⁵	Christina Monnoyeur	*Çeviklik her şeydir: Müşteri için yenilik ve kişiselleştirme ihtiyaçları, pazara sunma süresini en aza indirmek, kalite ve güvenden ödün vermeden çevik ol *Dijitalleşme kişiselleştirme demektir: Verileri bilgiye dönüştür, veri odaklı şirket anlayışı, reklam, ısmarlama türleri, isteğe bağlı özelleştirme, otomasyon, işbirlikçi robotlar, yapay zekâ ve bilgisayar vizyonu kullan *İleride büyüleyici bir gelecek var: İşbirliği ve yenilikçiliği teşvik et, dijitalleşme müşteriye daha fazla yaklaşma deme, tedarikçi-üretici-müşteri arasında sıkı bağlantıyı dijitalleşme ile sağla
Apple ⁶	Tim Cook	*Risk alın,*Konuştuğunuz kişilere odaklanın ve dikkatle dinleyin, *Çevrenizdekilere güvenin, *Çeşitlilik (inovasyon) önemli, *Mütevazi olun *Hatalı olduğunuzu itiraf edin *Yaptığınız şeyi iyi yapın, *Yaptığınız şeye inanın ve bunu yansıtan eylemlerde bulunun *Kendiniz olun başka biri gibi davranmayın, *Kendi kurallarınızı yazın *Şeffaf olun, *İşleri daha hızlı ve daha iyi yapın

Kaynak: (Noyes, 2019)¹ (Armstrong, 2018)² (Capgemini, 2019)³ (MITSloan, 2013)⁴ (L'oreal News, 2019)⁵ (Morello, 2020)⁶

Tablo 3'e göre Toyota'dan *Zack Hicks* (Toyota İcra Kurulu Başkanı ve Dijital Başkanı); takım çalışması, takım arkadaşlarının birbirine olan güveni, inovasyon, yanlışları düzeltmenin önemi, doğru zamanda doğru işleri yapma, alanına hâkim olmanın fırsatlar ve tehditlere karşı sağladığı avantajlar ve tüm yönleriyle kişilik özelliklerinden taviz vermeme kendin gibi davranma tavsiyelerinde bulunmaktadır. Öte yandan Google'dan *Joris Merks Benjaminsen* (Google Dijital Akademi Avrupa Programlar Başkanı); teknik bilginin ötesinde vasıfların olması gerektiği, işbirliği ile çalışmanın önemi, bencil davranmamak, müşterilerin bakış açısını yakalamak, yenilikçiliğin benimsenmesi ve her konuda ölçüm yapılması ve kanıtlar ortaya konulmasının önemini belirtmektedir. IKEA'dan *Barbara Martin Coppla* (IKEA Dijital Direktörü) ise konu ile ilgili şu tespitlerde bulunmaktadır: Müşteri odaklılık, çeviklik, takım çalışması, şeffaflık, eğitim ve geliştirme ile iç yeteneklerin keşfedilmesi bulunamaması durumunda ise dışarıdan temin edilmesi, dijital kültür, iş-teknoloji bilgilerinin harmanlanması, dijital DNA (özgürlük+tam sorumluluk), geribildirim, veri analizi, açık vizyon, dinamik ve esnek yapının önemi.

Öte yandan Starbucks'dan *Adam Brotman* (Starbucks CIO'su) ve *Curt Garner* (Starbucks CDO'su); müşterilere nasıl ulaşılacağı, müşteri ile dijital temas, platformlar, hız-güvenlik, ödeme ve siparişte farklı yöntemler, müşteriler ile bağlantı becerisi, sektörel yenilik, gelecek eğilimleri, sık sık yol haritasını kontrol etmek, kısa vadeli fırsatlar, işin her aşamasında takım çalışması ve işbirliğinin esas alınması konularının önemini vurgulamaktadır. L'oréal'den *Christina Monnoyeur* (L'oréal Operasyon Dijital Dönüşüm Direktörü); müşteri ile yakınlaşma, pazara sunum süresini en aza indirmeye, kalite ve güvenceden ödün vermeden çevik olma, dijitalleşme ile kişiselleştirme, veri odaklı çalışma, robotlar, yapay zekâ, bilgisayar vizyonu, otomasyon faktörlerinin reklam, sipariş, kişiselleştirme müşteriye ulaşma noktasında daha etkin ve verimli kullanılması gerektiğini vurgulamaktadır. Apple'dan *Tim Cook* (Apple CEO'su) ise; risk alma, gerek müşteri gerek çalışan kişilere odaklanma, çok iyi bir dinleyici olma, takım arkadaşlarına güvenme, mütevazi olma, hatalı olduğunu kabul etme, işini iyi yapma, kendi kurallarını oluşturma, başkalarını taklit etmeme, işleri daha hızlı ve daha iyi yapma konularının önemini vurgulamaktadır.

Bu kapsamda dijital liderler (Chhabra, 2020);

- *Neofildirler*: Yeniliğe güçlü bir yakınlık gösterirler ve bu şekilde karakterize edilen bir kişiliğe sahiptirler. Onlar için rutin ortam önemsizdir ve bu tür yerlere yeniliği yerleştirirler
- *İcat eder-aynı zamanda kopyalarlar*: Nerede kopyalayacaklarını ve nerede doğaçlama yapacaklarını çok iyi bilirler.
- *Endüstri sınırlarından kaçınırlar*: Açık olmayan tehditleri görme yeteneklerinde farklıdır. Neyin eksik olduğunu özellikle endüstriler arası boşlukları görme becerisine (beyaz alan düşüncesine) sahiptirler.
- *Yeniliğin yaratıcılıktan daha fazlası olduğunu bilirler*: Bu iki kavram asla birbiri yerine kullanılmamaktadır. Buna göre inovasyon yeni bir fikre meydan okuma, işbirliği yapma, inşa etme ve ticarileşme beceriyle artırılmış yaratıcılık olarak tanımlanmaktadır.
- *Yükse AQ'ya sahiptirler ve bu tipte insanlarla çalışırlar*: AQ (Adversity Quotient) olarak tanımlanan olumsuzluk derecesi, bir kişinin hayatında sıkıntılarla baş etme yeteneğini göstermektedir. Özellikle iş dünyasında gerçekleşen çok hızlı ve fazla değişkenin yıkıcı zorlukları EQ (Emotional Quotient) ve IQ (Intelligence Quotient) yanında AQ'nun önemini ön plana çıkarmıştır.
- *Asla dijitali sonuç olarak görmezler, dijital onlar için araçtır*: Dijitalin hangi amaca hizmet ettiğine dair ortak bir anlayış oluştururlar ve bu dijitalin ötesindedir
- *Hem kendi hem de çalışanları teknolojiyi araştırırlar*: İşlerin üzerine inşa edilen teknolojiye ilişkin derin bir anlayışa sahiptirler. Meraklılığı kutlarlar ve bunu işletme için bir avantaja dönüştürmek şeklinde değerlendirmek isterler

SONUÇ

Bilgi tabanlı dönüşüm sürecinde şekillenen yeni ekonomik yapı temelde; bilgi, dijitalleşme, sanal dünya, molekülleşme, entegrasyon, ağ ile bağlanma, aracısızlaşma, bir noktada buluşma, yenilikçilik, üretici-tüketici yakınlaşması, hız, küreselleşme, çatışma vb. birçok kavram ile tanımlanmakta dolayısıyla oldukça kapsamlı ve karmaşık bir ekosistemi ifade etmektedir. Hem özel hem de kamu kurumları için bahsedilen bu çerçevede dönüşüm; verimlilik, etkinlik, karlılık, rekabet vb. amaçlar doğrultusunda bir zorunluluk halini almıştır. Kurumlar için farkındalık, gerçekleştirme, dönüşüm ve sürekli yenilik olmak üzere dört temel gerçekleşen bu dönüşüm; kıyaslama (benchmarking), rekabetçi analiz, senaryo analizleri, olgunluk gereçleri, strateji ve yönetim planlaması, yetenek analizleri, oranizasyonel yapı analizleri, dijital lider ataması, inovatif liderlik ve ekosistem ile ilişkiler kapsamında gerçekleştirilen stratejiler ile sağlanmaya çalışılmaktadır. Aynı zamanda dijital pazarlama, dijital strateji ve bunların ikisini de kapsayan dijital dönüşüm, kültürel dönüşüm ile birlikte entegre dönüşüm sistemini oluşturmaktadır. Bu konuda başarılı uluslararası şirketler ve liderleri incelendiğinde dijital liderlikle üzerinde en fazla durulan kavramlar şunlardır: müşteri, veri, inovasyon, dijital, takım, çeviklik ve hız, vizyon, ağ, iletişim, yol haritası, eğitim-geliştirme, yetenek. Aynı şekilde dijital liderlik boyutu; açıkça tanımlanmış vizyon, beklentileri değişen müşteriler, inovasyon, takım bazlı çalışma, güçlü iletişim, doğru ve en güvenilir verilere ulaşma, ölçme ve kanıtlama, eğitim ve geliştirme bileşenleri ile belirlenmektedir (Şekil-4).



Şekil-4: Dijital Liderliğin Temel Boyutları

Bu kapsamda dijital liderlikte; beklentileri değişen müşteriler, dijital ortamda müşteriye yakınlaşma, kişiselleştirme, reklam, iletişim yöntemlerinin değişmesi, doğru ölçüm ve doğru veriler ile karar verme, inovasyon kapsamında her zaman bir sonrakini düşünme, yeni işlevsellik kazandırma, şaşırtıcı etki bırakma, dijitalleşmeyi üretici-tüketici yakınlaşması olarak görme, her aşamada takım çalışmasına önem verme, kalite ve güvenlikten ödün vermeden çevik ve hızlı olma, sık sık etrafı tarayarak fırsat ve tehditleri kollama, sürekli yol haritasını revize etme, takım üyelerine ilham verme, yeni yöntemlerle iletişimi geliştirme, eğitim ve geliştirme fonksiyonuna ağırlık verme, yetenek yönetimine odaklanma vasıfları belirleyici bir öneme sahiptir. Diğer bir ifade ile dijital liderlik kavramı günümüzde, klasik bir yönetici veya liderde bulunması gereken vasıfların ötesinde yeni beceri ve yetenek tanımlamaları gerektirmektedir.

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Katılım Bankacılığında İlişkisel Pazarlama Dinamiği

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ÖZET

Kelime kökeni İtalyanca dilinde masa, düzen ve tezgâh anlamındaki *banco* kelimesine dayanan *bankanın*, katılım bankacılığı temelinde ilk uygulaması Nasr döneminde Mısır Arap Cumhuriyeti'nde gelişir (Sümer ve Onan, 2015:298). *Faizsiz bankacılık* ya da *İslam bankacılığı* kavramları çerçevesinde 1960'lı yıllardan itibaren dünyada faaliyetlerini sürdürmeye başlayan katılım bankaları, ülkemizde ilk kez 1985 yılında, *Özel Finans Kurumu* adı ile kurulur. Özel Finans Kurumları, ülkemizde, 2006 yılından sonra 5411 sayılı kanun ile *Katılım Bankası* ismini alır. *Katılım*, kâr ve zarara katılım esasına dayalı sistemi; *banka* finansal kimlik ve statüyü temsil eder(Eskici 2007:4-5; Özsoy 2012:8). Ülkemizde bugün faaliyet gösteren üç adet kamuya, üç adet özel sektöre ait olmak üzere altı katılım bankası bulunur (Türkiye Katılım Bankaları Birliği, 2020).

Katılım bankacılığı sektörü, bankacılık hizmet performansını geliştirmek, rekabette stratejik öneme sahip olan müşteri memnuniyetini ve sadakatini geliştirmek üzere müşterileriyle gelişen ilişkilerine ve etkileşimlerine yüksek değer verir. İlişkiler ağlar ve etkileşimler bütünü bağlamında değerlendirildiği *ilişkisel pazarlama* yaklaşımı (Gummesson 1997:270) karşılıklı etkileşim, sorumluluk, güven, ortak fayda, müşteri ile iletişim, bilgi paylaşımı (Malley ve Prothero 2004:1286), müşteri ihtiyaç ve isteklerini karşılamaya yönelik değerlerin sunulması, müşterilerin elde tutulması çabalarına dayanır. *Berry* (1983) tarafından literatüre kazandırılan ilişkisel pazarlama yaklaşımında *stratejik ağ rekabeti* (Hunt, Arnett ve Madhavaram2006:74) yegâne değeri, müşteri ilişkilerinin cazibeli hale getirilmesi, ilişkilerin sürdürülmesi ve geliştirmesi (Zineldin, 2000:10) olarak ifade edilir. *Güven, iletişim, uzmanlık-yetkinlik, hizmet kalitesi ve müşteri sadakati* kavramları ilişkisel pazarlama çalışmalarının temel bileşenleridir.

İlgili çalışmanın amacı katılım bankacılığında ilişkisel pazarlama bileşenlerinin müşteri sadakati üzerine etkilerini incelemek; pazarlama literatürüne ve katılım bankacılığı sektörüne katkıda bulunmaktır. Türkiye'de hizmet sunan bir katılım bankasının Samsun ilindeki dört şubesinin 373 mevcut müşterisinden, 19 Kasım 2018 – 25 Ocak 2019 tarihleri arasındaki katılımı ile gerçekleşen araştırma türü nicel araştırma yöntemlerinden tanımlayıcı nitelikte neden-sonuç araştırmasıdır. Veri, yüz yüze anket ile toplanarak SPSS programında çoklu regresyon ile analiz edilmiştir. Araştırmanın modelinde personele duyulan güven, personelin uzmanlığı, personelin iletişimi, personel etkileşimi, katılım bankasına duyulan güven, katılım bankası hizmet kalitesi, katılım bankası niteliği bağımsız değişkenlerinin, müşteri sadakati bağımlı değişkenine etkisi değerlendirilmiştir. Katılımcıların; personel uzmanlığı, katılım bankasına olan güven, katılım bankasının hizmet kalitesi ve katılım bankasının niteliği başlıklarına duydukları olumlu duyguların katılım bankasına olan sadakatlerini olumlu yönde etkilediği sonucuna ulaşılmıştır.

Anahtar Kelimeler:Katılım Bankacılığı, Faizsiz Bankacılık, İslami Bankacılık, İlişkisel Pazarlama, Müşteri Sadakati, Nicel Araştırma,Neden-Sonuç Araştırması

Relationship Marketing Dynamics in Participation Banking

ABSTRACT

The origin of the bank word is based on the Italian *banc* word that means table, order and bank. The first practice of participation banking develops in the Arab Republic of Egypt during the Nasr period (Sümer and Onan, 2015:298). Participation banks start to operate in the world since the 1960s within the framework of interest-free banking and/or Islamic banking concepts. In 1985, for the first time in Turkey, established on the behalf of Special Finance Institutions name. And after 2006, in Turkey, it takes the name of Participation Bank with the law number 5411. Participation refers to the system based on participation in profit and loss and bank refers to financial identity and status (Eskici, 2007:4-5; Özsoy, 2012:8). There are six participation banks, three of which are owned by the public and three by the private sector, operating in our country today (Türkiye Katılım Bankaları Birliği, 2020).

Participation banking sector places a high value on developing relationships and interactions with its customers in order to improve its active service performance, to ensure and develop customer loyalty, which are in strategic forces in competition. And in the relational marketing approach, relationships are evaluated in the context of networks and interactions (Gummesson 1997:270). And beside these, relationship marketing is based on mutual interaction, responsibility, trust, common benefit, communication with customers, information sharing (Malley and Prothero 2004:1286) presenting values to meet customer needs and requests, and retaining customers. The unique value of strategic network competition (Hunt, Arnett and Madhavaram 2006:74) in relationship marketing approach, which has been introduced to the literature by Berry (1983), is defined as making customer relationships attractive, maintaining and developing relationships (Zineldin, 2000: 10). Concepts of trust, communication, expertise-competence, service quality and customer loyalty are the basic components of relationship marketing studies.

The aim of this study is to examine the effects of relational marketing components on customer loyalty in participation banking; and to contribute the marketing literature and participation banking sector. Research was conducted in November 19, 2018 –January 25, 2019 with 373 participants, who are the customers of a participation bank, 4 branches, placed in Samsun city, Turkey. Research is based on quantitative research as cause-and-effect type and the data was collected with face to face. It was analyzed by multiple regression in the SPSS program. In the model of the research, the effects of the independent variables of trust in personnel, expertise of personnel, communication of personnel, personnel interaction, trust in the participation bank, participation bank service quality, and participation bank quality on the dependent variable of customer loyalty–were evaluated. It was determined that the positive feelings of the participants regarding personnel expertise, trust in the participation bank, service quality of the participation bank and the quality of the participation bank positively affect their loyalty with the participation bank.

Keywords: Participation Banking, Interest-Free Banking, Islamic Banking, Relationship Marketing, Customer Loyalty, Quantitative Research, Cause-and-Effect Research

GİRİŞ

Gelişen teknolojik alt yapı ve internetin erişiminin ticari ve sosyal alanların tümünde genişlemesi işletmelerin küresel hizmet olanaklarını artırmıştır. İşletmelerin kendi tercihi yerel hizmet vermek olsa dahi bilinen ve kabul edilen gerçek rekabetin küreselleşmiş duruma gelmiş olmasıdır. Faaliyet alanlarını yerel olarak tanımlayan işletme de küresel olarak tanımlayan işletme de ticaret oyununda gelişen teknolojik sürecin koşulları gereği küresel rekabet ile yüzleşmektedir. İş piyasalarında dünya çapında hizmet sunan küresel işletmeler karşısında varlığını koruma mecburiyetinde kalan yerel işletmeler “yerelliklerinin ötesinde” düşünmek zorundadır. Çünkü kendileri faaliyetlerini yerel çerçevede tutmuş olsalar dahi o yerel piyasalarda artık rakipleri sadece yerel değil küresel oyunculardır.

Yerel oyuncuların küresel oyuncularla yerel pazarda rekabet edebilmelerinin en önemli gücü buldukları pazarın dinamiklerini, etkileşimlerini, sosyo -kültürel gelişimlerini yani hedef tüketici pazarının istek ve ihtiyaçlarını daha derinlemesine bilme, sezinleme, anlamaya dayanır. Yerel pazarlarda iş yapan yerel işletmelerin stratejik başarısı da yerel pazar ile insana dokunan, insancıl, empatik ilişkilerin sağlanmasında kendini gösterir. Teknolojik yazılım, donanım, internet erişimi, hızlı hizmet, istek ve ihtiyaçların karşılanmasında kusursuzluk için günümüzde çok önemli işletme değerleridir ancak bir gerçek de vardır ki insan sıcaklığı olarak bahsedebileceğimiz insan ilişkilerinin gücü işletmelerin uzun vadeli ilişkiler geliştirmesinde ve bu ilişkilerin devam ettirilebilmesinde en önemli ve yüzyıllardır değişmeyen en önemli ve değerli piyasa gerçeğidir. Müşterilerin bilinçlenme düzeylerinde, teknolojik yapılarda, piyasaların ekonomik koşullarında, dağıtım kanallarının gelişiminde, ürünlerin çeşitlerinde, tutundurma kampanyalarında, fiyatlandırma politikalarında vb. çok alanda değişimler her zaman olmuştur ve olacaktır ancak insanlar arasındaki ilişkilerin gücünün önemi dün ne kadar önemliyse bu gün de o kadar önemlidir. İnsan ilişkilerinin gücü hep önemli olacaktır.

İşletmelerin hizmetlerini sunanlar da, bu hizmetleri elde edenler de insandır, her bir müşterisini hedef tüketici pazarındaki bir müşteri numarası olarak değil de insan olarak değerlendirmeyi başaran işletme her yüzyılın piyasa gerekliliğini sağlamış olur. İşte tam da bu noktada ilgili çalışmanın ana unsur olan ilişkisel pazarlama faaliyetlerinin piyasadaki belirleyici rolü ortaya çıkar. İlişkisel pazarlama, işletmeler ve müşteri arasındaki ortak deneyim alanlarını, paylaşımlarını genişletme çabası ile insana dokunarak, insan ile birlikte insan için hizmet sunan pazarlama anlayışıdır.

Dört bölümden oluşan çalışmada ilişkisel pazarlama kavramı özellikleri ve bileşenleri literatür çerçevesinde değerlendirilmiş, ikinci bölümde katılım bankacılığına yönelik bilgiler paylaşılmış ve son bölümlerde katılım bankacılığında ilişkisel pazarlama bileşenlerinin sadakati üzerine etkileri inceleyen araştırmanın analiz ve bulgularına yer verilmiş; araştırma bulguları ışığında pazarlama literatürüne ve katılım bankacılığı sektörüne katkıda bulunmak amacıyla sonuç ve öneriler bölümü kaleme alınmıştır.

1. İLİŞKİSEL PAZARLAMA KAVRAMI: ÖZELLİKLERİ, BİLEŞENLERİ

İlişkisel pazarlama, kavram olarak ilk kez 1983 yılında, Agricultural and Mechanical College of Texas Üniversitesi'nden Leonard L. Berry tarafından Amerikan Pazarlama Birliğince düzenlenen “Hizmet Pazarlamasına İlişkin yeni Perspektifler” isimli konferansta pazarlama bilimi çerçevesinde tartışmaya açılır. İlgili konferansta Berry (1983:25) ilişkisel pazarlamayı, çoklu hizmet sunan kuruluşlarda müşterileri işletmeye çekme, ilişkileri sürdürme ve müşteri ilişkilerini geliştirme olarak tanımlar. Berry, ilgili çalışmasında işletmeler için yeni müşterilerin çekiciliğinin, pazarlama sürecinde yalnızca bir ara adım olarak görülmesi gerektiğini vurgular; müşteriler ile ilişkileri sağlamlaştırmak, işletmeye karşı kayıtsız olan müşterileri sadık müşterilere dönüştürmek ve bunlara işletme ile daha uzun süreli ilişkileri olan müşteriler gibi hizmet vermenin de pazarlama olarak düşünülmesi gerekliliği üzerinde durur.

İlişkisel pazarlamanın ekolü de pazarlama paradigması temelinde Alp-Germen modeli kapitalist ekonomi sistem izlerini taşıyan İskandinav Ekolü çerçevesinde değerlendirilir (Üner, 2003:45). Millenyum ile birlikte İskandinav ülkeleri başta olmak üzere ilişkisel pazarlama paradigması popülaritesini artırmaya başlar (Üner, 2009:10)

İlişkisel pazarlama Grönross (1995)'e göre, işletmenin müşterilerin istek, ihtiyaç ve amaçlarını yerine getirebilmek için müşterilerle uzun dönemli ilişkilerin kurulması, geliştirilmesi ve ticarileşmesi gerekir ve ilişkisel pazarlama karşılıklı verilen sözlerin, vaatlerin yerine getirilmesiyle oluşur. Gummesson (1997:270) ilişkisel pazarlama yaklaşımıyla sürdürülen ilişkilerin ağlar ve karşılıklı etkileşimler olarak görülmesi gerektiğini belirtir. Burada ifade edilen karşılıklı etkileşim, ilişkisel pazarlamanın sadece ürün sunumunu ve/ veya ürünün satılması süreçlerini içermez, sorumluluk, güven ve ortak fayda üzerinde odaklanır; müşteri ile iletişim kurulması, bilgi paylaşımına önem verilmesi, müşterilerde güven sağlanması önemlilik taşır (Malley ve Prothero, 2004:1286).

İlişkisel pazarlama faaliyetlerinin yürütülmesinde işletme ve işletmenin müşterileri olmak üzere iki esas taraf bulunmak ile birlikte, Morgan ve Hunt (1994: 21) çalışmalarında ilişkisel pazarlamanın, işletmenin, iletişim içerisinde olduğu tüm iş alanları ve/ veya müşteriler ile iyi ilişkiler kurulması, geliştirilmesi ve bu ilişkilerin korunabilmesi için gerekli olan tüm pazarlama faaliyetlerinin uygulanmasını kapsadığını belirtirler. Yani işletmenin iletişim içinde olduğu tüm iş alanları ve iş grupları, işletmenin tedarikçileri, aracıları, yatırımcıları, hissedarları, paydaşları, çalışanlarından oluşurken müşterileri de iş ve hizmet sunumunda bulunduğu tarafları ifade eden ağlar oluşturur. Çeşitli paydaşlar ile ilişkiler ağı kurma, bu ağı geliştirme ve ağın devamlılığını sağlama amacı taşır ilişkisel pazarlama (Benouakrim ve Kandoussi, 2013: 148-152).

İlişkiler, ağlar ve etkileşimler bütünü bağlamında değerlendirilen ilişkisel pazarlama yaklaşımı (Gummesson, 1997:270) karşılıklı etkileşim, sorumluluk, güven, ortak fayda, müşteri ile iletişim, bilgi paylaşımı (Malley ve Prothero, 2004:1286), müşteri ihtiyaç ve isteklerini karşılamaya yönelik değerlerin sunulması, müşterilerin elde tutulması çabalarına dayanır. İlişkisel pazarlama yaklaşımında stratejik ağ rekabeti (Hunt, Arnett ve Madhavaram, 2006:74) yegâne değeri, müşteri ilişkilerinin cazibeli hale getirilmesi, ilişkilerin sürdürülmesi ve geliştirmesi (Zineldin, 2000:10) olarak ifade edilir.

Güven, iletişim, uzmanlık-yetkinlik, hizmet kalitesi ve müşteri sadakati kavramları ilişkisel pazarlama çalışmalarının temel bileşenleridir.

1.1 Güven

Güven, birbirinden farklılık gösteren çeşitli toplumlar arasında işletmelerin iş faaliyetlerini yönlendiren esas unsur (Rich, 2000: 173) olarak belirtilir. Genellikle bireysel deneyimlere dayalı olarak gelişen güven unsurunun oluşması göreceli olarak bireyden bireye farklılaşmak ile birlikte tüm toplumlarda ve bireysel deneyimlerde uzun zaman aldığı belirtilebilir. McAllister (1995:25) güveni, bireyin muhatabı olan diğer tarafın söylemlerinden, tutumlarından ve davranışlarından emin olarak hareketlerini yönlendirme isteği olarak tanımlar.

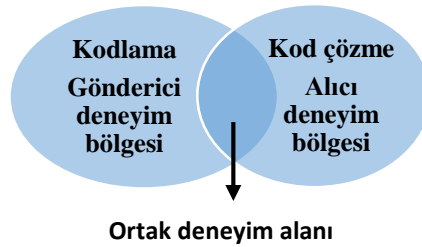
Güvenin oluşumunda iletişim, katılım, şeffaflık ve istikrar olmak üzere temel dört niteliğe ihtiyaç duyulur. İletişim, kişiler arasında, duygu, düşünce, bilgi, haber alışverişi, duygu, düşünce, bilgi ve haberlerin, akla gelebilecek her türlü biçim ve yolla kişiden kişiye karşılıklı olarak aktarılmasıdır (Türk Dil Kurumu, 2020). Katılım, bireylerin günlük yaşam içerisinde kendi çevresinde gelişen olaylara temas etmesi, olayların içinde yer edinmesi, günlük aktivitelerin bir parçası haline gelebilmesi için yürütülen faaliyetler zincirinde önemli unsurdur. Kişilerin karşılaştıkları durumlara, sorunlara kendi bakış açıları ve deneyimleri sonucunda çözüm bulabilmesi ve çözümün bir parçası olabilmesi adına bireyin katılımı esas unsurdur. Güvenin oluşumunda değerli olan şeffaflık unsuru da kararların, kurallar ve düzenlemeler

doğrultusunda alınması ve uygulanması, alınan kararlardan etkileneceklerin bilgiye erişiminin sağlanması ve bu bilginin de ulaşılabilir, anlaşılır ve somut olması prensibi (Uluslararası Şeffaflık Derneği, 2020) olarak açıklanır. Güvenin oluşumunda ihtiyaç duyulan istikrar kararlılık durumunu ifade eder.

1.2 İletişim

İletişim bireyin varlığını devam ettirmesinin, sürdürmesinin çıktısı ve bireyin varlığını sürdürme sürecindeki gelişimler neticesinde çeşitli değişimlere maruz kalan olgudur (Oskay, 2005:1). İletişim insanın yer aldığı her alanda toplumsallaşma sürecinin önemli yapıtaşları arasında ifade edilir.

İletişim süreci, gönderici ile alıcı arasında düşünce birliği ya da düşünce ortaklığı kurmadır (DeLozier, 1976:1). Dinamik özellikte olan iletişim sürecinde, gönderici (kaynak), alıcı (hedef), ileti (mesaj) ve kanal olmak üzere temel dört unsurdan bahsedilir. Gönderici mesajı ileten tarafı; alıcı mesajı alması istenen tarafı temsil eder. İletişim sürecinde bu taraflar arasında düşünce birliği, düşünce ortaklığı kurulması amaçlanır, böylece iletişim süreci olarak yönetilir (Odabaşı ve Oyman, 2007:15).



Şekil 1.1:Ortak Deneyim Alanı (Oskay, 1973: 103).

Ortak deneyim alanı kavramı Oskay (1973) tarafından, Wilbur Schramm'ın çalışmasından değerlendirmeler sonucunda literatüre kazandırılmıştır. Ortak deneyim alanı kavramı, Gökçe (2002:83-84) tarafından ortak paylaşım alanı olarak isimlendirilir ve bahsi geçen ortak kelimesinden kast edilenin özellikle taraflarca karşılıklı olarak kabul edilen anlam yapısı olduğu belirtilir.

Ortak deneyim/ paylaşım alanları oluşturulurken tarafların birbirleri ile tamamen aynı fikirde olmaları gerekmez. Ortak deneyim/ paylaşım alanından kasıt, bireyin başka birey ya da grup tarafından kendisine ne anlatılmaya çalıştığına ilişkin doğru fikre sahip olması anlamı üzerindedir (Karaçor ve Şahin, 2004:100). Ortak deneyim/ paylaşım bölgesi ne kadar genişler ise işletme ve müşteri arasındaki iletişim o denli güçlü olur.

1.3 Uzmanlık

Uzman, işinde zanaat veya bilgi sahibi olan kişidir, örgütsel görevlerin ayrı işlere ayrılma derecesi de uzmanlaşmadır (Grundmann, 2017: 45). Uzman toplumda belirli iş tanımı ile bütünleştirilir ve özellikle bilgi toplumlarındaki uzmanlık alanı teorik meydan okumadır. Günümüzde birçok araştırmacı uzmanlığın sadece bilgi ile mümkün olmadığını bilgi ile birlikte aynı zamanda saha deneyiminin de önemli olduğunu belirtir (Grundmann, 2017: 45).

İşletmede çalışan kişinin bilgi düzeyi uzmanlığı tanımlarken yetkinlikler de çalışanların uzman oldukları alanlarda karar vermelerini gerektirecek sorumlulukları taşıma yeteneği ve insanın yaşamı boyunca öğrendiği bilgi, beceri, deneyim, değer, düşünce ve davranışlarının bütünü (Eröndü, 2002:60) olarak ifade edilir.

1.4 Hizmet Kalitesi

Hizmet, insanların ve/ veya makinelerin insanların temel istek ve ihtiyaçlarını giderme ve onlara fayda sağlama yönünde soyut, dokunulamaz, stoklanamaz, eş zamanlı üretim ve tüketimi yapılabilir nitelikte değeri daha yoğun olan ürünlerin üretilmesi ve pazarlanması ile ilgili faaliyetlerin tümünü kapsar. Hizmet kalitesi, hizmet boyutlarının ve hizmet özelliklerinin değerlendirilmesine dayalı olarak, müşterinin hizmet performansı algısı (Ahrholdt, Gudergan ve Ringle, 2016:5) olarak ifade edilir.

Hizmet kalitesi, beklentilerin performansla karşılaştırılmasıdır. İşletmeler için hizmet kalitesindeki başarı, müşteri hizmetlerindeki başarılarıdır. Hizmet kalitesindeki beklentiler, geçmiş deneyimler ve müşteri ihtiyaçları dikkate alınarak belirlenir. Müşteriler aldıkları hizmeti, bekledikleri hizmetle karşılaştırma eğilimindedir (Prasad ve Prasad, 2017: 56). Kaliteli hizmet müşteriye işletmeye yönlendirir. Hizmet kalitesi, müşteri sadakati oluşturmak için gerekli olan ve örgütün müşterilerinin beklentilerini karşılayabilme ya da fazlası ile karşılama yeteneğidir (Bylthe, 2001:298). Hizmet kalitesinin beklentiye karşılması, müşteri sadakati oluşum sürecinin anahtarıdır.

Balachandran (2004: 142), hizmet kalitesinin müşteri kaybını azaltma, müşteri problemlerini çözmek için harcanan maliyetleri düşürme, mevcut müşterilerin memnuniyetini dile getirmesi ile yeni müşteri kazanımını artırma, reklâm maliyeti azaltma, yeni müşteri kazanım maliyetini düşürme, yoğun çalışılan müşterilere daha çok zaman ayrılabilme gibi yararları olduğunu ifade eder.

1.5 Müşteri Sadakati

Müşteri sadakati kavramı literatürde ilk kez Copeland (1923:282-289) tarafından tartışılmaya başlanmıştır. Kavram, müşterinin istek, ihtiyaç ve beklentisini karşılayabilecek alternatiflerin bulunduğu ortamda, belirli bir işletmeye hissettiği yakınlık, bağlılık isteğini tanımlar.

Müşteri sadakatının davranışsal ve tutumsal olmak üzere iki boyutu bulunur; davranışsal boyutu sadakatin somut tarafını, tutumsal boyut ise müşterinin işletmeyi başkalarına önermesi ve satın alma eyleminde rakip satıcılara fırsat vermemesi durumunu içerir (Arslan ve Bakır, 2010:234). İşletmelerin tam müşteri sadakatine ulaşabilmesi için iş stratejileri geliştirirken iki boyuta birlikte odaklanması gereklidir (Vinerean, Dumitrescu, Tichindelean ve Dumitrescu, 2013:468). Bhatnagar, Syed ve Mishra (2017:218) çalışmalarında tutumsal ve davranışsal sadakatin birbiri ile olumlu ve anlamlı ilişkisi olduğunu; tutumlar üzerine olumlu etkisi olan herhangi bir unsurun davranışsal sadakati de etkileyerek müşterilerin tercihlerine olumlu katkı sağladığını ayrıca tutumsal sadakati olumsuz etkileyen bir unsurun davranışsal sadakati de olumsuz etkilediğini ortaya çıkarmışlardır.

Müşteri sadakatının işletmeler için hayati öneme sahip olması müşteri kazanımının zorluğu ve kaybetmenin kolaylığından ötürüdür. Rekabetin yoğun olduğu günümüzde, müşteri sadakati işletmenin başarısının temel kaynağıdır. Sadakat, işletme veya marka aşinalığını, güveni artırırken, fiyatlara karşı hassasiyeti azaltma yönünde etkiye sahiptir. Ayrıca, sadakati yüksek müşterilerin çevrelerine memnuniyetlerini ağızdan ağza pazarlama yöntemiyle iletmesi ile işletmelerin tutundurma çalışmalarına ve elbette potansiyel müşterileri birincil referansla etkileyebilme gücü vardır.

2. KATILIM BANKACILIĞI ÖZELLİKLERİ

Bankacılık sisteminin ilk uygulamalarının 6 bin yıl öncesine dayandığı, M.Ö. 3.500 yılında Sümerlerin Oruk sitesi civarında yapılan mabetin, bilinen ilk banka olduğu ifade edilir (Öçal, 1998:12). Kelime kökeni İtalyanca dilinde masa, düzen ve tezgâh anlamındaki banco kelimesine dayanan bankanın, ilk modern uygulaması 1157'de Venedik Bankası'nın kurulmasıyla faaliyete geçmiştir, sanayi devriminin gerçekleşmesi bankacılık sisteminin

gelişimini hızlandırmıştır (Özsoy, 2012:7). Katılım bankacılığı temelinde ilk uygulaması da Cemal Abdül Nasır döneminde Mısır Arap Cumhuriyeti'nde gelişir (Sümer ve Onan, 2015:298). Faizsiz bankacılık ya da İslam bankacılığı kavramları çerçevesinde 1960'lı yıllardan itibaren dünyada faaliyetlerini sürdürmeye başlayan katılım bankaları, ülkemizde ilk kez 1985 yılında, Özel Finans Kurumu adı ile kurulur. Özel Finans Kurumları, ülkemizde, 2006 yılından sonra 5411 sayılı kanun ile *Katılım Bankası* ismini alır. Katılım, kâr ve zarara katılım esasına dayalı sistemi; banka finansal kimlik ve statüyü temsil eder (Eskici, 2007:4-5; Özsoy, 2012:8). Ülkemizde bugün faaliyet gösteren üç adet kamuya, üç adet özel sektöre ait olmak üzere altı katılım bankası bulunur (Türkiye Katılım Bankaları Birliği, 2020).

Katılım bankaları sermayesine ilave olarak yurt içi ve yurt dışından özel cari hesaplar ile katılım hesabı adı altında *kâr ve zarara ortak olma- katılma* şeklindeki hesaplar aracılığıyla fon toplayıp, belli usul ve standartlara göre fon kullandıran; mevzuatında belirtilen usullere göre her türlü ticari yatırımın finansmanında, ihracat ve ithalat finansmanında vb. bankacılık faaliyetlerinde işletmeler için ürünlerin tedarik edilip, taksitle geri satılması, kiraya verilmesi faaliyetlerini gerçekleştiren kuruluşlardır (Coşkun, 2008:23). Katılım bankaları reel ekonomik faaliyet içerisinde ticaret faaliyetlerine finansman sağlar, ticarete yapılan aracılıktan elde ettiği kârı ya da zararı müşterileri ile paylaşır, fon toplama ve kullandırma yöntemlerin farklılığı dışında faizle bağlantılı olmayan bütün bankacılık hizmetlerini müşterilerine sunar (Tunç, 2010:113).

2.1 Katılım Bankacılığı Fon Toplama ve Fon kullandırma Yöntemleri

Katılım bankacılığında belli bir vade sonunda ne kadar kâr veya zarar edileceği hususunda herhangi bir taahhüt verilmeden müşteriden fon toplanır. Dağıtılacak kâr, vade süresi boyunca bankanın yapmış olduğu fon kullandırma işlemlerinden elde ettiği toplam kâr tutarına bağlıdır. Katılım bankaları fon toplama işlevlerini cari hesaplar ve katılma (katılım) hesapları üzerinden yapmaktadır.

Cari hesaplar, herhangi bir vade taahhüdünde bulunulmayan, mevduat karşılığında herhangi bir kâr payı ödenmeyen, fon sahibinin istediği zaman bankadan alabileceği parasının tutulduğu hesap türleridir.

Katılma (katılım) hesabı, 5411 sayılı Bankacılık Kanunu'nun 3.maddesinde; Katılım Bankaları'na yatırılan fonların bu kurumlarca kullandırılmasından doğacak kâr veya zarara katılma sonucunu veren, karşılığında hesap sahibine önceden belirlenmiş herhangi bir getiri ödenmeyen ve anaparanın aynen geri ödenmesi garanti edilmeyen fonların oluşturduğu hesapları ifade eder biçiminde tanımlanmıştır.

Katılım bankaları tarafından fon kullandırılması; herhangi bir emtianın peşin alınarak, başka bir tüketiciye vadeli şekilde satılması ya da kiralanması şeklinde yapılan işlemlerdir. Katılım bankası, müşterisinin ürünü almak istemesi ve bunun peşin para ile yapılması gerektiği ama müşterinin peşin parası olmaması anında devreye girer. Şayet katılım bankası, kendisine başvuru yapan müşterisinin ticareti yapabileceği ve taahhütlerini yerine getireceği kanaatine varır ise müşterisine sözlü olarak vekil tayini yapar. Katılım bankacılığında mudaraba - emek-sermaye ortaklığı, muşaraka- sermaye-sermaye ortaklığı, murabaha- üretim finansmanı, icara -kiralama, selem (selef)- ileriye dönük satış ve karz-ı hasen- ödünç verme başlıklarında toplanan temelde altı tip fon kullandırma yöntemi bulunur. Katılım bankaları reel ekonomiyi destekledikleri için kullanılan tüm fonların ticarete ve yatırımda kullanılması söz konusudur. Katılım bankacılığı sektörü, aktif hizmet performansını geliştirmek, rekabette stratejik güçler içinde olan müşteri memnuniyetini, sadakatini sağlamak ve geliştirmek üzere müşterileriyle gelişen ilişkilerine ve etkileşimlerine yüksek değer verir.

3. Araştırma Tasarımı, Analiz ve Bulgular

Araştırmanın sorusu, ilişkişel pazarlama unsurlarının katılım bankacılığı sektöründe müşteri sadakati üzerine etkileri var mıdır? Etkiler hangi yöndedir? İlgili araştırma sorusu çerçevesinde, çalışmanın amacı da katılım bankacılığında ilişkişel pazarlama bileşenlerinin müşteri sadakati üzerine etkilerini incelenmek; pazarlama literatürüne ve katılım bankacılığı sektörüne katkıda bulunmaktır.

Araştırma verisi 19 Kasım 2018 – 25 Ocak 2019 tarihleri arasında, Türkiye’de hizmet sunan bir katılım bankasının Samsun ilindeki dört şubesinin 373 mevcut müşterisi ile yürütülen yüz yüze anketler sonucunda elde edilmiştir. Araştırmanın evrenini, Türkiye pazarında hizmet sunan bir katılım bankasının Samsun ilindeki tüm şubelerinde hali hazırda hizmet alan kadın ve erkek müşterileri oluştururken, örnekleme yöntemi olarak, tesadüfî olmayan örnekleme yönteminden kolayda örnekleme yöntemi kullanılmıştır. Türkiye pazarında hizmet sunan bir katılım bankasının Samsun ilindeki tüm şubelerinde hali hazırda hizmet alan ve anketi yanıtlamayı kabul eden kadın ve erkek müşterileri araştırmanın örneklemini oluşturmaktadır. Birincil veri toplama yöntemleri içinde yer alan yüz yüze anket uygulamasının soru formu üç bölümden oluşmaktadır. Birinci bölümde, katılımcıların memnuniyeti ve bağlılığında etkili olabilecek “personeler ve katılım bankasına yönelik tutumları”; ikinci bölüm katılımcıların “katılım bankası ile olan ilişkişel gücü (sadakatleri); son bölümde katılımcıların demografik özellikleri değerlendirilmiştir. Çukurova Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalında, Hizmet İşletmelerindeki İlişkişel Pazarlama Uygulamalarının Müşteri Bağlılığı Üzerindeki Etkileri (Nakıboğlu 2008) isimli Doktora Tezi’nde yer alan ölçekten araştırmada kullanılmak üzere faydalanılmıştır; doktora tezinde yer alan ölçek, bu çalışmanın konusu olan katılım bankacılığı sektörü ve ilişkişel pazarlama literatüründen faydalanılarak araştırma amacına uygun biçimde çalışma kapsamında uyarlanmıştır. Ankette yer alan sorular alanında uzman üç akademisyenin görüşüne sunulmuş, uzmanların değerlendirmeleri sonrasında, 05-09 Kasım 2018 tarihlerinde Türkiye pazarında hizmet sunan bir katılım bankasının Samsun ilinde bulunan tek şubesinde hali hazırda hizmet alan ve anketi yanıtlamayı kabul eden 30 katılımcı ile pilot çalışma yapılmıştır. Pilot çalışma verileri SPSS 21 programı ile geçerlik, güvenilirlik ve faktör analizlerine tabi tutularak test edilmiştir. Araştırma verisini toplamak üzere 19 Kasım 2018 – 25 Ocak 2019 tarihleri arasında tekrar sahaya gidilmiştir.

Literatürden elde edilen bilgiler ışığında araştırma çerçevesinde oluşturulan hipotezlere bağlı olarak, personele ve bankaya yönelik tutumları oluşturan alt unsurların müşteri sadakati üzerine ilişkişinin yönünü ve gücünü araştırmak için model geliştirilmiştir (Bknz.Şekil 3.1:Model 1). Model 1’de, *personeler duyulan güven*, *personelin uzmanlığı*, *personelin iletişim*, *personel etkileşimi*, *katılım bankasına duyulan güven*, *katılım bankası hizmet kalitesi*, *katılım bankası niteliği bağımsız değişkenlerinin müşteri sadakati bağımlı değişkenine etkisi* belirtilmektedir. Bu çerçevede hipotezler ilişkişteki gibidir;

H_{1A}: Müşterilerin katılım bankası personeline duydukları güven, katılım bankasına olan sadakatlerini pozitif yönde etkiler.

H_{1B}: Müşterilerin katılım bankası personelinin uzmanlığına inanmaları katılım bankasına olan sadakatlerini pozitif yönde etkiler.

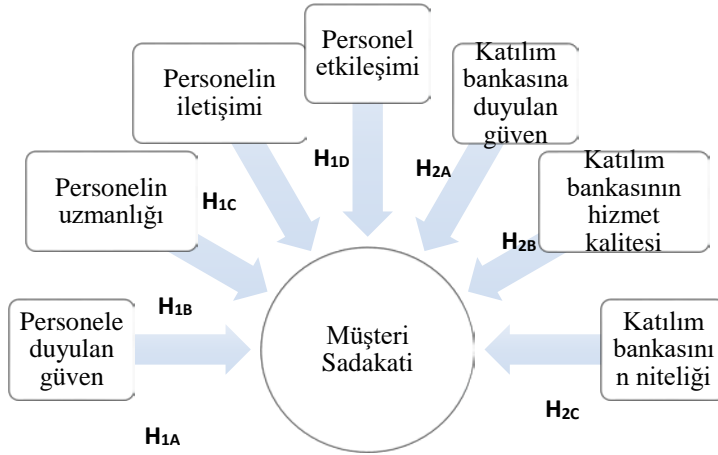
H_{1C}: Müşterilerin katılım bankası personelinin iletişiminden duydukları memnuniyet katılım bankasına olan sadakatlerini pozitif yönde etkiler.

H_{1D}: Müşterilerin katılım bankası personelinin iç etkileşimlerinden duydukları memnuniyet katılım bankasına olan sadakatlerini pozitif yönde etkiler.

H_{2A}: Müşterilerin kurum olarak katılım bankasına duydukları güven, katılım bankasına olan sadakatlerini pozitif yönde etkiler.

H_{2B}: Müşterilerin kurum olarak katılım bankası hizmet kalitesine duydukları memnuniyet, katılım bankasına olan sadakatlerini pozitif yönde etkiler.

H_{2c}:Müşterilerin kurum olarak katılım bankası niteliğine duydukları memnuniyet, katılım bankasına olan sadakatlerini pozitif yönde etkiler.



Şekil 3.1:Model 1

Analiz ve Bulgular :

Araştırmada, müşteri sadakati üzerine etkili olan unsurlar hakkında bilgilere, güvenilirlik, faktör, korelasyon ve regresyon analizleri ile hipotezlerin test bilgilerine ve demografik bilgilere yer verilmektedir. Katılımcıların yüzde 70'i erkek, yüzde 30'u kadınlardan oluşmaktadır ve yüzde 5'i 18-25 yaş aralığında, yüzde 21'i 26-35, yüzde 45'i 36-45, yüzde 26'sı 46-55 yaş aralığında yer alırken ve yüzde 3'ü 56 yaş ve üzerindedir.

Anket, iki adedi demografik özellikleri değerlendiren, toplam 36 adet ifadeden oluşmaktadır. Ankette yer alan likert ölçekte yapılandırılmış 34 ifadeye faktör analizi uygulanmıştır. Faktörlerin güvenilirliğini test etmek amacıyla KMO ve Bartlett's testi uygulanmış; KMO değeri 0,869'dur; hesaplanan anlamlılık 0,000 ve değişkenler arası güçlü bir ilişkinin olduğu tespit edilmiştir. Araştırmada ulaşılan örneklem sayısına faktör analizi uygulanabilir düzeyde çıkmış; değişkenler (1) personel uzmanlığı, (2) personele güven, (3) personel iletişimi, (4) personel etkileşimi, (5) katılım bankası hizmet kalitesi, (6) katılım bankacılığı niteliği ve (7) bankaya güven olmak üzere toplam yedi faktör altında toplanmıştır. Tüm faktörlere ayrı ayrı güvenilirlik testi uygulanmış ve faktörlerin tamamının çalışmada kullanılabilir düzeyde güvenilir olduğu sonucuna ulaşılmıştır (Tablo 3.1):

Tablo 3.1: Faktörlerin Güvenilirlik Testi

Faktörler	Faktör İsimleri	Cronbach's Alpha	Değişken Sayısı
Faktör 1	Personel Uzmanlığı	0,742	3
Faktör 2	Personele Güven	0,751	4
Faktör 3	Personel İletişimi	0,737	3
Faktör 4	Personel Etkileşimi	0,832	3
Faktör 5	Katılım bankası hizmet kalitesi	0,745	4
Faktör 6	Katılım bankacılığı niteliği	0,787	3
Faktör 7	Bankaya Güven	0,742	3

Faktörlerin toplam varyansı açıklama gücü yüzde 70,848'dir, yani katılımcıların görüşleri yüzde 70,848 oranında ölçülmüştür (Tablo 3.2):

Tablo 3.2: Toplam Açıklanan Varyans

Faktörler	Başlangıç Yükleri			Dönüştürülmüş Yüklerin Kareleri Toplamı		
	Toplam	% Varyans	Toplam %	Toplam	% Varyans	Toplam %
1	7,803	33,925	33,925	3,644	15,845	15,845
2	2,320	10,087	44,012	3,359	14,603	30,448
3	1,532	6,660	50,672	2,254	9,800	40,247
4	1,437	6,247	56,919	2,149	9,342	49,589
5	1,268	5,511	62,430	2,142	9,312	58,901
6	1,059	4,604	67,034	1,610	6,999	65,900
7	0,877	3,814	70,848	1,138	4,948	70,848

Hipotezlerin Testi:

Araştırmanın konusu çerçevesinde oluşturulan model 1'e ait hipotezlerin test edilmesi için regresyon ve korelasyon, ve anova analizlerinin sonuçları bu bölümde sunulmaktadır. Sonuçlar doğrultusunda hipotezlerin kabulü veya reddi sebepleriyle birlikte sunulmaktadır. Şekil 3.1'de yer alan Model 1 için geliştirilen çoklu regresyon analizi modeli;

$$Y = \alpha_0 + \beta_1(\text{Personele güven})_1 + \beta_2(\text{Personel uzmanlığı})_2 + \beta_3(\text{Personel iletişimi})_3 + \beta_4(\text{Personel etkileşimi})_4 + \beta_5(\text{Katılım bankasına güven})_5 + \beta_6(\text{Katılım bankasının hizmet K.})_6 + \beta_7(\text{Katılım Bankasının niteliği})_7$$

Y = Bağımlı Değişken = Banka sadakati

$$Y = (S_5 + S_6 + S_7 + S_8 + S_9 + S_{10} + S_{11})$$

Tablo 3.3: Model 1 Tanımlayıcı İstatistikleri

	Ortalama	Standart Sapma	Örnek Sayısı
Müşteri Sadakati	3,2428	0,66991	373
Personele Güven	3,9008	0,53180	373
Personel Uzmanlığı	3,2145	0,90952	373
Personel İletişimi	3,5487	0,75120	373
Personel Etkileşimi	3,4915	0,83262	373
Katılım Bankasına güven	3,9080	0,54063	373
Katılım Bankasının hizmet K.	3,7567	0,53313	373
Katılım Bankasının Niteliği	3,5076	0,60243	373

Tablo 3.4: Model 1 Özet Tablosu

Model	R	Düzeltilmiş R	Düzeltilmiş R'nin karesi	Standart Sapma
1	0,695	0,483	0,473	0,48633

Tablo 3.4'de görülen düzeltilmiş $R^2 = 0,473$ değerine göre, model 1'deki personele güven, personel uzmanlığı, personel iletişimi, personel etkileşimi, bankaya güven, bankanın hizmet kalitesi, bankanın niteliği bağımsız değişkenleri müşteri sadakati bağımlı değişkenini yüzde 47 açıklamaktadır.

Tablo 3.5: Model 1 Anova Tablosu

Model	Kareler toplamı	Serbestlik derecesi	Kareler Ortalaması	Varyans Analizi(F)	Anlamlılık (p)	
1	Regresyon	80,617	7	11,517	48,692	0,000
	Atık Değer	86,330	365	0,237		
	Toplam	166,946	372			

Tablo 3.5’te belirtilen anova tablosuna göre kullanılan model müşteri sadakati bağımlı değişkenini anlamlı şekilde açıklamaktadır. H_0 model anlamsızdır hipotezi red edilir. Bağımsız değişken anlamlılığı tespiti aşağıdaki gibidir;

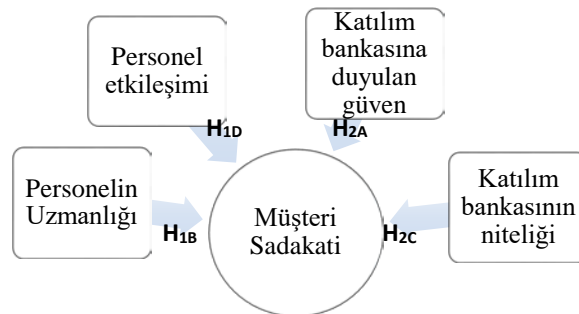
Tablo 3.6: Model 1 Anlamlılık Tablosu

Model	Standart Olmayan Katsayılar	Standart Katsayılar		t	Anlamlılık
		B	Standart Sapma		
1	Sabit (Kesim Noktası)	-0,121	0,247	-0,488	0,626
	Personele Güven	0,009	0,071	0,127	0,899
	Personel Uzmanlığı	0,249	0,040	6,294	0,000
	Personel İletişimi	0,051	0,048	1,065	0,287
	Personel Etkileşimi	0,096	0,032	3,020	0,003
	Katılım Bankasına güven	0,304	0,069	4,377	0,000
	Katılım Bankasının hizmet K.	0,085	0,067	1,284	0,200
	Katılım Bankasının Niteliği	0,143	0,048	3,005	0,003

Tablo 3.6’de görülen B ve Sig değerine göre hipotezler red edilmiştir;

- Personele güven bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamsız etkiye sahiptir. Bu sebeple, H_{1A} : Müşterilerin katılım bankası personeline duydukları güven, katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, red edilmiştir.
- Personel iletişimi bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamsız etkiye sahiptir. Bundan dolayı H_{1C} : Müşterilerin katılım bankası personelinin iletişiminden duydukları memnuniyet katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, red edilmiştir.
- Katılım bankası hizmet kalitesi bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamsız etkiye sahiptir. Bundan dolayı H_{2B} : Müşterilerin kurum olarak katılım bankası hizmet kalitesine duydukları memnuniyet, katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, red edilmiştir.

Personele güven, personel iletişimi, katılım bankası hizmet kalitesi bağımsız değişkenleri modelimizde anlamsız bulunduğu için regresyon analizi modelinden çıkarılmıştır. İlgili analiz ışığında geliştirilen arındırılmış model 1 Şekil 3.4’te sunulmuştur:

**Şekil 3.2:** Arındırılmış Model I

$$Y = \alpha_0 + \beta_1(\text{Personel Uzmanlığı})_1 + \beta_2(\text{Personel Etkileşimi})_2 + \beta_3(\text{Katılım bankasına duyulan güven})_3 + \beta_4(\text{Katılım Bankasının Niteliği})_4$$

Tablo 3.7: Model I Tanımlayıcı İstatistikleri 2

	Ortalama	Standart Sapma	Örnek Sayısı
Müşteri Sadakati	3,2428	0,66991	373
Personel Uzmanlığı	3,2145	0,90952	373
Personel Etkileşimi	3,4915	0,83262	373
Katılım bankasına güven	3,9080	0,54063	373
Katılım Bankasının Niteliği	3,5076	0,60243	373

Tablo 3.8: Model I Özet Tablosu 2

Model	R	Düzeltilmiş R	Düzeltilmiş R'nin karesi	Standart Sapma
1	0,691	0,478	0,472	0,48679

Tablo 3.8'de görülen düzeltilmiş $R^2 = 0,472$ değerine göre modeli I'deki personel uzmanlığı, personel etkileşimi, katılım bankasına duyulan güven, katılım bankasının niteliği bağımsız değişkenleri müşteri sadakati bağımlı değişkenini yüzde 47 açıklama özelliğine sahiptir.

Tablo 3.9: Model I Anova Tablosu 2

Model		Kareler toplamı	Serbestlik derecesi	Kareler Ortalaması	Varyans Analizi (F)	Anlamlılık (p)
1	Regresyon	79,744	4	19,936	84,132	0,000
	Atık Değer	87,202	368	0,237		
	Toplam	166,946	372			

Tablo 3.9'da görülen anova tablosuna göre kullanılan model müşteri sadakati bağımlı değişkenini anlamlı şekilde açıklamaktadır. H_0 model anlamsızdır hipotezi red edilir. Bağımsız değişken anlamlılığı tespiti Tablo 3.10'da belirtilmiştir;

Tablo 3.10: Model I Anlamlılık Tablosu 2

Model	Standart Olmayan Katsayılar		Standart Katsayılar	t	Anlamlılık k
	B	Standart Sapma	Beta		
Sabit (Kesim Noktası)	0,010	0,216		0,004	0,996
Personel Uzmanlığı	0,281	0,033	0,382	8,526	0,000
Personel Etkileşimi	0,097	0,032	0,121	3,064	0,002
Katılım bankasına güven	0,363	0,056	0,293	6,452	0,000
Katılım Bankasının Niteliği	0,165	0,045	0,148	3,665	0,000

Tablo 3.10'da görülen B ve Sig değerine göre aşağıdaki hipotezler kabul edilmiştir:

- Personel uzmanlığı bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamlı etkiye sahiptir. Bundan dolayı H_{1B} : Müşterilerin katılım bankası personelinin uzmanlığına inanmaları katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, kabul edilmiştir.

- Personel etkileşimi bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamlı etkiye sahiptir. Bundan dolayı H_{1D} : Müşterilerin katılım bankası personelinin etkileşimlerinden duydukları memnuniyet katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, kabul edilmiştir.

- Katılım bankasına güven bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamlı etkiye sahiptir. Bundan dolayı H_{2A} : Müşterilerin kurum olarak katılım

bankasına duydukları güven, katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, kabul edilmiştir.

● Katılım bankasının niteliğinin önemi bağımsız değişkeni müşteri sadakati bağımlı değişkeni ile pozitif yönlü ve anlamlı etkiye sahiptir. Bundan dolayı H_{2c}:Müşterilerin kurum olarak katılım bankası niteliğine duydukları memnuniyet, katılım bankasına olan sadakatlerini pozitif yönde etkiler hipotezi, kabul edilmiştir.

Tablo-3.11: Model I Korelasyon Tablosu

		Müşteri Sadakati	Personel Uzmanlığı	Personel Etkileşimi	BankayaGüven	Bankanın Niteliği
Korelasyon	Müşteri Sadakati	1,000	0,591	0,272	0,562	0,365
	Personel Uzmanlığı	0,591	1,000	0,123	0,522	0,280
	Personel Etkileşimi	0,272	0,123	1,000	0,234	0,237
	Katılım bankasına güven	0,562	0,522	0,234	1,000	0,278
	Katılım Bankasının Niteliği	0,365	0,280	0,237	0,278	1,000
Anlamlılık	Müşteri Sadakati		0,000	0,000	0,000	0,000
	Personel Uzmanlığı	0,000		0,009	0,000	0,000
	Personel Etkileşimi	0,000	0,009		0,000	0,000
	Katılım bankasına güven	0,000	0,000	0,000		0,000
	Katılım Bankasının Niteliği	0,000	0,000	0,000	0,000	

Tablo 3.11’de görülen model I korelasyon tablosuna ışığında şu bulgulara ulaşılmıştır; Personel uzmanlığı ile müşteri sadakati arasında pozitif anlamlı bir ilişki vardır. Personel etkileşimi ile müşteri sadakati arasında pozitif anlamlı bir ilişki vardır. Katılım bankasına güven ile müşteri sadakati arasında pozitif anlamlı bir ilişki vardır. Katılım bankasının niteliği ile müşteri sadakati arasında pozitif anlamlı bir ilişki vardır.

SONUÇ

Literatürde de karşılaşıldığı gibi; işletmelerin etkili rekabet stratejileri geliştirebilmek ve rekabette öne çıkabilmek ve mevcudiyetlerinin devamlılığı için müşterileri ile kalıcı ilişkileri geliştirmeleri ve bu ilişkilerin uzun süreli devamlılığı gereklidir. İlişkisel pazarlama uygulamalarının temel çatısı işletmelerin, markaların, kurumların müşterileri ile sürdürecekleri kalıcı ilişkilerin sağlanmasına ve müşteri sadakatinin oluşturulmasına bağlıdır.

Araştırma kapsamında sadece H_{1B}:Müşterilerin katılım bankası personelinin uzmanlığına inanmaları katılım bankasına olan sadakatlerini pozitif yönde etkiler” hipotezi, H_{1D}:Müşterilerin katılım bankası personelinin etkileşimlerinden duydukları memnuniyet katılım bankasına olan sadakatlerini pozitif yönde etkiler” hipotezi, H_{2A}:Müşterilerin kurum olarak katılım bankasına duydukları güven, katılım bankasına olan sadakatlerini pozitif yönde etkiler” hipotezi ve H_{2C}:Müşterilerin kurum olarak katılım bankası niteliğine duydukları memnuniyet, katılım bankasına olan sadakatlerini pozitif yönde etkiler” hipotezi kabul edilmiştir. Müşteri sadakatine etki eden ilişki seviyeleri de en yüksek *personel uzmanlığı* olmak

üzere sırasıyla katılım bankasına güven, katılım bankasının niteliği, personel etkileşimi olarak sıralanmıştır.

Personel uzmanlığının müşteri sadakatini oluşumunda, 0,591 korelasyon değeri ile, diğer değişkenlere göre en güçlü pozitif yönlü ilişki gücüne sahip olduğu tespit edilmiştir. İlgili sonuç çerçevesinde katılım bankaları, personel seçiminde iş için gereken bilgi ve yetkinliklerin organizasyon içerisinde kazandırılmasına önem vermelidir. İşe yeni başlayan personelin mutlaka uzmanlığını artırıcı eğitim, işe uyum dönemine tabii olması, dönem sonrasında durum tespiti için mülakatlar yapılarak uzmanlık düzeyinin tespiti sonrasında personelin müşteri ile iletişime geçmesine izin verilmesi önerilmektedir. Müşteri ile iletişim içerisinde olan personelin mutlaka işinde uzmanlık donanımlarını bulunduran kişilerden oluşması ve alanında uzman personel temini için gerekli stratejik kararların alınması önerilmektedir. Katılım bankacılığı sektöründe finansal faaliyetlerin tüm aşamalarının kıymetli evrak ve kıymetli iş niteliğinde olması her bir faaliyetin hem müşteri nezdinde hem de kurum tarafında hukuki ve finansal sonuçlar doğurması personelin uzmanlığının, yetkinliğinin, bilgi sahibi olmasının ve bilgiyi aktarabilme yeticinin, gücünün değerliliğini bir kez daha ortaya koymaktadır. Personel, bankacılık faaliyetlerinde sadece ön ofis çalışanı olarak algılanmamalıdır. Personelin bilgi, yetkinlik, deneyim ve iletişim süreci ile kurumun maddi ve manevi tüm sorumluluğunu ve faaliyetlerini müşterilere aktaran tarafı geliştirilmelidir. Katılım bankalarının personelin uzmanlığının artırılması yönünde iç ve dış eğitimlere, kişisel gelişim faaliyetlerine, ürün, marka ve kurum bilgilendirme uygulamalarına önem vermeleri ve personel kariyer planlama stratejileri yön verirken personel uzmanlığının bu çerçevede değerlendirilmesi önerilmektedir. Araştırmada müşteri sadakatinde en güçlü ilişki personel uzmanlığı sonra da katılım bankasına olan güven olarak belirlenmiştir. *Katılım bankasına güven*, müşteri sadakatinde 0,562 korelasyon değeri ile pozitif yönlü ilişki gücüne sahip çıkmıştır. Güven ögesinin müşteri temelinde sağlanabilmesi müşteri bağlılığının yaratılmasında da temel bileşen olarak kabul edilmektedir (Nguyen, Leclere ve LeBlanc 2013: 96). İlgili sonuca göre katılım bankalarının reklâmlarının müşteri güveni tesisine odaklanması önerilmektedir. Uzman personelin müşteri ile iletişim sürdürdüğü sürece bankaya güven duymasını sağlayacak mesajların geliştirilmesi, personelin müşteriye güven duygusunu pekiştirecek şekilde iletişimini sürdürmesi önerilmektedir. Personelin hedef baskısı vb. nedenler ile müşterinin bankaya olan güvenini sarsıcı söylem ve eylemlerden uzak olması gerektiği stratejik karar olarak üst yönetim tarafından en alttaki personele kadar her basamakta banka değeri olarak görülmesi önerilmektedir.

Katılım bankasının niteliği, müşteri sadakatinde 0,365 korelasyon değeri pozitif yönlü ilişki gücüne sahip çıkmıştır ancak diğer iki değişkene göre bu değer daha düşüktür. Katılım bankalarının ilişkisel pazarlama uygulamalarını temelinde sadık müşterilerini kendi içlerinde basamaklara ayırmaları ve her bir kategorideki sadık müşterilerin sadakatlerinin detaylı olarak analiz edilmesi ile müşteri ömür boyu değer haritalarının oluşturulması araştırma sonuçlarına yönelik elde edilen bilgilere istinaden öneri olarak sunulmaktadır. Bu çerçevede katılım bankacılığı hizmeti sunan işletmelerin katılım bankacılığı niteliğinin temeli olan *faizsiz bankacılık prensiplerine göre ürün ve hizmet geliştirme amaçlarına ek olarak iyi hizmet üretebilecek personellerin istihdamı, uzman personel ile iş ilişkisinin sürekliliğine yönelik yatırımların yapılması, bankaya olan güvenin artırılması* ile birlikte mutlaka çözüm odaklı hizmetlere, teknolojik alt yapı yatırımlarına, müşterilerin finansal hizmetlerini kolaylaştıracak faaliyetlere ve bankaların fiziki olanaklarının yine müşterilerin finansal hizmetler elde ederken onlara kolaylık ve rahatlıklar sağlayacak yeniliklere açık olmaları önerilmektedir. Teknolojik alt yapı sağlanan her basamakta müşterilerin ilgili konularda hem bilgilendirilmeleri hem de kullanmalarına yönelik desteklerde bulunulması önerilmektedir. İhtiyaç duyulduğu anda finansal işlemlerde sorunlarına destek arayan müşterinin olası sorunlarına yönelik çözümlerin alternatifler çerçevesinde sunulması diğer bir öneridir.

Personel etkileşimi, müşteri sadakatine, 0,272 korelasyon değeri ile, pozitif yönlü ama en zayıf düzeyde ilişki gücüne sahip olarak belirlenmiştir. Müşteri sadakatinde ilişki pazarlamının etkisinin yüksek olduğu çalışmanın literatüründe de detaylı iletilmiştir. Genel olarak ilişki pazarlama önermelerine göre müşteri ile duygusal ve güçlü bağlar kurarak müşteri sadakati oluşturulabilir.

Çalışma sonucunda elde edilen bilgilerin öncelikli olarak katılım bankacılığı literatür çalışmalarına, sektörde yer alan banka yöneticilerine, gelecekte daha da büyümesi beklenen katılım bankacılığı sektörüne faydalı olacağı düşünülmektedir.

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Kişilerarası İletişim Sürecinde Kendini Açma Davranışı ve Özsaygı Düzeyi Arasındaki İlişkinin İncelenmesine Yönelik Bir Araştırma

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ÖZET

Kişilerarası iletişim sürecinde kişilerin birbirleri ile kurdukları iletişimin kalitesi, yaşam kalitesinin düzeyini de etkilemektedir. Kişi, diğer kişi ile ilk iletişim kurduğu andan itibaren onun hakkında bilgi edinmek ve kendinin kim olduğunu açıklama isteğindedir. Bu nedenle kişilerarası iletişimde kendini açma davranışı oldukça büyük önem taşımaktadır. Kişinin kendi hakkındaki bilgileri karşıdaki kişiye aktarması ya da paylaşması olarak ifade edilebilen kendini açma kavramı, kişilerin birbirlerini daha iyi tanıyabilmelerini ve anlayabilmelerini sağlamaktadır. Kendini açma davranışı ile kişilerarası iletişim, derinleşmekte ve süreklilik kazanmaktadır. Bu karşılıklılık durumunun ise, kişinin kendi hakkında düşündükleri ve hissettikleri ile ilgili olarak oluşan yeterlilik ve değerlilik düzeyini ifade eden özsaygıdan etkilendiği belirtilmektedir. Bu çalışmada kişilerarası iletişim sürecinde kendini açma davranışı ve özsaygı arasındaki ilişki Özsaygı envanteri ve Kendini açma envanteri kullanılarak gerçekleştirilen nicel araştırma yöntemi ile incelenmiştir. Araştırma sonuçlarına göre ise kişilerin kendini açma düzeyleri ve özsaygı düzeyleri arasında anlamlı bir ilişki olduğu bulunmuştur.

Anahtar Kelimeler: Kendini açma, özsaygı, kişilerarası iletişim.

A Research On The Relationship Between Self-Disclosure Behavior And The Self Esteem Level In The Interpersonal Communication Process

ABSTRACT

The quality of communication that people establish with each other in their interpersonal communication process also affects the level of quality of life. From the moment of first communication, a person tries to get information about the other person and is in need of explaining himself. Therefore, self-disclosure behavior is essential in interpersonal communication. The concept of self-disclosure, which can be explained as the transfer of or sharing of information about themselves, enables people to know and understand each other better. With the self-disclosure behavior, interpersonal communication deepens and gains continuity. It is stated that this reciprocity situation is affected by self-esteem, which reveals the level of competence and worthiness that occurs in relation to what one holds and feels about himself. In this study, the relationship between self-disclosure behavior and self-esteem in the process of interpersonal communication was investigated using the quantitative research method using the self-esteem and self-disclosure inventory. According to the results of the research, a significant relationship between self-disclosure and self-esteem level has been found.

Keywords: Self-disclosure, self-esteem, interpersonal communication.

INTRODUCTION

The degree at which a person develops their self-esteem during the process of interpersonal communication plays a determining role in their self-disclosure. The level of self-esteem is effectual in one's disclosure of information about themselves to others in a manner of reciprocity. An individual's capability of forming and maintaining meaningful relations with others appears to correlate with the act of self-disclosure.

The act of self-disclosure, which can be defined as individuals revealing information about themselves to other people, allows individuals to form profound interpersonal relations and intensify their interactions, thus paving the way to proceed from acquaintance to familiarization. Self-disclosure is closely related to one's sense of self that is constructed within one's psyche. One's awareness of one's own qualities is effective in determining one's self-esteem. The concept of self-esteem, which can be defined as involving self-respect, self-confidence, and self-sufficiency, in a way, refers to the care and value an individual bestows themselves with. Therefore, a person's consciousness of themselves is indicative in the scale of distance between their real self and idealized self in the formation of self-esteem. In this study, the concepts of self-disclosure and self-esteem are explicated, and the possible correlation between the level of self-esteem and the act of self-disclosure within the process of interpersonal communications.

1. CONCEPTUAL FRAMEWORK

Individuals form relations with others in order to explicate or discover who they themselves are, as well as the person they are interacting with. The process of interpersonal relations involves a period in which individuals exchange information about who they are. In other words, during this process which takes place between individuals, people express and exhibit their identities and personalities. Hence, the behavior of self-disclosure is crucial for interpersonal communication. In this context, one's capacity to form and maintain healthy interpersonal relations depends foremost on one's self-knowledge and self-understanding. A person who knows and understands themselves in depth has the ability to correctly express themselves and properly make sense of what is expressed to them in their interpersonal relations.

The concept of self-disclosure was first introduced in 1964 by Jourard in his book titled *The Transparent Self*. According to Jourard, self-disclosure is the process of verbally revealing personal information to others (Jourard, 1964). Self-disclosure can also be defined as expressing personal information to another individual clearly and emphatically through self-evaluation (Littlejohn and Foss, 2009). In other words, self-disclosure, or the process of exchanging personal and exclusive information with others in a reciprocal manner, ought to be considered a relational procedure that is healthy, exciting, and involving a sense of security (Greer et al., 2014). Self-disclosure is not only a process of helping others get to know oneself, but also an indicator of the level of trust and approval that one feels towards the other person involved. Through self-disclosure, more information is gathered about both parties, and the interpersonal relations gain depth. Self-disclosure paves the way to discover one's sense of self and self-esteem within a relationship. Without self-disclosure in interpersonal relations, sincerity cannot be achieved, and communication remains on a superficial level (Beebe et al., 2008).

In the course of interpersonal relations, when one person is involved in an act of self-disclosure, the other also feels disposition to act in the same way, thus realizing the principle of reciprocity. The necessity to realize the principle of voluntary action depends on the disclosure of information prior to being asked to express themselves (Caputo et al., 1994). Self-disclosure is a process that is a part of dyadic relations and involves proportion and balance. In general, the

process of self-disclosure comes to be in a gradually increasing manner, and it takes time to manifest. The data which surfaces during this process is perceived reciprocally and interpreted according to distinctive features (Misoch, 2015). There are a number of factors that influence self-disclosure. These factors can be listed as age, gender, ethnicity, personality, tolerance/empathy, physical proximity, loneliness, and isolation (Hargie and Dickson, 2004; Jourard, 1958; Cooke, 1999).

The idea that the concept of self-disclosure is effective on one's revelation of personality, one's self-understanding, and one's personality development, has been a topic of scientific endeavors for over a hundred years (Greenier et al., 1995). The concept of self-esteem was defined as ego by Freud in 1927, as dominance, superiority by Maslow in 1939, as burden of self by Gough in 1954, and as pride and conceit by Baldwin and Lewin in 1957 (Coopersmith, 1959). Self-esteem can also be defined as one's emotions depending on the level of proximity between one's real self and idealized self (Myers and Myers, 1988). In other words, self-esteem is a notion experienced by those who regard themselves as adequate and valuable (Coopersmith, 1968).

Rosenberg defines self-esteem as the level of value they appoint to themselves or the level of the sense of appraisal, and he argues that having a consistent degree of self-esteem is a prerequisite to the development of one's attitudes and behaviors. Rosenberg states that while individuals who have a high level of self-esteem evaluate themselves with a positive attitude, those with low self-esteem evaluate themselves from a negative stance and regard their senses of self with a negative attitude (Tang and Reynolds, 1993).

Self-esteem has two dimensions that are in relation with one another, namely competence and worthiness. Competence is rooted in efficacy and benefit, whereas worthiness is related to one's sense of worth in one's emotional perceptiveness (Myruk, 2006). Competence is defined as an individual's capacity to exercise his self-esteem effectively and to employ this on his interpersonal relations, and worthiness is an individual's positive regard of his own personal emotions and thoughts (Cast and Burke, 2002).

2. METHODOLOGY

The aim of this study is to determine the possible relation between the act of self-disclosure and the level of self-esteem within the process of interpersonal relations. Within this framework, survey method was employed as the qualitative research method. The questionnaire form was prepared as befits the purpose of this study with reference to the Self-Esteem Inventory which is created by Stanley Coopersmith and developed by Feriha Baymur, as well as to the Self-Disclosure Inventory developed by Ziya Selçuk with regard to the scales, format, and content. Accordingly, the hypotheses for this research were determined as follows:

H1: There is a correlation between the level of self-esteem and the act of self-disclosure.

H2: The relationship between the level of self-esteem and the act of self-disclosure differ with regard to demographic variances (gender, age, marital status, education).

H3: There is a correlation between the level of self-esteem, the act of self-disclosure, and communication skills.

The research sample was composed via grouped and simple random sampling methods. According to the calculations for this research, in order to obtain data within the scope of normal distribution with a 5% error rate, the minimum amount of test subjects was determined to be 254. The research was conducted with the staff posted in X organization and a total of 350 questionnaire forms were distributed, 319 out of which having been filled. 261 of the filled-out forms were deemed acceptable.

The data related to this research were analyzed with the SPSS 22.0 package program. As descriptive statistics for the assessment of data, mean (Mean), standard deviation (s. deviation),

minimum (min), maximum (max) values were used. Co. Alpha method was used to calculate the reliability of the scales, and factor analysis was employed to determine the scales. KMO was used in order to detect the consistency of the scales. In order to detect the difference between the scales, measurement comparison between the two groups was done with the t test analysis. Variance analysis (ANOVA) was used to investigate the difference among three or more groups, and Sidak post hoc. test was used to determine the groups causing variance. Additionally, correlation analysis was employed to detect the relations among dimensions. Regression analysis was used to model the relation among variables, and multinomial logistic regression analysis was used to investigate these dimensions' effects on the individual's level of relationship with other individuals. P values smaller than 0,05 were considered statistically significant in the analyses.

The results for reliability and validity analyses for two of the scales used in this research were summarized in the table below.

Table 1: Scales of Reliability and Validity

Scale	n (Number of Statements)	Reliability (Alpha)	Revealed variance %	KMO	Bartlet's Test
Self-Disclosure Inventory	49	0,861	%69	0,82	X ² = 69,54, p=0,01
Self-Esteem Inventory	25	0,825	%71	0,89	X ² = 65,36, p=0,01

In order to test the reliability of the 49 statements regarding the self-disclosure inventory in the survey study, Co. Alpha analysis was applied. The analysis showed that the Co. Alpha coefficient is 0,861. The coefficient shows that the scale is quite reliable. As a result of this, it was found that there was no need to retract any questions from the study. Afterwards, a factor analysis was applied to the scale involving these 49 questions to test the construct validity.

In order to test the reliability of the 25 statements from the other scale, which is the scale of self-esteem, Co. Alpha analysis was applied. The analysis showed that the Co. Alpha coefficient is 0,825. The coefficient shows that the scale is reliable. As a result of this, it was found that there was no need to retract any questions from the study. Afterwards, a factor analysis was applied to the scale involving these 25 questions to test the construct validity.

The base dimension determined as a result of the factor analysis was termed the self-disclosure dimension. The KMO sample sufficiency coefficient calculated in the factor analysis was found to be 0,82. This parameter shows that 261 survey forms were sufficient to show the factor structure. In addition, according to the results of the Bartlet test (p=0,01,p<0,0) which tests the relevance of factor structures, the dimensions are structurally relevant.

The other base dimension that was determined is referred to as the self-esteem dimension. The KMO sample sufficiency calculated in the factor analysis was determined to be 0,89. This parameter indicates that that 261 survey forms were sufficient to show the factor structure. In addition, according to the results of the Bartlet test (p=0,01,p<0,05) which tests the relevance of factor structures, the dimensions are structurally relevant. The two main dimensions make up respectively for the 69% and 71% percent of the variation. It was found that self-disclosure and self-esteem inventories satisfy reliability and construct validity.

3. FINDINGS

3.1. Findings on the Participants' Demographic Information

Evaluation of the data in this research shows that 31% of the participants are male while 69% are female. It was found that 8% of the participants are aged 25 and below, 17% are aged between 26-30, 16% are aged between 31-35, 22% are aged between 35-40, and 38% of the participants are between ages 41-45- While 34% of the participants stated they were married, 66% are single. The educational status of the participants show that 10% are high school graduates, while 75% hold a bachelor's degree and 15% are post-graduate.

Table 2: Demographical Findings of the Participants

Gender	n	Percent%
Male	82	31,4
Female	179	68,6
Total	261	100,0
Age	n	Percent%
Aged 25 and below	21	8,0
26-30	43	16,5
31-35	42	16,1
36-40	57	21,8
41-45	98	37,5
Total	261	100,0
Marital Status	n	Percent%
Married	89	34,1
Single	172	65,9
Total	261	100,0
Educational Status	n	Percent%
High school	26	10,0
Undergraduate	196	75,1
Graduate and Postgraduate	39	14,9
Total	261	100,0

3.2. Findings Concerning Hypotheses

Hypothesis 1: There is a correlation between the level of self-esteem and the act of self-disclosure.

Relation Between Self-Esteem and Self-Disclosure

The first hypothesis tested in this research whether there was a possibility of a correlation between the level of self-esteem and self-disclosure. The correlation coefficients (r) and significance levels (p) reached through correlation analysis are presented as a matrix below.

Table 3: Correlation Matrix Between Self-Disclosure and Self-Esteem

Dimensions		Total Self-Disclosure Points	Self-Esteem Scale Points
Total Self-Disclosure Points	r	1	
	p		
	n		

Self-Esteem Scale Points	r	-.431*	1
	p	,034	
	n	261	

The results show that between the dimensions of self-esteem and self-disclosure, there is a negative (inversely proportional) and a mid-level meaningful correlation ($r=-0,431$, $p<0,05$). It appears that as individuals' level of self-esteem increases, their level of self-disclosure drops.

Hypothesis 2: The relationship between the level of self-esteem and the act of self-disclosure differ with regard to demographic variances (gender, age, marital status, education).

Relation Between Participants' Gender/Self-Disclosure/Self-Esteem

In order to investigate the effect of gender on participants' levels of self-disclosure and self-esteem, independent groups have been t tested.

Table 4: Correlation Between Participants' Gender and Their Self-Disclosure/Self-Esteem Levels

Dimensions	Gender	n	Mean	S.d	t	p
Total Self-Disclosure Points	Male	82	79,82	4,83	-1,93	0,06
	Female	179	81,31	7,48		
Self-Esteem Scale Points	Male	82	35,37	2,35	-2,47	0,01
	Female	179	36,13	2,22		

It was determined that the participants' gender has no effect on their scale of self-disclosure ($t=-1,93$, $p>0,05$). It was found that male and female participants have similar opinions on self-disclosure, and their levels of self-disclosure were found to be parallel. On the other hand, it was determined that participants' gender have an effect on their self-esteem ($t=-2,47$, $p>0,05$). The grounds for the varying levels of self-esteem was due to the fact that female participants had a higher level of self-esteem compared to their male counterparts.

The Relation Between Participants' Age Group/Self-Disclosure/Self-Esteem

In order to determine the effect of the age factor on the participants' self-disclosure and self-esteem, variance analysis has been made. Sidak post hoc. analysis was made to determine the deviating age groups.

Table 5: The Relation Between Participants' Age Groups and Their Levels of Self-Disclosure and Self-Esteem

Dimensions	Age Group	N	Mean	S.Deviation	F	p
Total Self-Disclosure Points	25 and below	21	79,71	0,56	2,46	0,06
	26-30	43	82,91	0,29		
	31-35	42	80,81	0,40		

	36-40	57	79,46	0,80		
	41-45	98	81,37	9,29		
Self-Esteem Scale Points	25 and below	21	35,95	2,06	1,24	0,16
	26-30	43	35,74	1,63		
	31-35	42	34,40	1,31		
	36-40	57	35,60	2,46		
	41-45	98	36,40	1,71		

It was determined that the age factor does not play a role on the participants' levels of self-disclosure and self-esteem ($F_{\text{self-disclosure}} = 2,46$, $F_{\text{self-esteem}} = 1,24$, $p > 0,05$). It can be seen that participants belonging to different age groups have similar levels of self-disclosure and self-esteem.

The Relation Between Participants' Marital Status and Their Levels of Self-Disclosure and Self-Esteem

In order to investigate the effect of marital status on participants' levels of self-disclosure and self-esteem, independent groups have been t tested.

Table 6: The Relation Between Participants' Marital Status and Self-Disclosure/Self-Esteem

Dimensions	Marital Status	n	Mean	S.d	t	p
Total Self-Disclosure Points	Married	89	79,70	4,23	-2,34	0,02
	Single	172	81,43	7,74		
Self-Esteem Scale Points	Married	89	34,73	1,97	-6,31	0,00
	Single	172	36,49	2,21		

It was determined that the marital status of participants influenced their levels of self-disclosure and self-esteem ($t_{\text{self-disclosure}} = -2,34$, $t_{\text{self-esteem}} = -6,31$, $p > 0,05$). It can be understood from the results that the reason for the variance is that single participants' levels of self-disclosure and self-esteem are higher than those of married participants.

The Relation Between The Educational Status of Participants and Their Levels of Self-Disclosure and Self-Esteem

Variance analysis was made to investigate the effects of educational status of participants on their levels of self-disclosure and self-esteem. Sidak post hoc. analysis was made to determine the deviating groups.

Table 7: The Relation Between Participants' Educational Status and Their Levels of Self-Disclosure and Self-Esteem

Dimensions	Educational Status	n	Mean	S.d	F	p	Post Hoc.
Total Self-Disclosure Points	High school	26	79,00	0,89	151,48	0,00	3>2,1
	Undergraduate	196	78,72	5,30			
	Graduate and Postgraduate	39	92,72	0,56			
	Total	261	80,84	6,79			
Self-Esteem Scale Points	High school	26	34,51	1,83	4,83	0,01	3,2>1
	Undergraduate	196	36,12	2,49			
	Graduate and Postgraduate	39	35,94	0,68			
	Total	261	35,89	2,29			

According to the results of this analysis, it was found that the educational status of the affected their level of self-disclosure ($F=151,48$, $p<0,05$). When a sidak post hoc. test was applied to the results, it was detected that the level of self-disclosure for participants holding a graduate or postgraduate degree was higher than the groups who had high school and undergraduate education ($p<0,05$). According to the findings of variance analysis, it was found that the level of education had an influence on the dimension of self-esteem ($F=4,83$, $p<0,05$). When a sidak post hoc. test was applied to the results, it was detected that the level of self-esteem for participants holding an undergraduate, graduate or postgraduate degree was higher than the group who had high school education ($p<0,05$).

Hypothesis 3: There is a correlation between the levels of self-esteem, self-disclosure, and communication skills.

Although the two dimensions were found to be correlated, there is a necessity to multi-modelling this interaction. At this point it would be suitable to apply regression analysis. In this modeling, the possibility of correlation between the dimensions of self-esteem, self-disclosure, and interpersonal communication skills of an individual will be investigated on the basis of subdimensions in order to determine whether the model is meaningful in the regression model, the model must be subjected to 3 main analyses. Even if one of these 3 main topics is not within the required standards, it is not possible to form the regression model. The mathematical models are summarized in the table below.

Table 8: Relation Between Participants’ Dimensions of Self-Esteem/Self-Disclosure and Their Communication Skills

Dependent Variables	Significance test for models and parameters	Independent Variables
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Dimensions	R ²	Model	Parameters	Self-Esteem Scale Points	Total Self-Disclosure Points	Individual's Level of Interpersonal Relations
Self-Esteem Scale Points (1)	0,422	Significant P<0,05	Significant P<0,05	-	-0,442	0,656
Total Self-Disclosure Points (2)	0,392	Significant P<0,05	Significant P<0,05	-0,433	-	0,451

According to the findings, it was found in the first model that there is a significant and modelable correlation between self-esteem/self-disclosure and an individual's interpersonal communication skills. In this model, it can be seen that the R² value is 0,422, and that the evaluation of self-disclosure and interpersonal communication skills have significant parameters (p<0,05). In the model, it can be seen that for every increase in the interpersonal communication skill unit, there is a 0,656 increase in the level of self-esteem, and for every increase in the self-disclosure dimension, a 0,442 decrease in the level of self-esteem. Additionally, it is observed that the model is statistically significant (p<0,05).

In the second model, a significant and modelable correlation was detected between self-disclosure/self-esteem and interpersonal communication skills. In the model, it is observed that the R² value is 0,392, and the parameters for self-disclosure, self-esteem, and interpersonal communication skills are significant (p<0,05). In the model, every unit of increase in the interpersonal communication skill leads to a 0,451 increase in the level of self-disclosure, and for every increase in the self-esteem dimension, a 0,442 decrease in the level of self-disclosure can be observed. Additionally, it is observed that the model is statistically significant (p<0,05). According to the results, there is an inverse relation between the levels of self-esteem and self-disclosure in these models. Additionally, the dimension of self-esteem is found to be have more impact on interpersonal communication skills than the self-disclosure dimension.

4. CONCLUSION

The aim of this study is to determine the correlation between individuals' levels of self-esteem and self-disclosure. In line with hypothesis H1, the possible correlation between the participants' level of self-esteem and act of self-disclosure was investigated. Ultimately, hypothesis H1 was validated. It was determined that between the level of self-esteem and the act of self-disclosure, there is a negative (inversely proportional) correlation that is of intermediate significance. In the models, it was determined that the levels of self-esteem and self-disclosure were inversely related to one another. Additionally, when the interpersonal communication skills of the participants were examined, it was found that the dimension of self-esteem has a stronger impact on these skills than the dimension of self-disclosure. According to the statistical outcomes, a significant relation between the dimensions of self-esteem and self-disclosure was detected. In light of these findings, an inverse and negative relation between self-disclosure and self-esteem could be determined. As self-esteem increases, self-disclosure decreases.

In line with hypothesis H2, the correlation between the participants' level of self-esteem, act of self-disclosure, and demographic factors (gender, age, marital status, educational status) was

investigated. As a result, it was found that the gender factor played no significant role on the dimension of self-disclosure ($t=-1,93$, $p>0,05$). However, it was found that gender had an influence on the self-esteem dimension ($t=-2,47$, $p<0,05$). It can be seen that female participants had a higher level of self-esteem compared to male participants. On the other hand, it was determined that participants' age played no significant role in the levels of self-disclosure and self-esteem ($t_{\text{self-disclosure}}=-2,34$, $t_{\text{self-esteem}}=-6,31$, $p>0,05$). It was also found that participants from different age groups had similar levels of self-disclosure and self-esteem. It was determined that the marital status of the participants had an effect on their self-disclosure and self-esteem ($p<0,05$). The reason for the variance between self-disclosure and self-esteem is because the levels of self-disclosure and self-esteem for single participants were found to be lower than those of married participants.

According to hypothesis H3 which proposes that there is a correlation between the levels of self-esteem and self-disclosure, and individuals' interpersonal communication skills, it was confirmed that such a relation exists. According to the findings, self-esteem and self-disclosure dimensions affect the status of interpersonal communication skills as being very good, good, average, and not good. In the research, it was determined that the participants with high levels of self-esteem have 6,8 times higher likelihood of having good interpersonal communication skills than those with low self-esteem. For participants with high levels of self-disclosure, on the other hand, this likelihood is 3,8 times higher than those with lower levels of self-disclosure. In this study which investigates the correlation between self-disclosure and self-esteem in the process of interpersonal communication, a negative relation was discovered between self-disclosure and self-esteem, and it can be said that a portion of the findings of this research support existing literature. In this context, it can be argued that, as appears in the literature, in the process of interpersonal communication, higher levels of self-esteem in an individual eases the way to get involved in the act of self-disclosure, and also positively impacts the individual's communication skills.

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Kayram Rehebrerlik, Psikolojik Danışmanlık, Kişisel GelişimMerkezi.

Reklamlarda İntak Ve Teşhis Söz Sanatlarının Kullanılması

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ÖZET

İçinde bulunduğumuz zaman diliminde reklamlar, çok çeşitli iletişim araçlarıyla yaşamın ayrılmaz bir parçası haline gelmiştir. Günlük yaşantımızda neredeyse her yerin reklamlarla donatıldığı ve yerli yersiz, zamanlı zamansız sürekli bir mesaj bombardımanına maruz kaldığımız, artık pek çok kişi tarafından kanıksanan bir gerçektir. Reklamın tarihi her ne kadar ilk toplumlara kadar uzansa da bu çalışma, reklamın bilgi ve iletişim teknolojileriyle ulaştığı şu anki varlığına odaklanmaktadır.

Tüketim toplumunun vazgeçilmez unsuru olan reklamlarda temel amaç ürün ya da hizmet hakkında hedef olan tüketicinin ikna edilmesidir. En basit anlatımla satın alma davranışı kazandırmaya yönelik bir etkinlik olarak reklamda başarıya ulaşmak, alıcının dikkatini çekmekle mümkündür. Dikkatin ürün ya da hizmete çekilmesi ise elbette çok boyutlu ve detaylı bir çalışmanın ürünüdür. Reklam, yayımlandığı mecranın özelliklerine ve gerekliliklerine göre şekillendirilir ancak iknada başarının anahtarı mesajın dikkat çekici unsurlarla bezenmesiyle mümkündür. Söz sanatları da alıcının ilgi ve dikkatini çekmede temel bir rol oynamaktadır.

Bu çalışmada, teşhis ve intak sanatının reklamlardaki kullanımının sonuçlarını ortaya çıkarmayı amaçlanmıştır. Bunun için çeşitli tarihlerde televizyonda yayınlanmış reklamlar, amaçlı örneklem yoluyla seçilmiş ve etkinin artırılmasında bahsi geçen söz sanatlarından yararlanıldığı görülmüştür.

Anahtar Kelimeler: Reklam, Tüketim Toplumu, Söz Sanatları, İntak, Teşhis.

The Use of “İntak” And “Teşhis” Arts in Advertisements

ABSTRACT

In the present period the advertisements have become an inseparable part of life through various means of communication. In our daily life it is an ordinary fact that almost everywhere is rigged with advertisements and that we are perpetually exposed to message bombardments improperly and untimely. Although the history of advertisement is traced to the oldest societies, this study is focused on the present prevalence of advertisement that is realized by the technology of information and communication.

The main aim of advertisement as the indispensable element of consumer society is to persuade the targeted consumers about a product or a service. To gain success in advertisement as an activity to create a purchasing behavior is possible through attracting the attention of customers. The attraction of attention to a product or service is of course a result of multidimensional and detailed work. Advertisement is shaped according to the characteristics and requisites of the field it is featured in, but the key to success in persuasion is decking the message with attention grabbing elements. The arts of speech play a basic role in attracting the attention and interest of receiver.

This study aims to find out the consequences of the use of “teşhis” and “intak” arts in advertisements. To do this, the advertisements broadcasted in different times on television are chosen by purposeful sampling and it is seen that advertisements use the mentioned arts of speech for the aim of increasing their influence.

Keywords: Advertisement, Consumer Society, Arts of Speech, Teşhis, Intak.

GİRİŞ

İletişim ve ikna sürecinde hedeflenen temel amaçlardan biri tutum ve davranış değişikliği oluşturmaktır. İletişim sürecinde alıcı rolünde bulunan kişi ya da kişilerin göndericinin mesajından etkilenmesi ve bu etkiyi tutum ya da davranış olarak ortaya koyması beklenir. İkna amaçlı yola çıkılan her iletişim sürecinde; kişiler arası iletişimden, siyasal iletişime, örgütsel iletişimden reklama kadar tüm süreçlerde asıl hedeflenen budur. Bu çalışmanın da konusunu oluşturan, ürün ya da hizmete yönelik etkinin oluşturulması sürecinde reklamda yararlanılan çeşitli unsurlardan olan edebi söz sanatlarından teşhis ve intak üzerinde durulmuştur.

İkna edici iletişimin önemli bir boyutu olan reklam, tarihin her döneminde var olsa da günümüzde tüketimin anlam ve biçim değiştirdiği, bilgi ve iletişim teknolojilerindeki gelişmelerin de etkisiyle rekabetin başka boyutlar kazandığı görülmektedir. Buradan yola çıkarak bu çalışmada amaçlı olarak seçilen reklamların analiz edilmesiyle modern reklamlarda hedef tüketicinin ikna edilmesinde insan dışındaki varlıklardan nasıl yararlandığı ortaya konulmaya çalışılmaktadır.

İkna ve Reklam

İletişimde önemli bir yeri olan ikna kavramının ne anlama geldiğiyle konuyu anlamlandırmaya başlayalım. Türkkan (1998:11-12) Arapça kökenli bir sözcük olan iknayı, en basit tanımıyla razı etme, kabul ettirme olarak tanımlar. Razı etme ve kabul ettirmeyle birlikte inandırma olarak da tanımlandığı görülse de iknanın her türünde inandırma unsuru bulunmayabilir. Örneğin doğru bir şey olduğuna inanmasanız bile zorla, tehditle ya da işinize öyle uygun geldiğinden size söylenilen şeyi kabul edebilirsiniz. Ancak genel itibariyle söz konusu olan reklam ya da siyaset ise ikna süreci çoğunlukla inandırmayla birlikte işlemektedir. Yani reklamlarda gördüğünüz bir ürünü çoğunlukla iyi olduğuna inandığınız ve işe yarayacağını düşündüğünüz için satın alırsınız. Ancak bir şeyi kabul edenlerin kabul psikolojisini her zaman sorgulayamayacağımıza göre inanma olsun ya da olmasın her türlü razı olmayı ikna olarak tanımlamak yerinde olacaktır.

İkna edici iletişimin en önemli boyutlarından biri olan reklamın tarihine kısaca bakmakta fayda var. Öncelikle reklamın ilk örneklerini Eski Yunan ve Roma'daki sokak çıtırtkanlarıyla anarız. Yazının ve çok daha sonra matbaanın bulunması ile yazılı iletişimdeki gelişmelerin reklam alanına da yansıdığı, Sanayi Devrimi sonrasında ise rekabet ortamı ve yeni üretim- tüketim alışkanlıklarındaki değişmelerle ve yakın geçmişte bilgi ve iletişim teknolojilerindeki büyük gelişmelerle reklam ilk ortaya çıktığı dönemden bugüne kadar köklü bir ilerleme kaydetmiştir. İkna edici şekilde hazırlanan reklam mesajında amaç hedefte bir değişim yaratmak ve en nihayetinde ise satın alma davranışına yol açmaktır (Arıcı ve Kılınç, 2018: 542). Bir ürün ya da hizmetin reklamında temel amaç, hedef kişi ya da kişilere bilgi vermek, ürün ya da hizmetin hatırlanmasını sağlayıp bunu taze tutmak ve hedefi ona yönelmeye ikna etmektir. Bu amaçlara ulaşmanın yolu ise mesajın hedefi en çok etkileyecek şekilde dizayn edilmesiyle mümkündür. Bunun için ise ikna edici iletişimin tüm unsurlarını bilmek ve yer, zaman, koşullar, hedef kitle ve kaynağın özelliklerini, pazardaki rakipleri ve çevresel ve ideolojik koşulları iyi değerlendirmek gerekir. Tüm bu unsurlar dikkate alınarak hazırlanan mesajda etkinin oluşturulması süreci de ayrı bir yaratıcı çalışmayı gerektirir.

İletişim sürecinde alıcı, hedeflediği birtakım kazançları elde edeceğine inanırsa, yani olmayı istediği ya da yapmayı istediği şeyle sizin mesajınız bağlantılı olursa ürün ya da hizmetinize yönelir. Daha açık olarak alıcı örneğin sağlık, para, prestij, güven, konfor elde edeceğine, modern, iyi, yaratıcı ve/ya bilinçli olabileceğine inanır ve vakit, risk, para ve iş gibi konularda ekonomik olduğunu düşünürse ürün ya da hizmetinize yönelir ve satın alır (Türkkan, 1998:55-56).

İlgi çeken bir reklamın kurallarını beş başlıkta toplayan Türkkın (1998:58) bunları şöyle sıralar: 1. Alışılmıřın dıřında da olsa çok basit ve açık da olsa dikkat çekici olmalı. 2. Alıcıya kazançları ya da kaybedeceklerini açıkça göstermeli. 3. Vaat, örneklerle, garantilerle, kullanıcı tavsiyeleriyle kanıtlanmalı. 4. Avantajları tekrarlanmalı ve vaat edilenleri elde etmenin kolaylığı mesajda vurgulanmalı. 5. Hedefin hemen harekete geçmesi için nedenler gösterilmeli. Anlaşıldığı gibi reklamda hedefin ilgisini uyandırmak, dikkat çekmek, ürüne ya da hizmete yönelmek, tutum ve davranıř deęiřiklięi oluřturmak ve oluřan bu sonucun kalıcı olup pekiřmesini saęlamak için reklam metninin oluřturulması süreci önemlidir. Bu süreçte reklamı çekici kılan korku verme, mizah ya da cinsellięin reklamlarda kullanımı gibi unsurlardan yararlanıldıęını bilmekteyiz. Bunun yanında alıcının dikkatini çekecek her türlü sanatsal içerięin de yaygın olarak kullanıldıęı, edebi sanatlardan da sıklıkla yararlanıldıęı bilinmektedir.

Reklam, Kültür ve Edebiyat

Gündelik yařamdan bilimsel etkinliklere kadar geniř bir uygulama alanına sahip olan ikna, çeřitli alanlarla iliřki içindedir. İknanın iliřkili olduęu ve yararlandıęı alanlardan biri edebiyattır. Sözlük tanımında edebiyat, “olay, düşünce, duygu ve hayalleri dil aracılıęıyla estetik bir řekilde ifade etme sanatıdır” (Güncel Türkçe Sözlük, tdk.gov.tr). Dil en basit tanımıyla bir anlatım aracıdır. İnsanların duygularını, düşüncelerini sözlü, sözsüz ya da görsel olarak ifade etmelerinin bir aracı olarak tanımlanabilir.

Dilin örgütsel yapısını oluřturan pek çok unsur vardır. Dil denildięinde en yaygın olarak sesi söze dönüřtüren konuřma akla gelse de dil sözcüklerle sınırlı olmayan, söz ve yazının dıřındaki birçok unsuru da içine alan geniř bir yapıdır. Güngör’e göre (2017: 63) “imler, simgeler, semboller, ikonlar yalnızca söze, sözcüklere karřılık gelen, sözceler ve tümceler içerisinde anlam kazanan simgesel yapılar deęildir. Bazen bir renk, bir bakıř, bir mimik, bir jest, hatta suskunluk” konuřmanın ve yazının anlattıęından çok daha fazlasını anlatabilir. Öyleyse bu kadar geniř bir kapsamı olan dilin, iletiřim sürecindeki rolünün anlaşılıp anlatılması ve etkinin oluřturulması için hangi unsurlardan yararlanıldıęı önem taşımaktadır.

Dil içinde bulunduęu toplum yapısı ve kültürle řekillenen dinamik bir varlıktır. Yukarıda saydıęımız tüm dilsel ögeler (sözlü, sözsüz, yazılı, görsel) içinde bulunduęu kültürle řekillenir. Reklam kültürel kodlarla řekillenen bir kültür kesitidir. Bununla birlikte reklam da kültüre yansır ve onu řekillendirir (Çamdereli, 2006: 35). Yani aralarında karřılıklı, dönüřümlü yakın bir iliřki bulunmaktadır. Reklam dili ve řiir dili arasında çok büyük bir benzerlik bulunmaktadır. Reklamda řiirde olduęu gibi çeřitli söz sanatlarından yararlanır. Söz sanatlarından, sözcük/biçem oyunlarına, ses/söz bireřim/ayrıřmalarına, tümce duraklarına kadar geniř ve detaylı bir çalıřmanın ürünü olan reklamlar ürüne olan dikkati çekmek için tüm dilsel malzemededen yararlanır. Reklam dilinin kendine özgü bir deęerler dizgesi bulunur (Çamdereli, 2006: 38-39). Reklam dilini anlamak aslında reklamın içinde bulunduęu toplumu ve kültürel kodları bilmekle mümkün olur.

Reklam dilinde edebi sanatlardan yoęun ve etkili bir řekilde yararlandıęı görülür. Reklamda kullanılan sanatsal unsurlar ne kadar çoksa reklam da o kadar deęer kazanır. Reklamda söz ustalıęının ince bir iřçilikle konuřturulduęu söylenebilir. Türkçe zengin bir dil içerięine sahiptir ve reklamda gerekli olabilecek kelime alt yapısını içerir (Çınar ve Karahan, 2009: 914). Kökleri çok eskilere uzanan bir dil olan Türkçenin günümüze kadar geçirdięi zamandaki doęal deęiřimi ve Türklerin tarihte coęrafi olarak geniř bölgelerde hüküm sürmesinin de etkisiyle karřılařtıęı kültürlerle etkileřimi sonucu doęu ve batı kültürel unsurlarının da dilin içine eklenmesini beraberinde getirmiřtir. Sonuç olarak edebi sanatların da yoęun olarak kullanıldıęı zengin bir dil içerięi meydana gelmiřtir.

Yaratıcı bir yazarlığı gerekli kılan reklam metinlerinde şiirsel söyleyişlerin, edebi sanatların sıklıkla kullanılması aslında bu metinlere değerli anlam sırlarının yerleştirildiğini de göstermektedir. Örneğin çok kişi tarafından benimsenen ve günlük yaşam pratiklerine yansıyan atasözleri ve deyimlerde olduğu gibi reklamlarda da geçen bir kelime ya da bir cümle o ürünle özdeşleşip uzun yıllar anılabilmektedir. Edebi sanatların reklamda kullanılmasıyla vurgulanan anlam güçlendirilerek, ortam renklendirilerek etkiyi artırmak ve zihinlerde ürünü canlı kılmak hedeflenmektedir. Böylece uzun zaman geçse bile oluşturulan bu etkileşim kalıcı olmaktadır (Çınar ve Karahan, 2009: 914). “Leech’in de (1966, 75-93) belirttiği gibi yaratıcı yazın teknikleri diyebileceğimiz şiirsel dil, dilsel sapmalar, ses, sözcük ya da tümce düzeyinde yinelemeler, müzik ve dilin bir arada kullanıldığı nakaratlar, tiyatro öğelerinin dille birlikte kullanımı veya eğretileme, benzetme, kişileştirme gibi söz sanatları aracılığıyla gerçekleştirilmektedir” (Akt. Çınar ve Karahan, 2009: 893).

Reklam Metinlerinde Kullanılan Söz Sanatları

Comaire’ın yaptığı metinlerle ilgili sınıflama; işlevsel, sözcüksel, bilişsel ve durumsal olmak üzere dört kategoriden oluşur. Jakobson’un dilin işlevleri kuramına dayanan işlevsel metin türü ise kendi içinde beş alt türden “bilgilendirici, teşvik edici, anlatımcı, şiirsel ve oyunla ilgili metin”lerden oluşur. Bilimsel makale ve söyleşi gibi türleri kapsayan bilgilendirici metnin amacı bilgi vermektir. İletişim sürecinde alıcıyı harekete geçirmeyi amaçlayan, ilan, siyasal söylem gibi türler teşvik edici metni tanımlar. Bir duygu ya da düşünceyi ifade etmeye yarayan yazışmalar, olay yazıları vb. üçüncü kategori olan anlatımcı metni oluşturur. Masal, çizgi roman gibi türlerden oluşan şiirsel metinlerin amacı alıcının duygularına hitap etmektir. Dil oyunları ile eğlendirmeyi hedefleyen mizah ve bulmaca gibi metinlerse oyunla ilgili metinleri oluşturur. Reklam metinleri içerdiği alt türler ve özellikleri bakımından işlevsel metin kapsamında değerlendirilebilir (Ünsal, 2018: 109-110).

Reklam metinlerinde çok sayıda söz sanatı kullanılmaktadır. Batı (2007:330) anlatımı güçlendirmek için en çok başvurulan söz sanatlarını; eğretilemeler, düzdeğişmeceler, cinaslar ve kişileştirmeler olarak sınıflandırmıştır. Bu çalışmada seçilmiş reklam filmlerinde edebi sanatlardan kişileştirme (teşhis) ve konuşurma (intak) sanatının nasıl yer aldığı incelenmiştir. Televizyon reklamlarıyla sınırlı olan çalışmada amaca uygun olarak bu sanatların kullanıldığı reklamlardan yararlanılmıştır.

Ünsal (2018) söz sanatlarını mecaz, anlam, ses, yapı ve biçim bakımından beş ayrı başlık altında ele almıştır. Mecaza dayalı söz sanatları; 1. Teşbih (benzetme) 2. İstiare/Eğretileme/Deyim Aktarması 3. Mecaz-ı Mürsel/Düzdeğişmece/Ad Aktarması 4. Kapsamlayış 5. Dolaylama 6. Dolaylı Adlama 7. Kinaye 8. Teşhis/Kişileştirme ve 9. İntak/Konuşurma olarak dokuz kısımdan oluşmaktadır (Ünsal, 2018: 112-114). Sınıflamada da ifade edildiği gibi teşhis ve intak, mecaza dayalı söz sanatlarından ikisini oluşturur. Reklam metinlerinde cansızları canlandırma yoluyla ya da insan dışındaki başka varlıkları konuşturarak istenilen etkinin şaşırtma, ilgi ve dikkat çekme yoluyla oluşturulduğu görülür. Mecaza dayalı bu iki söz sanatı birbiriyle çok yakın ilişkili olduğu ve yaygın olarak reklamlarda yer aldığı için seçilmiştir.

Reklam Analizi

Çalışmanın bu bölümünde çeşitli tarihlerde yayınlanmış 5 televizyon reklamı örneği üzerinden teşhis ve intak söz sanatlarının nasıl kullanıldığı çözümlenmiştir. Mecaza dayalı söz sanatlarından olan bu sanatlar kısaca açıklanıp reklam filmi anlatıları yapılmıştır.

- A. Teşhis/Kişileştirme Sanatı:** İnsan dışındaki varlıklara insani özellikler atfetme sanatı olarak tanımlanabilir. İnsan dışındaki canlı ya da cansız varlıkların insanmış gibi

gösterilmesi üzerine kuruludur. Anlama canlılık, söze güzellik ve güç vermek amacıyla kullanılır. Kişileştirme gibi söz oyunları ile anlamda derinlik ve yoğunluk oluşturulur. Normal biçimde ifade edilmesi zor durumlarda kişileştirme sanatı yardımıyla mesaj rahatça ve keyifle aktarılabilir. Bu sanatın yaygın olarak kullanıldığı reklamda mesaj alıcısının somutlaştırma gereksinimi karşılık bulur. Örneğin cansız bir varlık olan ürüne insani özelliklerin yüklenmesiyle ürün canlandırılmış ve etki yükseltilmiş olur (Batı, 2007: 333).

1.Sütaş Reklamı:



Bu reklam filminde Sütaş reklamlarının klasiği olan inekler doğal, geniş ve aydınlık bir ortamda dans etmektedir. Mesajın müzik eşliğinde sunulduğu reklamda müziğe uygun olarak inekler ritmik hareketlerle hep birlikte dans ederek insana özgü bir faaliyet, ineğe yüklenmiştir. Yeşil çayırda tüm ineklerin ahenkle dans ettiği görüntüler ve insanlarla yan yana dans eden ineklerin kullanımıyla teşhis sanatından yararlanmış ve mesajın etkisi artırılmıştır.

2. Dalin Bebek Yağı Reklamı:



Bu reklamda Dalin bebek bakım ürünlerinin sembolü olan oyuncak bir civciv kullanılmıştır. Reklam boyunca bir civciv tıpkı bir insan gibi dans etmektedir. Bebek yağı reklamında yer alan ve şarkıda seslendirilen avokado, badem ve zeytin gibi sağlıklı besinleri getiren sevimli civciv tüm sağlıklı içeriği sihirli bir değnekle bebe yağının içine tek hamlede birleştirmektedir. Sonrasında gözleriyle ve bedeniyle mutluluğunu ifade etmekte ve izleyenleri selamlayarak reklamın öznesi olmaktadır. Başarılı bir teşhis sanatı örneğidir.

3. Beko Toz Torbasız Süpürge Reklamı:



Hikaye, bir evin içinde geçmektedir. Reklam filminde evin eşyalarını yanlışlıkla kırıp döken diğer bireyleriyle kedi, eşit olarak yansıtılmaktadır. Reklamda oynayan diğer aile üyeleriyle aynı rolün verildiği kedinin yaramazlık yaptığı, bunun farkında olduğu, bir çocuktan farksız olarak gidip saklanıp olanları seyrettiği görülür. Elektrikli süpürge ise çok hızlı ve sessiz bir şekilde olay Bir hayvana insani özelliklerin atfedilmesiyle başarılı bir teşhis sanatı örneği görülmektedir.

B. İntak (Konuşturma) Sanatı:

Güncel sözlükte “kişileştirilen varlıklara, hayalî yaratıklara söz söyletme sanatı, dillendirme” (<https://sozluk.gov.tr/>) olarak tanımlanan intak, “İnsan olmayan hayali, cansız, simgesel, ölmüş, olmayan, soyut vb. bir varlığı konuşurma sanatı olarak tanımlanabilir. Her intak sanatında teşhis sanatı bulunur. Kişileştirmeden sonra gelir. Reklam dilinde sıklıkla kullanıldığı dikkat çeker” (Ünsal, 2018: 114).

4. Dominos Pizza Reklamı:



Bu reklamda teşhis ve intak sanatlarının kullanıldığı görülür. Ancak reklamda baskın olarak intak sanatı ön plana çıkmaktadır. İntak sanatının olduğu her yerde teşhis yani kişileştirme bulunduğundan bu reklamda söz sanatlarından ikisinin açıkça öne çıktığı görülmektedir. Evin annesi rolündeki kadın oyuncuyla diyalog kuran oyuncak ayının reklam boyunca evdeki diğer insanlar gibi masaya oturduğu, pizza yediği ve hatta tavsiyelerde bulunup espriler yaptığı gözlenir.

5. 11880 Bilinmeyen Numaralar Reklamı:



Bu reklamda oyuncak bir civciv konuşurulmuş ve kişileştirilmiştir. Reklam filmi yumurtadan çıkıp şarkı söylemeye başlayan ve kulaklık takan bir civcivle başlayıp onunla sona ermektedir. Civcivin tüm hareketleri, dans etmesi, telefonun tuşlarına basıp 11880'i tuşlaması, ekranı selamlaması kişileştirme sanatı iken şarkı söyleyip konuşması intak sanatına iyi bir örnektir.

SONUÇ

İlk topluluklardan günümüze kadarki tarihsel süreçte ikna, her dönemde kullanılan, önemli olduğu kabul edilen ve üzerinde derin çalışmalar yapılan bir alandır. Gündelik yaşamdan siyasete, edebiyattan medyaya kadar birçok alanda karşımıza çıkan ikna, pekçok disiplinle ilgili olsa da tüketim üzerine kurulu olan yaşamımızın ayrılmaz bir parçası olan reklam açısından önemi her geçen gün daha da güçlenerek varlığını sürdürür. İknanın en çok kullanıldığı başlıca alanlardan biri olan reklamcılıkta alıcının dikkatinin ve ilgisinin çekilebilmesi, temel hedeflerin başında gelir. İlgi uyandırmak, dikkat çekmek, ürüne ya da hizmete yönlendirmek, tutum ve davranış değişikliği oluşturmak ve oluşan bu sonucun kalıcı olup pekişmesini sağlamak için reklam metninin oluşturulması süreci önemlidir. Bu süreçte reklamı çekici kılan korku verme, mizah ya da cinselliğin reklamlarda kullanımı gibi unsurlardan yararlanıldığını bilmekteyiz. Bunun yanında alıcının dikkatini çekecek her türlü sanatsal içeriğin de yaygın olarak kullanıldığı, edebi sanatlardan da sıklıkla yararlandığı bilinmektedir.

Bu çalışmada çeşitli tarihlerde yayınlanmış beş televizyon reklamı incelenmiş, bu reklamlarda birbiriyle ilişkili olan teşhis (kişileştirme) ve intak (konuşurma) söz sanatlarının nasıl kullanıldığı çözümlenmiştir. Mecaza dayalı bu iki söz sanatı kısaca açıklanıp örnek reklam filmlerinin anlatıları yapılmıştır. Özetle, incelenen Süttaş, Dalin, Beko, Dominos ve 11880 reklamlarının tümünde teşhis (kişileştirme) sanatından, aynı zamanda Dominos ve 11880 reklamlarında da intak (konuşurma) sanatından yararlandığı görülür. Bu reklamların hedef kitleleri açısından bakıldığında ise bu iki sanatın daha çok çocukları ve gençleri hedef alan reklamlarda kullanıldığı söylenebilir. Çocukların ilgisini çekebilmek adına da insan dışındaki varlıkların (sevimli inekler, kedi, oyuncak ayı ve oyuncak civcivler) kişileştirildiği, bazı durumlarda konuşurulduğu ve reklamların kısa sürelerde de olsa belirli bir ritimde, canlılıkta ve dinamizmde sürdürüldüğü görülmektedir.

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Yeni Kamu İşletmeciliği Paradigmasında Kamu Özel Ortaklığı Modeli: Şehir Hastanelerinin Düalist Yönetmel Yapıları Üzerine Bir Değerlendirme

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ÖZET

İkinci dünya savaşı sonrasında vatandaşların talep ve beklentilerinin karşılanmasında hâkim olan refah devleti anlayışı, zamanla kamu sektörünün haddinden fazla büyümesine yol açmıştır. Ağır ekonomik bunalımlara ek olarak artan ve çeşitlenen kamu hizmetlerinin bütçe üzerinde yaratmış olduğu yükleri kaldırmakta zorlanan yönetimler, neo-liberal politikalarla küçülmeye daha doğrusu özel sektöre daha fazla rol vermeye başlamıştır. 1980’li yıllardan itibaren küresel bazda kendini hissettiren ve yeni kamu işletmeciliğinin temelini de oluşturan bu gelişmeler, bazı kamu hizmetlerinin özel sektörün işletme tekniğinden ve finans kaynaklarından yararlanılarak yerine getirilmesine olanak sağlamıştır. Böylelikle piyasa temelli anlayışın getirisi olarak kamu hizmetlerinin etkin ve verimli bir şekilde sunulması adına bazı kamu-özel ortaklık modelleri ortaya çıkmıştır. 1990’ların başında başta İngiltere olmak üzere birçok Avrupa ülkesinde sağlık sektöründe uygulanan kamu-özel ortaklık modeli, 2003 yılında başlayan sağlıkta dönüşüm programı kapsamında ülkemizde de uygulanmaya başlanmıştır. Bu kapsamda sağlık altyapısının güçlendirilmesi, sağlık hizmet sunumunda özel sektörün bilgi ve deneyiminden yararlanılması, küresel rekabete açık kalite standartlarının belirlenmesi ve en önemlisi bütçe üzerindeki sağlık harcamalarının payının azaltılması amacıyla 2005 yılında 5393 sayılı Sağlık Hizmetleri Temel Kanunu’na özel müteşebbislerle işbirliğinin önünü açan yeni bir madde eklenmiştir. Akabinde kamu-özel işbirliğini daha net çizgilerle belirleyen 2013 tarihli ve 6428 sayılı “Kamu-Özel İşbirliği Modeli ile Tesis Yapıtılması, Yenilenmesi ve Hizmet Alınması ile Bazı Kanun Hükmünde Kararnamelerde Değişiklik Yapılması Hakkında Kanun” kabul edilmiştir. Bu kanun kapsamında hayata geçirilen şehir hastaneleri projelerinde şu ana kadar 13 hastanenin yapımı özel sektör tarafından tamamlanarak sağlık bakanlığına teslim edilmiştir. Başlangıçta yüksek maliyeti ve atıl kapasite oluşturacağı eleştirisine konu olan şehir hastaneleri, Covid-19 pandemisiyle mücadelede göstermiş olduğu yüksek performans sayesinde bu eleştirilere şimdilik göğüs gerebilmiştir. Ancak sağlık hizmet sunumunda yeni olan bu sistem, çekirdek sağlık hizmetlerinin kamu sektörü diğer destek hizmetlerinin ise yüklenici firma tarafından yerine getirilmesini sağlayan çift başlı örgütsel ve yönetmel yapıya sahiptir. Şehir hastaneleriyle birlikte ortaya çıkan düalist (ikili) yönetmel yapı, yüklenici firma ile kamu sektörü yöneticileri arasında amaçsal farklılaşmadan kaynaklanan çatışmaların yaşanmasına zemin yaratabilmektedir. Dolayısıyla bu çalışmada yetki ve sorumluluk dengeleri açısından yeni bir durum ihtiva eden şehir hastanelerinin yönetmel yapıları analiz edilmiştir.

Anahtar Kelimeler: Yeni kamu işletmeciliği, kamu özel ortaklığı, şehir hastaneleri.

The Public-Private Partnership Model in the New Public Management Paradigm: An Evaluation on Dualist Administrative Structures of City Hospitals

ABSTRACT

After the Second World War, the understanding of the welfare state, which prevailed in meeting the demands and expectations of the citizens, led to the excessive growth of the public sector over time. In addition to severe economic crises, the administrations that had difficulties in removing the burden on the budget created by increasing and diversifying public services started to shrink with neoliberal policies, or rather, to give a more role to the private sector. These developments, which have made themselves felt on a global basis since the 1980s and formed the basis of new public management, have enabled some public services to be performed by benefiting from the business technique and financial resources of the private sector. Thus, some public-private partnership

models have emerged in order to provide public services effectively and efficiently as a result of a market-based approach. The public-private partnership model, which was applied in the health sector in many European countries, especially in the UK, in the early 1990s, started to be implemented in our country within the scope of the health transformation program that started in 2003. In this context, in order to strengthen the health infrastructure to benefit from the knowledge and experience of the private sector, to determine the quality standards open to global competition, and most importantly, to reduce the share of health expenditures on the budget, a new article was added to the Health Services Basic Law No.5393, which paves the way for cooperation with private entrepreneurs. Subsequently, the Law No. 6428 of 2013, which defines the public-private cooperation in clearer lines, "Building, Renovation and Service by Public-Private Partnership Model, and Amending Certain Decree Laws" was adopted. In the city hospital projects implemented within the scope of this law, the construction of 13 hospitals has been completed by the private sector so far and delivered to the ministry of health. City hospitals, which were initially criticized that it would create high costs and idle capacity, have been able to withstand these criticisms for now thanks to their high performance in the fight against the Covid-19 pandemic. However, this system, which is new in health service delivery, has a double-headed organizational and managerial structure that ensures that core health services are provided by the public sector and other support services by the contractor firm. The dualist administrative structure that emerged with city hospitals can create a basis for conflicts arising from the purposeful differentiation between the contractor firm and the public sector managers. Therefore, in this study, the administrative structures of city hospitals, which contain a new situation in terms of authority and responsibility balances, are analyzed and solutions are offered for possible problems.

Keywords: New public management, public private partnership, city hospitals.

GİRİŞ

20. yüzyılın son çeyreğinde kamu yönetiminde yaşanan kuramsal ve kavramsal yoğunlaşmalar akabinde paradigmatik bir dönüşüme kapı aralamıştır. Bu dönüşüme sebep olan birçok faktör bulunmakla birlikte, neo-liberal politikaların ve teknolojik gelişmelerin yaratmış olduğu toplumsal dönüşüm başat rol oynamıştır. Sürekli artan ve çeşitlenen toplumsal beklentileri karşılamak adına yapısal ve işlevsel olarak büyüyen kamu yönetimi; döneme özel, geçmiş sorunlara benzemeyen ve var olan örgütsel yapı ve anlayışla çözülemeyen meydan okumalarla karşı karşıya kalmıştır. Geleneksel yönetim anlayışından farklı örgütsel ve ilişki ağı gerektiren bu dönemde, kamu yönetimi ile işletme yönetimi arasındaki işbirliğini önceleyen Yeni Kamu İşletmeciliği (YKİ) yaklaşımı ön plana çıkmıştır. Yeni anlayışla birlikte birey ile devlet, kamu örgütleri ile siyasi otorite arasındaki ilişkilerin kökten değişmeye başladığı gözlenmektedir. Nihayetinde artık kamu hizmet ve vatandaş algısı işletme yönetimi bileşenleriyle açıklanmaya başlanmıştır. Toplumsal dönüşümün tetiklediği artçı sarsıntılar kamu hizmet sunumunda yeni ve yenilikçi yaklaşımları da beraberinde getirmiştir. Bununla birlikte bütçeden kaynaklı zorlamalarla da karşı karşıya kalan idareler YKİ kapsamında kamu-özel ortaklık (Public Private Partnership) modellerini daha çok uygulama eğilimine girmiştir (Torchia vd., 2013:1-26).

Küresel çapta Kamu Özel Ortaklık (KÖO) modelinin miladını 17. ve 18. yüzyıllara kadar götürmek mümkündür. Ulus devlet olma yolunda ilerleyen devletler kamunun ihtiyacı olan ve daha çok alt yapı hizmetleri olarak sınıflandırabileceğimiz; yol (kara-demir), kanal, köprü, tünel, baraj, içme suyu-sulama ve arıtma/kanalizasyon tesisleri, haberleşme ve turizm yatırımları, iktisadi faaliyette bulunan ticarethaneler-fabrikalar, sportif ve kültürel tesisler, yurtlar, her türlü doğal ve katı atık ısıtma sistemleri, hidroelektrik santralleri, maden işleme tesisleri, büyük kapasiteli otopark projeleri, her türlü yük ve yolcu taşımaya elverişli deniz ve hava limanları vb. yatırım ve hizmetler imtiyaz sistemiyle yapılmaya başlanmıştır. 19. yüzyılda ise Avrupa'da bazı özellikli altyapı hizmetleri ve yine 20. yüzyılda ulaşım şebekelerinin inşası başta olmak üzere birçok işbirliği uygulamaları kamu-özel sektör aracılığıyla gerçekleşmiştir (Gökkaya vd. 2018:2235-2243). Kamu ve özel sektörü bir araya getiren KÖO modeli; kamusal bir hizmetin ve/veya projenin tasarımı, finansmanı, yapımı, işletilmesi veya hâlihazırda kullanılmakta olan tesisin revize edilerek alt yapısının güçlendirilmesi ve daha çok işlevsel hale getirilmesi noktasında özel sektör bileşenleriyle birlikte riskin paylaşılmasını içermektedir

(Joyner, 2007:205-217). Özellikle KÖO modelinde özel sektörün risk paylaşımına özendirilmesi amacıyla yatırım ve hizmet bedelinin, kamu idareleri tarafından hazine garantisi altına alınabilmesi de mümkündür. Böylelikle kamu-özel ortaklık konusunu oluşturan hizmetlerin herhangi bir sebebe bağlı olmaksızın devamı ve sonuçlandırılması amaçlanmaktadır. Nihayetinde uzun yılları kapsayan bu birliktelik, iki tarafa da çeşitli hak ve sorumluluklar yükleyen sözleşme ilişkisine dayanmaktadır (Sözer, 2013:215-253).

KÖO modelinin sağlık hizmet sunumunda Yapı-Kirala-Devret (YKD) usulüyle hayata geçirildiği ülkemizde, kira bedeli karşılığında sağlık tesisinin özel sektör marifetiyle yapımını veya var olan sağlık tesislerinin bakım, onarım ve tamir işlerinin üstlenilmesini kapsamaktadır. Kamu idaresi bu model kapsamında çekirdek sağlık hizmetleri dışındaki bazı tıbbi destek hizmetleri (Laboratuvar, görüntüleme, sterilizasyon) ile tıbbi hizmetler dışında olup hizmet sunumunun bir parçası olan temizlik, güvenlik, yemekhane vb. hizmetlerini özel sektör tarafından verilmesini kabul etmektedir. Böylelikle YKD usulüyle sağlıkta dönüşüm projesinin en önemli ayaklarından birisi olan entegre sağlık tesisi/şehir hastaneleri hizmet vermeye başlamıştır (Esam, 2017:3).

1. KAVRAMSAL ÇERÇEVE

1.1. Kamu Yönetiminde Yeni Kamu İşletmeciliği Yaklaşımı

Refah devleti anlayışının 1970’li yıllarda petrol krizleriyle başlayan küresel buhranla başa çıkmada yetersiz kalması, kamu yönetiminin etkinlik ve verimlilik esasında yeniden dizayn edilmesini gerekli kılmıştır. Şüphesiz bu zorunluluğun gerisinde yatan temel gerekçe, çeşitlenen kamu hizmetlerinin ve artan maliyetlerin bütçe üzerinde gittikçe daha çok yük getirmesi olmuştur (Eryılmaz, 2011:38-40). Krizden çıkabilmenin reçetesini Neo-liberal politikaların uygulanmasında görenler devletin rolünün değişmesi gerektiğinden bahisle sınırlı minimal bir devletin yanında ekonomik, etkin ve etkili kamu hizmeti sunacak yönetsel yapı da öngörmüşlerdir. Böylesine paradigmatik bir evrilme; geleneksel kamu yönetim anlayışında gözlemlenen verimsizlik, hantallık, kurallara aşırı bağlılık, kırtasiyecilik, merkeziyetçilik ve aşırı hiyerarşi gibi şikâyetlere çözüm üretecek işletme tekniklerinin kamu yönetiminde kullanılmasının önünü açmıştır. Nihayetinde kamu hizmetlerinin etkin ve verimli sunulması noktasında ortaya çıkan Yeni Kamu İşletmeciliği (YKİ), özel sektör bileşenleri tarafından kullanılan stratejik yönetim tekniklerinden, kapsamı belirli performans ölçütlerine, sonuç odaklılıktan, şeffaflık ve hesap verilebilirliğe, müşteri odaklılıktan yönetişime kadar birçok yeni anlayışında kamu sektöründe uygulanmasına karşılık gelmektedir (Kurun, 2017:85-106; Ömürgönülşen, 1998, 517-565).

YKİ (New Public Management) kavramını ilk kez “A Public Management for All Seasons” başlıklı makalesinde kullanan Hood, YKİ’nin salt kavramsallaştırılmasına değil aynı zamanda kamu yönetim yapısının reformize edilmesi gerektiğine öncülük ederek kuram ile uygulamayı bütünleştirmiştir. Hood yönetim yapısının reformize edilmesine dayanak minimal devlet trendinin yükselmesi, kamu hizmetlerinin yerel dinamikler ve özel sektör bileşenleri tarafından gördürülmesi, üretim ve bilgi teknolojilerinin gelişimi ve kamu politikalarının gittikçe küresel sisteme eklenmesini göstermiştir. (Hood, 1991:1-20). Osborne ve Gaebler ise, kamu örgütlerinin yeniden yapılandırılmasını on temel ilkeye bağlamıştır. Bu noktadan Osborne ve Gaebler;

- ✓ Kamu yönetimlerinin bizzat üretimden ziyade yönlendiren katalizör görevi görmelerini,
- ✓ Devletin tekelci olmadığı, serbest girişimcilerin rekabet ve piyasa koşullarında üretim yapmasını,
- ✓ Amaç ve hedeflerin net bir şekilde belirlenmesini (Kamu ajanlarının hedeflerin belirlenmesinde ve hedeflere ulaşmada daha aktif rol almasını),

- ✓ Süreçlerden ziyade çıktı ve sonuçların dikkate alınmasını,
 - ✓ Öngörülü, katılımcı ve merkezkaç-yerinden yönetime önem vermelerini,
- önermiştir (Osborne ve Gaebler, 1993).

Devletin küçültülmesi ve piyasanın güçlendirilmesini önceleyen YKİ, kamu kaynaklarının etkin ve verimli bir şekilde kullanılmasını merkeze alan bir anlayıştır. Nihayetinde bir taraftan kıt kaynaklar doğru yerlere kanalize edilirken, diğer taraftan da kamu kaynaklarının yeni teknikler, yeni örgütlenme ve hedef bilinciyle verimli çıktılara dönüşmesi sağlanmaktadır.

1.2. Kamu-Özel Ortaklık Modeli ve Yansımaları

KÖO modelinin sadece birkaç sektörde başlayan hikâyesi 17. yüzyıla kadar uzanmaktadır. Ancak 20. yüzyılın sonlarına gelindiğinde özellikle YKİ yaklaşımıyla birlikte oldukça geniş bir alanda ve büyük ölçekli projelerde uygulanmaya başladığı görülmektedir. Bu dönemde yakalanan ivmeye KÖO modelinin özelleştirme karşıtlarına karşı bir kalkan görevi görmesi de etken olduğu söylenebilir. Bu noktadan devletler özelleştirme karşıtlarının tepkilerini azaltmak amacıyla KÖO modeline daha çok ilgi duymuşlardır (Sözer, 2014:215-253). Piyasanın güçlendirilmesi ve bazı kamu hizmetlerinin özel sektöre yerine getirilmesi trendinin hâkimiyeti altında, İngiltere KÖO modeli için en büyük pazarlardan birisi haline gelmiştir. KÖO modelinin tarihsel süreçteki gelişiminde son derece önemli bir yeri olan İngiltere, başta yol inşaat projeleriyle başlattığı KÖO modelini “Özel Sektör Finansman Girişimi (Private Finance Initiative (PFI))”nin kurulmasıyla birlikte daha sağlam temeller üzerine oturtmuştur. 1990’lı yılların başında farklı hükümetlere rağmen başlayan istikrarlı artış, KÖO modellerinin çok farklı şekillerde ve farklı yoğunluk seviyelerinde kullanıldığı bir markaya dönüşmüştür. Hükümetler bu sayede hayati konuma haiz kamu hizmetlerini uzun vadeli sözleşmelerle ve özel sektörün finansman desteğiyle yerine getirebilmiştir. Hatta 2009 yılında ülke genelindeki hastanelerin %90’nına karşılık gelen 159 hastane PFI girişiyle kurulmuştur (Sözer, 2013:215-253). İspanya da ekonomik krizin yaratmış olduğu sıkıntılardan sağlık hizmet sunumunun sekteye uğramaması adına 1999 yılında ilk KÖO olan “Alzira Modelini” geliştirmiştir. Sözleşme kapsamında özel bir yükleniciye risk paylaşımı yapılarak “Hospital de la Ribera” hastanesinin yapımı sağlanmıştır. Bu tarihten itibaren 2006 yılında Torre Vieja, 2009 yılında Denia ve Manises, 2010 yılında ise Vinalopo olmak üzere 4.7 milyon nüfusun sağlık hizmet sunumunu gerçekleştirmek için dört adet KÖO modeli daha uygulamaya dahil edilmiştir (Tarazona vd., 2016:1-7). Modelin İngiltere’de maliyet konusunda bazı eleştirilere rağmen başarılı bir şekilde uygulanması, küresel arenada birçok ülkeye de ilham olmuştur. 2000’li yıllarda KÖO modelini uygulayan sınırlı sayıda ülke olmasına karşın, bu tarihten itibaren sosyo-ekonomik yapıları birbirinden farklı birçok ülke bu modeli kullanmaya başlamıştır (EPEC, 2012:1-41; Boz, 2013:277-332).

Bu denli geniş bir coğrafyada kullanım alanına sahip KÖO modelini tanımlamada bazı temel ilkeler dışında görüş ayrılıkları da yaşanmaktadır. Ancak üzerinde kabul gören temel ilkeler baz alındığında; kamusal mal veya hizmetin yerine getirilmesi amacıyla kamu otoritesi ile gerçek veya özel sektör tüzel kişiliğine haiz taraflarca üzerinde mutabakat sağlanan risk oranında özel sektörün yükümlülük altına girdiği uzun vadeli sözleşme temelinde kurulan işbirliği olarak tanımlanabilir (Joyner, 2007: 207). Bu noktadan kamu otoritesi kamu hizmetleri üzerindeki kontrolünü kaybetmezken özel sektöre de aktarılan risk oranında gelir kazanması amaçlanmaktadır. Böylelikle karşılıklı hak ve sorumluluklara dayalı kazan-kazan anlayışıyla her iki tarafa da fayda sağlayan bir işbirliği ortaya çıkmaktadır (Uysal, 2019; 877-898). Bu işbirliği çerçevesinde özel sektör kamuya ait altyapı tesislerinin finansmanı, yapımı, yenilenmesi, işletilmesi ve bakımı ile ilgili hizmetleri sunarken, kamu sektörü ise geleneksel olarak bizzat kendisi tarafından sunulması gereken bir faaliyeti özel sektörle birlikte gerçekleştirmiş olmaktadır (Sözer, 2013:215-253).

Avrupa Birliği ise KÖO modeline yönelik ayrıntılı bir tanımlama yapmaktansa genel hatları çizen çatı bir dil kullanmayı seçmiştir. Bu bağlamda KÖO, kamu mal ve hizmetlerin sunulması noktasında kamu otoriteleri ile özel sektör arasında ve aynı zamanda birlikte katılıma da vurgu yapan üst bir kavram olarak tanımlanmaktadır. Farklı içerikte ve yapıda olan bu model, uzun süreli sözleşmeler ile kamu hizmetlerinin yerine getirilmesini ne bütünüyle devlet ne de bütünüyle özel sektörün uhdesinde bırakmaktadır. Artık günümüzde özel sektörün katılım ve risk paylaşımına, finansman sağlama yöntemine, ödenecek hizmet bedeli ve bu ödemenin nasıl yapılacağına göre şekillenen KÖO modeli; yap-işlet-devret (YİD), yap-işlet (Yİ), yap-kirala-devret (YKD), işletme hakkı devri ve gelir ortaklığı gibi yaklaşımlarla uygulanmaya devam etmektedir (Boz, 2013:277-332).

2. SAĞLIK HİZMET SUNUMUNDA KAMU-ÖZEL ORTAKLIK MODELİ: ŞEHİR HASTANELERİ

2.1. Sağlıkta Dönüşüm ve Şehir Hastaneleri

1980'lerden itibaren Neo-liberal politikaların eşliğinde diğer birçok sektörde olduğu gibi sağlık sektöründe de özel sektör girişimcilerin ilgisi artmıştır. Sağlık hizmet sunumunun bütün vatandaşlar için ötelenemez-ertelenemez bir kamu hizmeti olduğu göz önüne alındığında, hükümetlerin artan sağlık hizmeti harcamalarını karşılamada yeni modeller geliştirmesinin hayati önemde olduğu söylenebilir. Bu durum sadece Türkiye ile ilgili bir mesele olmaktan ziyade gelişen ve gelişmekte olan bütün ülkelerde hissedilen bir süreç olarak değerlendirilmektedir. Uygulama örnekleri ülkeden ülkeye değişmekle birlikte özel sektörün daha yaygın faaliyette bulunması, teknolojik gelişmeleri geriden izleyen kamu sektörüne fazla seçenek bırakmamıştır. Bu noktadan sağlık hizmet sunumunda küresel çapta uygulanan KÖO modelleri; her basamaktaki sağlık kuruluşlarının alt yapısını oluşturmak, gerektiğinde sağlık hizmetini bizzat sunmak, tıbbi cihaz, teçhizat ve ilaç geliştirmek, her türlü tıbbi cihaz, teçhizat ve ilaçların dağıtımını yapmak ve bulaşıcı salgınlarda kamu sektörüyle birlikte hastalıkların takip ve kontrolünü sağlamak gibi amaçlarla yaygın bir şekilde kullanılmaya başlanmıştır. Böylesine bir süreç dolaylı olarak sağlık kuruluşlarının hem finansman hem de örgütsel açıdan değişimini de beraberinde getirmiştir (Uysal, 2020:935-960).

Bu noktadan küresel çapta hastanelerin KÖO modeliyle inşa edilmeye başlaması, sağlık hizmet sunumunda belirgin hedefler koyan Türkiye'nin de ilgisini çekmiştir. 2003 yılında herkes için ulaşılabilir, sürdürülebilir ve kaliteli sağlık hizmeti ana fikriyle başlatılan "Sağlıkta Dönüşüm Programı (SDP)", bu ilginin fiiliyata geçmesinde milat olmuştur. Yeni kurulan cumhuriyet tarihi boyunca uygulanan sağlık politikalarının önemli dönüm noktalarından (Dr. Refik Saydam dönemi-1923, Dr. Behçet Uz dönemi-1946 ve Prof. Dr. Nusret Fişek-1963) birisi olarak nitelendirilen SDP (Recep Akdağ-2003), sağlık hizmet sunumunda geçmişten günümüze yapılan çalışmaların üzerine katılımcı, çözüm odaklı ve demokratik karar alma süreçlerini eklemiştir. Tüm bu dönüşümlerin hedefinde sağlık hizmet sunumunun insan odaklı, etkili, verimli ve adaletli bir şekilde yerine getirilmesi ve sağlık hizmetlerine kaynak sağlanması yatmaktadır. Şüphesiz bireyin toplum sağlığı ile birlikte korunması gerçeğiyle Dünya Sağlık Örgütü'nün "21. Yüzyılda Herkese Sağlık" politikasını da dikkate alan SDP, uluslararası kuruluşların deneyim ve tavsiyeleriyle uyumlu bir içerikle yürütülmeye devam etmektedir. Sağlık hizmetlerinin SDP çerçevesinde dönüştürülmesiyle birlikte, ulusal-küresel hizmet beklentilerine karşı daha dinamik yönetsel ve örgütsel yapıya ulaşılması hedeflenmektedir (Akdağ, 2012:7-9).

SDP kapsamında sağlık altyapısının güçlendirilmesi, sağlık hizmet sunumunda özel sektörün bilgi ve deneyiminden yararlanılması, küresel rekabete açık kalite standartlarının belirlenmesi ve en önemlisi bütçe üzerindeki sağlık harcamalarının payının azaltılması amacıyla 1987 tarih ve 3359 sayılı 'Sağlık Hizmetleri Temel Kanunu'na 2005 yılında bir madde (Ek-7. madde) eklenmiştir. Sağlık hizmet sunumunda KÖO modeli adına atılan bu ilk adım sonrasında;

Yüksek Planlama Kurulu tarafından yapılması gerekliliğine karar verilen sağlık tesisleri, ön proje ve temel standartları sağlık bakanlığınca belirlenmek kaydıyla kırk dokuz yılı geçmemek üzere belirli süre ve bedel üzerinden kiralama karşılığı gerçek veya özel hukuk tüzel kişilerine yaptırılmasının önü açılmıştır. Sağlık bakanlığının kendisine veya hazineye ait taşınmazlar üzerinden ihale yoluyla yapacağı KÖO modelini daha net çizgilerle belirleyen hukuksal düzenleme ise, 2013 tarihli ve 6428 sayılı “Kamu-Özel İşbirliği Modeli ile Tesis Yaptırılması, Yenilenmesi ve Hizmet Alınması ile Bazı Kanun Hükmünde Kararnamelerde Değişiklik Yapılması Hakkında Kanun” olmuştur. Söz konusu kanun 3359 sayılı kanuna ek 7. maddenin yürürlüğünü ortadan kaldırmıştır. Bu noktadan KÖO modelinin alt modelleri olan yap-işlet (Yİ), yap-işlet-devret (YİD), yap-kirala-devret (YKD), işletme hakkı devri ve gelir ortaklığı gibi alternatif yaklaşımlar uygulamada ağırlık kazanmıştır. Ancak bunlardan YKD, entegre sağlık kampüsleri ve şehir hastanelerinin özel sektörce yapılması noktasında daha yaygın kullanıma sahiptir (Keskin, 2011: 17; Boz, 2013:277-332).

Özellikle sağlık, eğitim ve kamu binalarının yapımı noktasında öne çıkan bir model olan YKD, ihtiyaç duyulan kamusal hizmetin hazineye ait taşınmazlar üzerinde özel sektöre bağımsız ve sürekli nitelikte üst hakkı tesis edilmesiyle başlamaktadır. Akabinde özel sektör yüklenicileri tarafından söz konusu mal veya hizmetin planlanması, kaynak sağlanması, inşa edilmesi, işletme süresince belirli bir bedel ve süreyle kamuya kiralanması şeklinde devam etmektedir. Belirli bir yapım sürecinin sonunda başlayan (şehir hastaneleri için genellikle 3 yıl olarak belirlenmekte) işletme sürecince (şehir hastaneleri için genellikle 25 yıl olarak belirlenmekte) sunulacak çekirdek sağlık hizmetleri kamu ajanları tarafından, destek ve teknik bazı hizmetlerin ise yüklenici firma tarafından yürütülmesi gerekmektedir (Uysal, 2019; 877-898; Karahanoğulları, 2011: 81).

Yönetimsel ve örgütsel bağlamda birçok değişim ve dönüşümü içinde barındıran bu dönem, aynı zamanda sağlık hizmet gereksinimleri olan vatandaşların çok uzaklara gitmeden hastalığı ile alakalı bütün teşhis ve tedavilerini tek merkezde yaptırabilmesini sağlamayı da amaçlanmaktadır. Dönemin SB Bakanı Recep Akdağ özel sektörün sermaye ve tecrübesinden yararlanılarak yapılacak şehir hastanelerinin açılma amaçlarını dört farklı pencereden açıklamıştır. Bu hedefler tablo halinde aşağıda gösterilmiştir.

Tablo 1: Farklı Açılardan Şehir Hastanelerinin Açılma Amaçları

Sağlık Hizmet Etkinliğinin Artırılması	Toplumsal İhtiyaçlar	Hasta Odaklı Hizmet Anlayışı	Sağlık Personeli Açısından
Bütün Türkiye’de teşhis ve tedavi çeşitliliğini sağlamak, Bütün bölgelerde sağlık alanındaki gelişmeleri tamamlamak, Nitelikli sağlık hizmeti sunmak, Maliyet etkin sağlık hizmeti sunmak.	Nitelikli ve yeterli yatak sayısına ulaşmak, Profesyonel sağlık ekibinin bütün bölgelerde etkin hizmet sunmaya başlaması, Teşhis ve tedavide teknolojik gelişmelerin uygulanması, Tedavi hizmetlerinde yeni kavramların geliştirilmesi.	Hastane kalış sürelerinin kısaltılması, Hasta transferinin azaltılması, Hastane enfeksiyonlarının azaltılması, Hasta güvenliğinin ve memnuniyetinin artırılması.	Çalışan güvenliği ve memnuniyetinin artırılması, İş gücü ve hizmet kalitesinin artırılması, Sağlık hizmet performansının geliştirilmesi.

Kaynak: Akdağ, 2012:289.

Bu amaçlarla açılacak olan şehir hastaneleri ile yüklenici firma arasında koordinasyonu sağlamak üzere 2007 yılında SB bünyesinde Kamu Özel Ortaklığı Daire Başkanlığı (KÖODB) kurulmuş ve faaliyetlerine başlamıştır. İlk fırsatta 22 ilde farklı yatak sayıları ve fiziki

boyutlarda toplamda 30 sağlık kampüsünün yapılması planlanmıştır (Akdağ, 2011: 43). Bu projelerden biten ve yapım aşamasında olan hastaneler aşağıda tablo halinde gösterilmiştir.

Tablo 2: KÖO Modeli ile Hizmete Giren ve Yapımı Devam Eden Şehir Hastaneleri

Şehir Hastanesi	Yatak Kapasitesi	Açılma Dönemi
Yozgat Şehir Hastanesi	475	2017-2020 yılları arasında açılanlar
Isparta Şehir Hastanesi	800	
Mersin Şehir Hastanesi	1330	
Adana Şehir Hastanesi	1595	
Kayseri Şehir Hastanesi	1607	
Elazığ Fethi Sekin Şehir Hastanesi	1038	
Manisa Şehir Hastanesi	558	
Eskişehir Şehir Hastanesi	1235	
Ankara-Bilkent Şehir Hastanesi	3332	
Tekirdağ Dr. İsmail Fehmi Cumalıoğlu Şehir Hastanesi	480	
Konya Şehir Hastanesi	1250	
Bursa Şehir Hastanesi	1355	
İstanbul Başakşehir Çam ve Sakura Şehir Hastanesi	2682	
Kocaeli Şehir Hastanesi	1180	2021 ve sonrasında açılması planlananlar
Ankara-Etlik Şehir Hastanesi	3566	
Kütahya Şehir Hastanesi	600	
İzmir Bayraklı Şehir Hastanesi	2060	
Şanlıurfa Şehir Hastanesi	1700	
Gaziantep Şehir Hastanesi	1875	

Kaynak: Sağlık Bakanlığı KÖODB, 2020.

YKD modeli çerçevesinde 2012 yılından itibaren planlanan şehir hastanelerinin 13 tanesi hizmete açılmıştır. Farklı illerde gerçekleştirilmek üzere 6'sı yapım aşamasında toplam 13 projede daha çalışmalar devam etmektedir. 2019'un sonlarında patlak veren Covid-19 pandemisi esnasında oldukça önemli bir misyonu yerine getiren şehir hastanelerine ilgi gün geçtikçe daha çok artmıştır. Bu kapsamda başlangıçta sınırlı sayıda yapılması planlanan şehir hastanelerinin başka illere de yapılmasıyla sayılarında artış kaydedilmesi beklenmektedir (Gökkaya vd., 2018:2235-2245).

Şehir Hastanelerinin Düalist (İkili) Yönetmel Yapısı

1980'li yıllardan sonra farklı ülkelerde farklı alt modelleriyle yaygın bir şekilde uygulanan KÖO modeli, Türkiye'de de başta ulaşım ve eğitim sektörleri olmak üzere sağlık hizmet sunumunda kullanılmaya başlanmıştır. 2005 yılında 3359 sayılı yasa ile başlayan süreçte, 2012 yılından itibaren entegre sağlık kampüsleri ve şehir hastaneleri projelendirilmeye başlanmıştır (SBB, 2019). 2017 yılı itibariyle hizmete alınmaya başlanan şehir hastanelerine yönelik başlangıçta yüksek maliyeti nedeniyle bütçeye getirdiği yük, sözleşme hükümlerinin gizliliği, hesap verilebilirlik, katılımcılık, gelir garantisi, lokasyon seçimi ve erişilebilirlik, sağlık çalışanlarının özlük hakları ve koşulları gibi konularda eleştiriler getirilmiştir. Günümüzde KÖO modeline yönelik eleştirilerde daha çok sağlık kuruluşlarının özelleştirildiği ve ticari sır gerekçesiyle uzun yıllar üstlenilecek mali yükün kamuoyundan gizlendiği temelinde yoğunlaşmaktadır. Bu konularla ilgili olarak alan yazınında benzer eleştirilere rastlamak mümkündür (Torchia vd., 2013:1-26; Uysal, 2019:935-960; Kurun, 2017:85-106). Ancak bu çalışmada daha çok şehir hastanelerinin düalist (ikili) yönetim yapısı ele alınacaktır.

KÖO modeliyle yapılan şehir hastanelerinde sağlık hizmet sunumunda iki ayrı görev paylaşımı söz konusudur. Hemen kabaca belirtmek gerekirse; hastanelerde sunulacak çekirdek sağlık hizmeti kamu sektörü ve personeli tarafından, bu hizmetler dışındaki teknik destek hizmetleri ise özel sektör ve personeli tarafından yerine getirilecektir. Her ne kadar sağlık hizmet

sunumunun nitelikli, etkin ve sürekli bir şekilde verilmesinden kamu sektörü temsilcisi başhekimler sorumlu olsa da, özel sektör yükümlülüğünde olan destek hizmetlerinin yerine getirilmesinde yüklenici firma kendi usul ve yöntemlerini kullanmaktadır. Bu noktadan sağlık hizmet sunumunun yerine getirilmesinde ortaya çıkan amaçsal ve yönetsel farklılıklar, bazı ihtilafli durumların yaşanmasına sebep olmaktadır. Özellikle yüklenici firma kendi yetki alanlarına giren faaliyet alanlarına müdahale edilmesini istememektedir. Ancak sağlık hizmetlerinin doğası gereği ekip ruhu ve koordineli bir şekilde yürütülmesi gerekmektedir. Senkorinazyonda yaşanacak herhangi bir hata, hasta sağlığı ve güvenliğini riske atabilir. Dolayısıyla şehir hastaneleriyle birlikte sağlık idaresinde hayatımıza giren bu hassas yapı, birbiriyle iç içe girmiş sorumlulukların ahenk içerisinde yapılmasını gerekli kılmaktadır (Karahanoğulları, 2011:128-163). Karışıklığa meydan vermemek adına yüklenici firma tarafından yerine getirilmesi gereken hizmetler ilgili sözleşmelerde tek tek sayılmıştır. Bu hizmetler tablo halinde aşağıda gösterilmiştir.

Tablo 2: KÖO Modelinde Firma Tarafından Sunulacak P1 ve P2 Hizmetleri

P1 Hizmeti	P2 Hizmeti
Bina ve Arazi Hizmetleri Temizlik Hizmetleri	Güvenlik Hizmeti, Otopark Hizmetleri
Olağanüstü Bakım ve Onarım Hizmetleri	Çamaşır ve Çamaşırhane Hizmetleri, Yemek Hizmetleri
Yer ve Bahçe Bakım Hizmetleri Atık Yönetim Hizmetleri,	Sterilizasyon ve Dezenfeksiyon Hizmetleri
Ortak Hizmetler Yönetimi Hizmeti	Hastane Bilgi Yönetim Sistemi (HBYS) Uygulama ve İşletme Hizmeti
Mefruşat Hizmeti	Hasta Yönlendirme ve Refakat / Resepsiyon / Yardım Masası / Taşıma Hizmetleri
Diğer Tıbbi Ekipman Destek Hizmeti İlaçlama Hizmetleri	Laboratuvar Hizmetleri, Görüntüleme Hizmetleri, Fizik Tedavi ve Rehabilitasyon Hizmetleri (Çıkartıldı)

Kaynak: Gökkaya vd., 2018:2235-2245.

Sözleşme kapsamında P1 ve P2 hizmetleri olarak nitelendirilen toplamda 19 hizmeti yüklenici firma tarafından yürütmesi planlanmıştır. Ancak son sözleşmelerde P2 kapsamında yer alan Fizik Tedavi ve Rehabilitasyon Hizmetleri'nin bu kapsamdan çıkartıldığı görülmektedir. Dolayısıyla P1 ve P2 kapsamında firmanın yerine getireceği hizmetler 18'e düşürülmüştür. Sabit, miktara bağlı olan (görüntüleme, laboratuvar, atık yönetim, çamaşır ve çamaşırhane, yemek ve sterilizasyon ve dezenfeksiyon hizmetleri) ve olmayan hizmet karşılıkları, sözleşmede belirtilen bedeller üzerinden her ay hakedişlere bağlanarak yüklenici firmaya ödenmektedir. Ancak doğrudan teşhis ve tedaviye yönelik poliklinik ve servis hizmetleri çekirdek sağlık hizmetleri kapsamında SB yönetim ve personeli aracılığıyla sunulmaktadır. Kamu ve özel sektörün sorumluluklarını yerine getirmesi noktasında koordinatörlük görevi bakanlık bünyesinde oluşturulan Şehir Hastaneleri Koordinasyon Daire Başkanlığı'na (ŞHKDB) bırakılmıştır. ŞHKDB'de bu amaçla eğitim ve dokümantasyon, yardım masası ve koordinasyon, tıbbi hizmetler ve süreç yönetimi, idari, mali ve hukuk süreçleri ve işletme öncesi hazırlık birimleri oluşturulmuştur. Böylelikle SB'nin gözetim ve denetimi altında yüklenici firma destek hizmetlerini yerine getirmektedir. Yüklenici firmanın eksik veya hatalı yaptığı her işlem ve faaliyetin puanlandırılarak cezai işleme tabi tutulmaktadır. Dolayısıyla kamunun denetim görevi destek hizmetlerinin sözleşme yükümlülüklerine göre yerine getirilmesinde oldukça önemli bir yer tutmaktadır (Karahanoğulları, 2011:128-163; Uysal, 2019:935-960).

KÖO modeliyle ilk defa uygulamaya geçen şehir hastanelerinde, yönetsel sürdürülebilirlik son derece önemlidir. Sözleşme gereği ikili bir yönetim yapısının öngörülmüş olmasına rağmen, kamunun gözetim ve denetiminin devam ettiğini söylenebilir. Bu noktadan şehir hastanelerini yüklenici firmaların yönettiğine dair algı gerçeği yansıtmamaktadır. Ancak ikili yönetim yapısının

sağlık hizmet sunumunda bir takım yönetsel sorunlara da sebep olabileceği değerlendirilmektedir. Bu sorunları maddeler halinde sıralayacak olursak;

✓ Şehir hastanelerinde çekirdek sağlık hizmetlerinin sunumunda hastane başhekimleri doğrudan yetkiliyken, destek hizmetlerinde dolaylı bir yetki kullanımı söz konusudur. Bu süreçte yüklenici firma tarafından atanan işletme müdürlerinin yaklaşımı, sağlık hizmet sunumunun kalitesini doğrudan etkilemektedir. Sağlık hizmetlerinin hibrit yapıda oluşu, destek hizmetlerinin zamanında, eksiksiz ve kesintisiz bir şekilde yerine getirilmesini de zorunlu kılmaktadır. Bu noktadan her iki tarafında ekip ruhu ve sorumluluklarının bilincinde hareket etmesi hayatidir. Ancak uygulamada her zaman bunun böyle gerçekleştiğini söylemek mümkün değildir. Her ne kadar yüklenici firmaya eksik ve hatalı işlemler için cezai müeyyideler yapılsa da, hasta güvenliği ve sağlık hizmet sunumunun devamlılığı riske girmektedir.

✓ Farklı dinamiklerin iç içe geçtiği şehri hastanelerinde sağlık hizmet sunumu deneyimi olmayan yüklenici firma yöneticileriyle kamu çalışanlarını karşı karşıya gelmektedir. Özellikle hekimlerin poliklinik esnasında yardımcı sağlık personelinin yoksun olması, hem hasta-hekim hem de hekim-sağlık idaresi arasındaki ilişkileri oldukça gerginleştirmektedir. Hastalar süreçlerin uzamasından, hekimlerde hasta yoğunluğu ile kaliteli sağlık hizmeti sunma arasında seçim yapmak zorunda kalmaktadır. Bu tablo yüklenici firma yöneticileri ile sağlık çalışanları arasındaki iletişim kazalarının da yaşanmasına sebep olmaktadır. Kazanamı olmayan bu iletişim şeklinin, hesap verilebilirlik ilkesi açısından da yönetsel zafiyetler oluşturduğu bilinmektedir.

✓ Sağlık hizmetlerinin bütüncül yapısı yönetimde çift başlılığı çağrıştıran ikili bir bürokrasiye bağımlı bırakılmamalıdır. Öyle ki uzmanlık gerektiren çok çeşitli hizmetlerin verildiği şehir hastanelerinde, denetim ve gözetim faaliyetlerinin de tek bir yönetsel çatı altında birleştirilmesi gerekmektedir. Bu noktadan kamu sektörüne 3000-4000 sayfa sözleşme içeriklerinin uygulanması, muhasebeleştirme ve satın alma süreçlerine hakim uzman takviyesi yapılarak özel sektörün gözetlenme ve denetlenmesini yapmalıdır. Çünkü yüklenici firma alanında uzman personelleri istihdam ederken, kamu sektöründe klasik hastane tecrübesi olan personellerin bu kişileri denetlemesi ve dengelemesi mümkün olmayacaktır. Sonuçta mevzuatın uygulanmasından muvazalı konuların çözümlenmesine kadar kamu idaresinin inisiyatif alabilmesi için en az özel sektör kadar alanına hakim olması gerekmektedir.

✓ Şehir hastanelerinde sunulan otelcilik hizmetleri ve kapalı alanlarda kaydedilen artış ile sağlık personeli arasındaki artış paralellik arz etmemektedir. Gerçekçi bir insan kaynakları planlamasıyla bir taraftan artan hizmet talebine nitelikli bir cevap verebilmek mümkün iken diğer taraftan da yeni sürece adapte deneyimli personellerin sürece dâhil edilmesi sağlanmalıdır. Aksi halde gün içerisinde hizmet kalitesini etkileyen birçok sorun gözden kaçırılabilir. Ancak bazı sorunlar hastaların geri bildirimleri sayesinde tespit edilebilmekle birlikte, yüklenici firmanın hem ceza yememek hem de kreditorlerin bu durumdan etkilenmesini önlemek adına sorunları hasıraltı yapabilmektedir. Bu durum sağlık hizmet sunumunu dolayısıyla hasta bakımını olumsuz etkilemektedir.

✓ Yüklenici firma ile yapılan sözleşme kapsamında sunulan P1 ve P2 hizmetlerinden laboratuvar, görüntüleme hizmetleri gibi birçok alanda kamu personeli görev yaparken, yerlerine deneyimsiz şirket elamanları çalıştırılmaktadır. Özellikle bu iki alanda yüksek personel devir oranları bir taraftan hizmet kalitesini etkilerken, diğer taraftan da işlerin aksamasına sebep olmaktadır. Bu alanlarda çalışan tecrübeli kamu personelleri ise, daha

önemsiz işlerde atıl konumda çalıştırılmaktadır. Bu durum sağlık personellerinin iş stresini artırmakta, iş barışını bozmaktadır.

✓ Hastanedeki özellikle bakım onarım ve teknik hizmetlerde meydana gelen sorunların yüklenici firma yöneticilerine iletilmesi yazılı olarak yapılmamaktadır. Bazı hastanelerde mail yöntemi bazı hastanelerde ise telefonda mesaj atmak suretiyle yürütülmektedir. Nihayetinde belirli bir süre içerisinde müdahale edilmesi gereken bu sorunlara, iletişim mekanizmalarından kaynaklanan kişisel veya sistemsel sorunlarında eklenmesiyle firmaların yükümlülüklerinin takibi zorlaşmaktadır. Nihayetinde gözetim ve denetim görevini üstlenen kamu idaresinin söz konusu eksik ve zamanında yapılmayan faaliyetlerle ilgili karar alma mekanizması bu süreçten olumsuz etkilenmektedir.

✓ Şehir hastanelerinde özellikle kliniklerde sunulacak hizmetler için sarf malzeme dışındaki demirbaş, tıbbi-biyomedikal cihazlar ve mefruşat kalemleri için satın alma süreçleri öncesinde özellikle yüklenici firmaya danışılmaktadır. Hali hazırda sözleşmede yer alan Ek-13, Ek-17 ve Ek-22 gibi süreçlerin içeriğinin ve işletilme prosedürünün netleşmemesi, satın alma süreçlerinin gecikmesine davetiye çıkarmaktadır. Diğer kamu hastanelerinde her türlü mal ve hizmet alımlarının başhekimlerin uhdesinde gerçekleştiği göz önüne alınırsa, uyuşmazlık halinde amaçsal farklılıkların aynı anda süreçlere müdahil olması sürecin tahkime kadar gitmesine sebep olabilir. Bu durum kamu idaresi ile yüklenici firma arasında yönetsel restleşmeleri kronikleştirebileceği gibi, hasta güvenliğinin her daim risk altında olmasına da kapı aralayacaktır.

SONUÇ

SDP'nin son evresi olan engetre sağlık kampüsleri ve şehir hastaneleri, KÖO alt modeli olan YKD üzerinden fiiliyata geçmeye başlamıştır. Bu bağlamda hizmete alınan şehir hastanelerinde finansman, bakım, onarım ve yenileme hizmetleri yüklenici firma tarafından, çekirdek sağlık hizmeti sunma ve müşteri garantisi ise kamu sektörü tarafından verilmektedir. Yüklenici firma ile kamu idaresi arasında uzun dönemli işbirliği gerektiren şehir hastaneleri sözleşmeleri, belirli bir yapım süreci (ortalama 3 yıl) ile işletme sürecinden (ortalama 25 yıl) oluşmaktadır. Özel sektör sözleşme yükümlülükleri gereği bir taraftan destek hizmetlerini (HBYS, Hasta Yönlendirme, Güvenlik vd.) yerine getirirken diğer taraftan da otopark, kafeterya gibi ticari alanların işletilmesini sağlamaktadır. Böylelikle bir kamu idaresi olarak SB, YKD modeliyle hem kaynak sorununu çözerken hem de YKİ anlayışı çerçevesinde özel sektör ile uzun dönemli iş yapma sürecine girmiş olmaktadır.

KÖO modeli kamu idarelerinin alışık olmadığı bir ilişki ağı (kamu idaresi-yüklenici firma-finansör/kreditör) ve yine alışık olmadığı yönetsel yapı üzerinden hibrit şehir hastanelerinde uygulanmaktadır. Bu devasa projelerinin optimal sağlık hizmet sunumunu sağlayacak şartları içermesi hayati bir konumdur. Bununla birlikte hizmet kalitesini artırmak ve maliyeti etkin sağlık hizmeti dengesini kurabilmek amacıyla işletme süreci boyunca etkin bir izleme-değerlendirme ve performans denetimi yapılması gerekmektedir (SBB, 2019). Bütün bunların projenin başarısı için önemi ortada olmakla birlikte, hizmet kalitesi için yönetsel sürdürülebilirliğin sağlanması da bir o kadar önemlidir. Kalkınma Bakanlığı tarafından yayımlanan "Özel İhtisas Komisyonu Raporu"nda da bu durum açıkça belirtilmiş ve projelerinin sürdürülebilirliğinin hastanelerin büyüklüklerinden ziyade KÖO modelinin yönetsel sorunlara yol açmadan devam ettirilmesi gerekliliği vurgulanmıştır. Bu noktadan hatalı yönetim yaklaşımlarının hem mali açıdan hem de halk sağlığı açısından taşıdığı risk de ayrıca ortaya koyulmuştur (Kalkınma Bakanlığı, 2018).

Şehir hastanelerinde kamu-özel sektör işbirliğinin sürdürülebilirliği açısından yönetsel sorunların minimize edilmesi son derece önemlidir. Bu bağlamda ülkemizin sağlık hizmet sunumunda ekran yüzü olacak şehir hastanelerinin, kendisine has yeni bir yönetim modeli ile birlikte insan kaynağının güçlendirilmesi gerekmektedir. Nihayetinde hastanelerin fiziksel alan kullanımını açısından yakalanan pozitif grafiğin, örgütsel düzenlemelerde ve kurum kültürü oluşturmada da yakalanması elzemdir. Bu kapsamda hem kamu personellerine ve hem de özel sektör çalışanlara yönelik yeni yönetim anlayışına uygun ve kurum kültürü oluşmasına katkı sağlayacak eğitimler ivedilikle verilmelidir. Özellikle yüklenici firma tarafından atanan işletme müdürlerinin uzun yıllar birlikte çalışmayı gerektiren KÖO modelini özümsemiş, ortak ve ekip çalışmasına uygun deneyimde olmasına öncelik verilmelidir. Yapım ve işletme süreci için yapılan sözleşme hükümlerinin uzunluğu hastanelerin gözetim ve denetiminden sorumlu kamu yöneticilerini oldukça zorlamaktadır. Bu nedenle söz konusu sözleşme ve mevzuat hükümlerinin uzmanlarca sadeleştirilerek uygulanabilirliği artırılmalıdır. Çünkü muğlak veya yoruma açık metinler, sahada yaşanan sorunların çözümünü zorlaştırmakta ve sürecin yargıya kadar taşınmasına sebep olmaktadır. Yine bakanlık nezdinde oluşturulan Şehir Hastaneleri Koordinasyon Daire Başkanlığı yerine daha icracı genel müdürlük seviyesinde veya doğrudan bir bakan yardımcısının sorumluluğunda hizmetlerin yürütülmesi ve gözetilmesi sağlanmalıdır. Şehir hastanelerinde hem yönetici ve hem de sağlık personellerinin devir oranının düşürülerek, kurumsal hafıza konumunda olan yöneticilerin atanmalarında yerel politik müdahaleler engellenmelidir. Bu noktadan liyakatli ve hibrit sağlık kuruluşları yönetiminde deneyim sahibi yöneticilerinin görevlerine devamları sağlanmalıdır. Hepsinden de önemlisi düalist bir yönetim yapısı yerine işletme, hukuk ve sağlık uygulamalarına hakim “Profesyonel Hastane Yöneticiliği” uygulamasına biran önce geçilmelidir. Profesyonel hastane yöneticisi bilgi ve deneyimiyle şehir hastanelerinin genel yönetiminden sorumlu olmalıdır. Bu yönetim altında çekirdek hizmet sunumu için başhekim, diğer destek ve teknik hizmetleri için ise işletme müdürü ataması yapılabilir. Her iki yöneticinin de Profesyonel Hastane Yöneticisi’ne bağlı ve birbirleriyle koordineli bir şekilde çalışması sağlanmalıdır. Böylelikle hastane başhekimini birçok idari mevzuatla uğraşmak zorunda kalmadan sadece çekirdek sağlık hizmetleri ile işletme müdürü ise diğer destek hizmetlerini yerine getirmeye yoğunlaşacaktır. Sonuçta Profesyonel Hastane Yöneticiliği sayesinde yönetsel kargaşa yaşanmadan şehir hastanelerinden beklenen erişilebilir, nitelikli sağlık hizmeti beklentisi ve sürdürülebilir özel sektör işbirliği gerçekleşmiş olacaktır.

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Kazakhstan, Shining Star of Geography of Central Asia in the 21st Century: Independence Process with Turkey and Emphasis on Petroleum Economics

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ABSTRACT

After the 1917 revolution, the Kazakh government called Alaş Orda was established. The Red Army invaded Kazakhstan in 1920 and a Muhtar Soviet Republic was established in Oranburg. Later, Alma-Ata became the capital city. Nomads were forced to settle down in 1929. A large number of Russians and Ukrainians were settled in Kyrgyzstan. The Cossacks who opposed this were brutally massacred. With a new arrangement made in 1936, the Kazakh Autonomous region was turned into the Kazakhstan Soviet Socialist Republic. After glasnost movement in Russia in August 1991 and the disintegration of the former Soviet Republics, Kazakhstan's declaration of its independence has aroused a great impact in Turkey, a NATO country. Its effects are still observed in public and domestic politics as well as in foreign policy. In this process, the independence of the Turkish republics and especially Kazakhstan and its reflection on the Turkish public constitute an interesting topic. The dissolution of the Soviet Socialist Republic in 1991 marks the beginning of a new era in terms of both world political history and Eurasian political geography. Fifteen new states emerged suddenly, some of which were never independent actors of international politics in the modern period, in the wide area that was once centrally governed by Moscow in the geography of the dissolved USSR. These states, after gaining their independence, started to work on "building a nation suitable for their states".

As a part of building a new nation, Kazakhstan's oil industry has become one of the main elements of the country's economic security and independence. After the collapse of the Union of Soviet Socialist Republics, the oil industry took a priority in the economic development of the country in the transition process of Kazakhstan to a market economy. Kazakhstan's energy sector has undergone large-scale transformations after independence and has been significantly improved by the liberalization of the market and the regulation of the industry. Kazakhstan's large oil reserves and the positive developments in the world oil markets have also made the oil market the most promising sector in terms of the economic and industrial development of the country. Therefore, changes in the oil market, especially fluctuations in oil prices, greatly affect the economic development of the country.

In this framework, in this presentation, taking into account the historical and international dynamics in the post-Soviet period, the emphasis on nation-building efforts in Kazakhstan and the role of oil in its economy will be analyzed as a part of the process of becoming a shining star of the geography as we have reached the second decade of the 21st century.

Keywords: Shining Star of Central Asia, Kazakhstan, Central Asia, Turkish-Kazakhstan Relations.

The Process of Dissolution of the Soviets and Kazakhstan's Independence:

The period between 1983-1987 is seen as the period of the separation of southern republics from Moscow. It is said that this process prepared the appropriate environment for the independencies announced one after another in 1991. The first secretaries of the republics of Kyrgyzstan, Tajikistan and Uzbekistan were replaced in this process, which started in 1983 with the dismissal of three Muslim members of the Politburo of the Communist Party of the USSR. In 1983, for the first time since the war, BF Satin of Russian origin becomes the first secretary of the Tashkent Communist Party City Party Board GORKOM. Again in Uzbekistan, 90% of the members of the central committee are replaced until 1987. Even worse, as a continuation of these practices, Mikhail Gorbachev replaces the Kazakh-born Din Mohammed Kunaev, the First Secretary of Kazakhstan, with Gennadi Kolbin, a Russian. However, the reaction of the Kazakhs to this happens to be harsher than expected. This appointment started the 1986 Alma Ata events, which were the real beginning of the dissolution of the USSR³. Having expressed that he could not agree with Gorbachev on nationalism issues in an interview, Kunayev had a great role in raising modern Kazakh intellectuals devoted to the national cause during his twenty-five-year tenure. In his dismissal, Kazakh national development and his clever protection of Kazakh interests at every opportunity were important factors.

In March 1985, M. Gorbachev had announced the Glasnost-Perestroika program in February, right after his coming to power. On April 26, 1986, the announcement of the Chernobyl disaster to the world public opinion was a test to experience the policy of Glasnost (publicity, openness) after long traditions of closeness. On the other hand, the events in Kazakhstan in December 1986 broke out as a result of Gorbachev's Perestroika and it was an event he could not prevent its reflection in the world public opinion.

In July 1989, signs of dissolution emerged in the Eastern Bloc, with Tadeusz Mazowiecki being elected the first non-communist prime minister in Poland. The fall of the Berlin Wall in November 1989 and the reunification of Germany in October 1990 made this process irreversible. Relations between Turkey and Kazakhstan began two months after this date. In December 1990, bilateral agreements were signed with the visit of Minister of Culture Namık Kemal Zeybek to Kazakhstan. On January 13 and 31, 1991, with the Kazakh Culture committee chairman's visit to Turkey, this relation was strengthened. The cooperation agreement of ministers of health on February 14, 1991, can be considered a strong confirmation of Kazakhstan's march towards sovereignty.

Turkey, in the process of dissolution of the Soviets, had an attitude taking Kazakhstan as In addition to Kazakhstan's geographical size and strategic importance, there is the Baikonur Space Center where the Soviets conducted space studies. As the Gulf War started and before Kazakhstan gained independence, Turkey had turned its interest to Kazakhstan. President Turgut Özal's visit to Kazakhstan with the Soviet Union on March 15, 1991, and the agreements signed were indicative of this interest. The Turkish public watched this trip through important journalists that Özal took with him. Özal's visit made the image of Kazakhstan more prominent in Turkish public opinion. President Nursultan Nazarbayev was becoming an increasingly essential element of this image. It is possible to say the same thing for Özal on behalf of the Turkish image formed in Kazakhstan. Turkish newspapers of that day were out with the statements of the two presidents. Milliyet and Cumhuriyet newspapers emphasized the statement of Nazarbayev saying that Özal, President of the Republic of Turkey to be the first head of state to visit them after the declaration of their sovereignty "has a historical

significance." It was announced that in the two presidents' meeting, Turkey's experience in transition to a market economy, Ozal's proposal of a realistic detection of the exchange rate and finally providing the appropriate conditions for investment in Kazakhstan for Turkish entrepreneurs were talked about and that Ozal had invited Nazarbayev to Turkey. In addition, Özal's statement saying that these relations and visits would increase and become more frequent was included. Official negotiations were also very fruitful and cooperation agreements were signed in the fields of trade, economy, friendship, and communication.

After the failed coup against Gorbachev on August 19, 1991, the much-debated fate of the Soviet Union began to become evident and it rapidly entered the dissolution process. Turkey assumed an attitude in recognition of the Central Asian Republics pending the declaration of independence of Kazakhstan. Moreover, Turkish diplomacy on collective recognition felt the need to evaluate new developments in the USSR as a whole³². Nazarbayev was re-elected as the president of Kazakhstan on December 1, 1991. This situation was an indication that the road to independence in Kazakhstan was opened strongly. On December 9, 1991, Russia, Ukraine, and Belarus decided to establish the CIS. On December 12, 1991, the Russian Parliament signed the prescriptive treaty establishing the CIS. The official proceedings, which legally brought the Soviets to an end, were completed. On December 16, 1991, the declaration of independence of Kazakhstan coincided with the first day of Uzbekistan's President Islam Karimov's four-day visit to Ankara. Turkey decided to recognize all republics proclaimed independence on the same day. In those days, Kazakhstan and Nursultan Nazarbayev were watched with great interest in Turkish public opinion.

Turkey on December 16, 1991, was the first country to recognize the independence decision of Kazakhstan as well as other Central Asian republics. Turkey had waited for Kazakhstan to recognize the others. Turkey knew enough to take initiative in time by evaluating developments in the major turning point in history in 1991 correctly. Besides, this took place despite the specific agendas of Turkey such as the election and government reshuffle. These issues were considered a national state policy in Turkey. The decision taken by the Turkish governments has received full support from the Turkish public and the Grand National Assembly of Turkey. Kazakhstan had a special place in this national policy. Not content with this, it was decided to open embassies in all these republics, particularly in Kazakhstan. In February 1992, the Turkish Minister of Foreign Affairs took these ambassadors with him on his trip to these republics and inducted them into office. Turkey-Kazakhstan relations has been experiencing a privilege, breaking new grounds. On April 21, 1992, the first letter of credence in the diplomatic history of now-independent Kazakhstan was presented. Firstly, among the accredited ambassadors in Almaty, Kazakhstan Ambassador of the Republic of Turkey, Argun Özpaya, presented his credentials to Nursultan Nazarbayev.

On January 24, 1992, on the purpose of helping the development of developing countries, Turkish speaking republics and neighboring countries of Turkey being in the first place, Turkish Cooperation and Development Agency (TIKA) was established, subject to the Ministry of Foreign Affairs. The Decree-Law on the establishment entered into force after being published in the Official Gazette. For the presidency of the organization, Umut Arik, who had previously worked as Turkey's Ambassador Embassy of Japan, was appointed. TIKA carried out major projects such as the restoration of the Mausoleum of Khoja Ahmed Yasawi in the city of Turkistan, which is the "spiritual Astana" of Kazakhstan. Again in the same city, an International Turkish-Kazakh university bearing the name of Khoja Ahmed Yasawi was established. This political move of Turkey that has brought great prestige and priority in the relations with Turkish Republics and Kazakhstan, has taken its place among the remarkable diplomatic achievements of the Republic of Turkey in the history of foreign policy such as the

Treaty of Lausanne, Montreux Convention Regarding the Regime of the Straits, Hatay rejoining the homeland, London and Zürich Agreements in 1959.

General Information About Kazakhstan:

Kazakhstan's population is around 17,000,000. Its capital city is Alma-Ata and its population is 1,200,000. 39.7% of the population is Kazakh, 37.8% is Russian, 5.8% is German, 5.4% is Ukrainian, 4% is Tatar and Uzbek, 7.3% belongs to other nationalities. Its main cities are Uralsk, Ahtubinsk, Guryev, Bishkek, Karaganda, and Aralsk.

Official language: Kazakh language (belonging to the family of Turkic languages). It has also been recognized that Russian can be used in state and local bodies. Kazakhstan citizens have their rights reserved to learn and improve their language.

Religion: Kazakhstan is a very religious state. The main religions are Islam (60%) and Christianity (30%). More than 3,500 religious organizations operate in Kazakhstan, 85% of which are registered. Of the 2,302 temples, 1,587 are mosques, 228 are Orthodox churches, 69 are Catholic churches, 40 are Protestant churches, 10 are synagogues and 7 are other religious sites. In the years after independence, the number of religious organizations increased approximately 5 times and 30 new religions and sects were seen.

Neighbors: To the north and west, Russia; to the east, China; to the south, Turkmenistan, Uzbekistan, and Kyrgyzstan.

Strategic importance: Being the largest country of Central Asia and the Turkic Republics geographically is substantial in determining the future of Central Asia and coming together, leading the establishment of the Federation of Turkistan and having the potential to lead the Turkic World. Kazakhstan is a country with nuclear weapons. There is the Baikonur Cosmodrome where the Soviets conducted space studies. The spaceport is within the borders of the Republic of Kazakhstan.

The fact that it is a country that hosts the most Russian and Slavs in Central Asia and therefore has a determinant feature of Russian foreign policy makes Kazakhstan strategically important. Kazakhstan is the 9th largest country in the world in terms of area, with its population, rich underground resources, and balanced politics.

Since most of the people lived nomadic lives before the communist revolution of 1917, educational activities were not developed in the Kazakhs. There were many madrasas in the settlement areas. After the Revolution, the Russian education system started to be implemented in the region. Although primary and secondary education was in Kazakh, education in Russian in kindergartens and colleges compelled Kazakh youth to learn Russian.

The Russian government has made various efforts to make the Kazakhs lose their national consciousness. During the Stalin period, Arabic and Persian words were removed from Kazakh, and Russian words were substituted for them. Russian words are used for some words in Kazakh today. Thus, Kazakh was under the influence of Russian in a short time. The reason for this was that Kazakh intellectuals, who did not learn their language well, consciously or unconsciously used Russian in their writings.

The degree of the piety of Kazakhs, whose majority are Muslims, varies according to regions. Religious belief is stronger in regions where Kazakhs are the majority and weak in regions where Kazakhs have become a minority. Islamic and national customs and traditions are still alive in the regions where Muslims are the majority.

Approximately 9 million (57,4%) of Kazakhstan's 15,301,400-person population is urban population, and approximately 6.5 million (42.7%) is the rural population. More than 120 ethnic group members live in the republic, more than 9 million Kazakhs (58.9%), about 4 million Russians (25.9), about 450,000 Ukrainians, 433,000 Uzbeks, and roughly 250,000 each of Uighurs, Tatars, Germans, and others nations.

The constitution of Kazakhstan has the characteristics of a very significant and modern constitution. Kazakhstan's constitution was adopted in January 1993. According to the Constitution, Kazakhstan is a unitary, secular, and democratic country. Article 4 of the Constitution states that the source of the power of the state is the people and that the President and members of the parliament have the right to exercise power on behalf of the people. The Constitution guarantees the social and individual rights of the Kazakh people. The freedom of opinion, the right to assembly, demonstration, and the right to strike are granted to Kazakh citizens.

The previous constitution has undergone some changes. Especially as a result of the changes made in the new constitution,

- It has been ensured that the executive, legislative, and judicial powers act independently.
- The identity and freedom of ethnic groups are under constitutional guarantee.
- The “National Assembly and Senate” was formed instead of the “High Republic Council” which was the only assembly of the country in the previous constitution.
- The President's powers have increased.
- Article 72 of the Constitution has given the public the right to private property.
- The Constitutional Council has been established.

Administrative structure: As of January 1, 2006, there are 10,194 units, 14 regions, and 2 cities bearing national importance (Almaty and Astana), 160 districts, 39 regional cities, 45 sub-regional cities, 167 settlements, and 7262 villages.

It is a modern state with a unitary state structure governed by a presidential system, parliament and government, and the constitution of Kazakhstan, which consists of a parliament, a 47-seat senate, and a 67-seat assembly.

Kazakhstan actively participated in and pioneered regional integrated organizations such as the Eurasian Economic Community (EEC), Shanghai Cooperation Organization (SCO), Commonwealth of Independent States (CIS). It continues to play an active role with the United Nations (UN), the Organization of the Islamic Conference (OIC), the Organization for Security and Cooperation in Europe (OSCE), and other international and regional organizations. Kazakhstan is in cooperation with international cultural-humanitarian organizations (UNICEF, UNESCO, UN Development Program (UNDP) and the United Nations Office on Drugs and Crime (undcp), SCDR and others) and financial institutions (International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), European Bank for Reconstruction and Development (EBRD), Asian Development Bank (ADB) and others).

Kazakhstan's Economy and the Role of Oil in the 21st Century

Kazakhstan, which is described as a new Asian Tiger by some experts, is of great importance for the world energy markets with its important oil and natural gas reserves. Within the next ten years, Kazakhstan is a candidate to become one of the world's leading oil producers and exporters. However, the main goal of Kazakhstan is to create a modern and versatile economy

with high added value and high technology that can integrate with the global economy. The energy sector is seen as a good basis for achieving this goal.

The perspective of Kazakhstan's economy is to integrate with international economic relations, benefiting from the unique energy and mineral resources in the world and the wide range of opportunities in the export of industrial and agricultural products, employment appropriate for the transit potential of the country, and the availability of high-quality experts in different fields. Kazakhstan was an agricultural country in the Soviet era, and a raw material supplier in the Soviet economy, where the military industry played an important role.

During the 16-year period of independence, the main economic content was the transition from central planning to the market economy system. Since 1992, it has actively implemented its economic reform program aimed at removing government control over markets and establishing a free market economy by privatizing government enterprises. By achieving success in this, today, Kazakhstan is considered the most advanced country in this respect among the CIS countries.

Kazakhstan is one of the most successful reformer countries in the CIS and has the most robust banking system in Central Asia and CIS countries. The main purpose of the Kazakh government, which follows interventionist strategies in economic policies, is to develop the non-energy sectors of the economy by using oil revenues, thereby providing diversity in the economy and breaking the excessive dependence of the economy on oil and therefore on world oil prices.

Kazakhstan's petroleum industry is one of the main elements of the country's economic security and independence. After the dissolution of the Union of Soviet Socialist Republics, the oil industry took a priority in the country's economic development in the transition process of Kazakhstan to a market economy. Kazakhstan's energy sector has experienced extensive transformations after independence and has been significantly enhanced by market liberalization and industry regulation. Kazakhstan's large oil reserves and positive developments in the world oil markets have also made the oil market the most promising sector in terms of the country's economic and industrial development. Therefore, changes in the oil market, especially fluctuations in oil prices, greatly affect the economic development of the country.

Kazakhstan is located in one of the world's leading geographies with proven oil reserves. According to British Petroleum reports, Kazakhstan has a 1.8% share of world oil reserves in 2016 and ranks 12th in the world. (BP 2017: 12). Kazakhstan's proven oil reserves increased from 5.3 billion barrels in 1995 to 30 billion barrels (3.9 billion tons) at the end of 2016. The government estimates that the country's reserves are slightly higher (around 4.8 billion tons). According to British Petroleum estimates, Kazakhstan's oil reserves are sufficient for 49 years. Kazakhstan has realized 1.8% of world oil production in the last 10 years and ranks 17th in world oil production (BP 2017: 16). At the same time, Kazakhstan is the second-largest oil-producing country among the former Soviet Union countries, after Russia.

It was stated by the state that oil production in 2017 was 81 million tons. A more significant increase is expected in Kazakhstan's oil production in the future as a result of the start of commercial oil production in the Kashagan deposit and the further development of the Tengiz and Karachaganak deposits (RFCA 2015: 3). With the completion of the expansion projects, the maximum production level is expected to reach 110 million tons (2 million barrels per day) by 2025 (Halyk Finance 2017: 1). In line with this purpose, the state of Kazakhstan is implementing new strategic policies to reduce the influence of foreign companies in crude oil extraction activities in the country and to enable domestic companies to have a say in this sector.

CONCLUSION

The Republic of Turkey, from 15 minutes after Kazakhstan declared independence in 1991, has recognized this country. Approximately 3000 foreign joint ventures (JV) have been operating in the Republic of Kazakhstan since 1994, and foreign capital investments in Kazakhstan have reached 8 billion USD. This amount is of great importance for a country with a history of about 16 years of independence. This large capital inflow means that the country is rehabilitating its old production infrastructure and new facilities are rapidly added to the economy.

When all available data are analyzed, it is understood that the Republic of Turkey, with an investment volume of about 1.5 billion US dollars in the Republic of Kazakhstan, ranks second after the United States. Investments made by Turkish businessmen in Kazakhstan mostly focus on trade, telecommunications, hotel management, agricultural production, supermarket management, printing, petroleum products, food, brick, iron and steel, copper, textile, and service sectors.

Turkish companies, which mostly engaged in contracting and commercial activities in the early years of the Republic of Kazakhstan, have rapidly started to tend to produce goods and services in Kazakhstan in recent years. Considering the investments of countries such as the United States of America and the United Kingdom in Kazakhstan, it is seen that these countries are mostly concentrated in sectors such as the oil, gas, electricity, and mining industries. It is estimated that the construction services of Turkish companies in Kazakhstan up till today is above 2 billion US dollars.

Oil serves as a lifeline for the economy of Kazakhstan. According to the data, it is observed that oil has an impact on all economic sectors of the country. That is, oil also meets most of the financial sources of other sectors. Therefore, investments and revenues in the oil sector contribute to the formation and development of the country's non-oil sectors. However, another issue that should be noted is that the rate of profit obtained from investments in the oil sector is higher than other sectors, causing investors to focus on the oil sector and thus create an imbalance between the investments in the country. Thus, investments made in the oil sector create disadvantages in terms of their development by overshadowing other sectors. To put it briefly, the oil sector is crucial for the country's economy and while supporting other sectors with the oil revenues obtained, it also surpasses these sectors.

Accordingly, by managing its domestic economics with petroleum policies and the management aspects with correct strategies, Kazakhstan will increase its importance in its geography, and by keeping close relations with Turkey who has been its close ally in political and economical aspects since its establishment, it will be able to participate in the collective power and the impact of the world as an important part.

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Onlar İçin Durmak Yok, Sürekli Çalışmak Var: Ev Temizliği Endüstrisindeki “Öteki Kadınlar”

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ÖZET

Ev temizliği endüstrisi temizlik endüstri içinde yatay bağlamda gelişen ve özgürce çalışan genellikle günlük sigorta yaptırılan ya da zaman zaman yaptırılmayan herhangi bir işletmeye bağlı olarak çalışmayan, kulaktan kulağa “işini iyi ve güvenli yapan” kadınlardan oluşan bir çalışma alanıdır. Bu endüstri içerisinde belirleyici olan işini iyi yapma ve kulaktan kulağa bu iyi yapışın sürdürülmesi ve güven çerçevesinin oluşturulmasıdır. Bu çalışma “onlar için durmanın olmadığı, sürekli çalışmanın var olageldiği” bir bağlamda acaba bu “öteki kadınların” sorunları nedir, bu sorunlara bir çare var mıdır, güvenliklerini ifade edici bir tartışma üretilir mi? soru(n)larına bağlı olarak gerçekleştirilmiştir.

Anahtar Kelimeler: Ev Temizliği Endüstrisi, Öteki Kadınlar, Nitel Araştırma.

There Is No Stopping For Them, There Is Constant Work For Them: The "Other Women" In The House Cleaning Industry

ABSTRACT

The housekeeping industry is a field of work that develops in a horizontal context within the cleaning industry and consists of women who work freely, generally do not work depending on any business that is insured daily or sometimes not, and by word of mouth “doing their job well and safely”. The decisive factor in this industry is doing its job well and maintaining this good word of mouth and establishing a trust framework. This work is in the context of "there is no stopping for them, there is continuous work", what are the problems of these "other women", is there a solution to these problems, is a discussion produced to express their security? It was carried out depending on the question (n) s.

Keywords: House Cleaning Industry, Other Women, Qualitative Research.

GİRİŞ

Türkiye’de kadınların çalışmasına, istihdamına ve işgücüne yönelik birçok çalışma bulunmakta ve konu geniş bir yayılım ile ele alınmaktadır. Bu geniş yayılım içerisinde kadın istihdamının mevcut durumunu ortaya koyan ve demografik verilerle karşılaştırma yapan çalışmalar bulunmaktadır (SGK, 2013; Aile ve Sosyal Politikalar Bakanlığı, 2014; Sosyal Güvenlik Kurumu Rehberlik ve Teftiş Başkanlığı, 2015). Kadınların enformel sektör/kayıt dışı sektörde çalışmalarında karşılaştıkları sorunları ve bu sorunlara yönelik çözüm üretme arayışı içinde olan çalışmalarda bulunmaktadır (SGK, 2013). Ev hizmetlerini konu edinen çalışmalarda ise genellikle araştırmanın yapıldığı bölgeyle sınırlı kalan dolayısıyla mikro ölçekte istihdam

yapılarının ortaya konulduğu çalışmalarda bulunmaktadır (Yıldırım, 2014: 45-59; Çelik ve Yüce Tar, 2016: 59-86; Gözübüyük Tamer, 2016: 213-232; Uğur ve Özdemir, 2018: 341-357). Bu çalışmalar konunun farkındalığının ortaya konması ve sorun betimleme ve çözüm mekanizmasına veri sunması açısından önem teşkil etmektedir.

Ev hizmetleri, niteliği ve sonuçları bakımından birçok iş türünden ve/veya işletme içi işlerden ayrılan ve genellikle kadınların aktif olarak yer aldığı bir çalışma alanıdır (Uğur ve Özdemir, 2018: 349). Bu alanın içerisinde; temizlik, aşçılık, çocuk-yaşlı-hasta bakımı, dikiş dikme, misafir ağırlama ve alışveriş gibi bazı uzmanlık hizmetleri bulunmaktadır (Kalaycıoğlu ve Rittersberger, 2000: 55). Bu çalışma bu hizmetlerden sadece ev temizliği hizmetine bağlı olarak gerçekleştirilmiştir. Buna bağlı olarak çalışmada öncelikle kavramsal çerçevede ev temizliği endüstrisi ele alınmış daha sonra ise araştırma yöntemi ve bulguları ortaya konulmuştur.

1. KAVRAMSAL ÇERÇEVE

Ev hizmeti kavramı geniş anlamda, bir evdeki ihtiyaçlar içinde, ev halkının kendini yeniden üretmesine katkıda bulunan ve ücret bedeli ile, çoğunlukla ev halkı dışından temini sağlanan, her türlü ev içi hizmeti içeren; temizlik, aşçılık, çocuk, hasta, yaşlı bakımı ve dikiş dikme, misafir ağırlama, alışveriş gibi bazı uzmanlaşmış hizmetlerden oluşmaktadır (Kalaycıoğlu ve Rittersberger, 2000: 55). Ev hizmetinde yer alan kişiler ise “ev hizmetlerinde çalışanlar” olarak nitelendirilmektedir. Ev hizmeti dar anlamda ele alındığında ise ev içi hizmetin bir ya da birkaç tanesini ifade etmektedir (Topgül, 2016: 340). Düzensiz ve geçici iş hizmet sektöründe bulunan ev temizliği, mesleki bilgi ve eğitime gerek olmadan, kendi içinde usta-çırak ilişkisi ile şekillenen, çalışan kadının gelir elde etmesini sağlayarak, ailesinin üretimine destek sağlayan bir hizmet kolu olarak değer bulmaktadır (Kalaycıoğlu ve Rittersberger, 2000: 101-102). Ücretler çoğunlukla düşük ve/veya yetersiz olsa bile, işletme/işveren kadın ve aile tarafından çalışan kadına sağlanan giyecek ve yiyecek yardımı, çalışan kadının eşine ve/veya çocuklarına iş bulunmasına yardımcı olunması gibi sebeplerden ötürü ev temizliğinde çalışan kadınlar kendilerini avantajlı olarak hissetmektedirler (Kalaycıoğlu ve Rittersberger, 2012: 13).

Ev temizliği endüstrisi ne kadar kayıt dışı bir alan olsa bile bu alandaki çalışmanın nasıl şekillendiğini ifade eden ve sınıflayan bir süreç bulunmaktadır. Özbay (2012) çalışmasında ilgili alanı tarihsel dönüşüm izleri olarak değerlendirmiştir. Ev hizmetlerinin ev kölesi olarak başladığını, hizmetçi evlatlıklarla devam ettiğini, gündelikçilerle son döneme geldiğini, yabancı uyruklu bakıcı ve hizmetçi ile bir başka boyutta endüstrileşmekte olduğunu ifade etmiştir.

2. ARAŞTIRMANIN YÖNTEMİ

Araştırmanın verileri, Isparta ili/Şarkikaraağaç ilçesi ev temizliği endüstrisinde çalışan kadınlarla yapılan yarı yapılandırılmış görüşmelerden elde edilmiş verilere dayanmaktadır. Daha önce bu bölgede ilgili konuya ilişkin çalışmanın yapılmamış olması ve il merkezine olan uzaklığından (122 km) dolayı ilgili bölgeye formel temizlik işletmelerinin giremiyor olması çalışmanın bu bölgede yapılmasına gerekçe oluşturmuştur. Bu noktada çalışmanın amacı kayıt dışı istihdamın önemli bir kesiti olan ev temizliğinde çalışan kadınların profillerini ortaya koymak ve kadınların iş/çalışma biçimlerine yönelik değerlendirmelerini betimlemektir. Her bir görüşmeci ile yapılan görüşmelerin süresi ortalama 40 dakikadır. Görüşmelerin büyük kısmı, görüşmecilerden alınan izinlere bağlı olarak ses kayıt cihazı ile gerçekleştirilmiştir. Ancak 3 görüşmeci ile yapılan görüşmelerde ses kayıt cihazı kullanılmamıştır.

Araştırma niteliksel bir özelliğe sahip olması dolayısıyla, betimleyici bir özellik barındırmaktadır. Yapılan yarı yapılandırılmış görüşmeler, Eylül 2020 – Kasım 2020 arasında, Isparta'nın Şarkikaraağaç ilçesinde yaşayan ve ev temizliği endüstrisinde çalışan 13 kadın ile gerçekleştirilmiştir (Tablo 1). Ancak buradaki en önemli kısıtlardan biri de böyle bir çalışma şeklinin sosyal güvenlik kapsamı dışında olması dolayısıyla bu bölgede bu yönde çalışan kişilere ilişkin tam ve kesin bilgiye ulaşmanın mümkün olmamasıdır. Görüşülen kadınlarla ilgili herhangi bir yaş sınırlaması aranmamış, yıllardır bu alanda çalışıyor olması önemli bir

kriter olarak değer bulmuş ve sadece kadınlarla sınırlandırılmıştır. Son zamanlarda ilçede bu işleri yapan göçmen kişilere de rastlanmaktadır. Ancak ilgili kişilerde örneklemin dışında tutulmuştur.

Araştırmada örnekleme ulaşmada “kartopu tekniği” kullanılmıştır. Nitel araştırmalarda kartopu tekniği, uygun ve hazır bir liste olmadığı durumlarda kullanılan, örneklemin oluşumu katılımcıların önerileri ile şekillenen örneklem türüdür (Sığırı, 2018: 127). Öncelikle araştırma için çekirdek bir örneklem/çekirdek kadın bulunmuş ve diğer örneklem çekirdek kadın üzerinden giderek 13 kişiye ulaşılmıştır. İlgili kadınlara çalışmanın konusu anlatılmış ve izin istenmiştir. Görüşmeler ilgililerin istedikleri, genellikle iş sonrası veya iş arası, zamanlarda ve onların istedikleri yerlerde yapılmıştır. Görüşmeler sırasında kadınlara demografik bilgileri elde etmeye yönelik kapalı uçlu sorular sorulmuştur. İş/çalışma yaşamındaki deneyimlere yönelik ise açık uçlu sorular tercih edilmiştir. Kaydedilen görüşmelerin çözümü yapıldıktan, diğer görüşmeler görüşme sırasında alınan notlara dayalı olarak metinleştirildikten sonra, tematik olarak kodlanmış, kodlanan ifadeler bir araya getirilerek analiz edilmiştir.

3. ARAŞTIRMANIN BULGULARI

3.1. Demografik Bulgular

Araştırmanın bulgularının ilk kısmı demografik bulgulardan oluşmaktadır. Demografik bulgular tabloda görüldüğü üzere yaş, aile geliri, eğitim düzeyi ve sosyal güvenceye yönelik kapalı uçlu soruların cevaplarından oluşmaktadır. Tablo 1’e göre katılımcıların yaş ortalaması (39,54) olarak hesaplanmıştır. Ancak dağılımına bakıldığında 30 yaş altı olan 2 kişi (%15,38), 30 ile 40 yaş arası 6 kişi (%46,15), 40 ile 50 yaş arası 3 kişi (%23,08) ve 50 yaş üzeri 2 kişidir (%15,38). Katılımcıların aile gelirleri ortalaması -kendilerinin çalışmadığı kısıtına bağlı olarak- değerlendirilmiştir. Dolayısıyla aile geliri ortalaması (2977 TL) olarak asgari ücretin üstünde hesaplanmıştır. Aile geliri en düşük (2000 TL) iken en yüksek (3500 TL) olarak tespit edilmiştir. Katılımcıların eğitim düzeyi ise 5 kişi lise (%38,46) ve 5 kişi ilkokul (%38,46) iken 3 kişi (%23,08) ortaokul mezunudur. Katılımcıların sadece 4’ünde (%30,77) sosyal güvence bulunmakta iken 9’unda (%69,23) herhangi bir sosyal güvence bulunmamaktadır.

Tablo 1: Katılımcıların Profilleri

Katılımcılar	Yaşı	Aile Geliri	Eğitim Düzeyi	Sosyal Güvencesi
K1	48	2000 TL	İlkokul	Yok
K2	28	2500 TL	Lise	Yok
K3	37	2700 TL	Lise	Yok
K4	61	3000 TL	İlkokul	Yok
K5	36	3500 TL	Ortaokul	Var
K6	38	3000 TL	Ortaokul	Yok
K7	31	2500 TL	Lise	Var
K8	41	3000 TL	Ortaokul	Var
K9	35	3000 TL	İlkokul	Yok
K10	53	2500 TL	İlkokul	Yok
K11	32	3000 TL	İlkokul	Yok
K12	29	2500 TL	Lise	Yok
K13	45	2500 TL	Lise	Var

3.2. İş/Çalışma Deneyimlerine Yönelik Bulgular

Ev temizliğine giden kadınların bu endüstrideki iş/çalışma deneyimlerine yönelik bulgular içerisinde “çalışma nedenleri, iş bulma süreçleri, iş tanımları, çalışma koşulları ve işveren ile ilişkileri” tespit edilmeye çalışılmıştır.

Ev temizliğinde çalışanların genelde kadınlar olduğu ve yoksullukla mücadele içinde oldukları ve dolayısıyla aile bütçesine katkıda bulunarak aileleri için daha iyi koşulları aradıkları çeşitli

çalışmalarda ortaya konulmuştur (Çelik ve Yüce Tar, 2016: 59-86; Gözübüyük Tamer, 2016: 213-232). Araştırma kapsamındaki kadınlara, öncelikle bu endüstride çalışma nedenleri sorulmuştur. Katılımcıların cevapları Tablo 2’de kısaca ortaya konulmuştur.

Tablo 2: Çalışma Nedenleri

Katılımcılar	Nedenler
K1	...Aile bütçesine katkıda bulunmak için el emeği veriyorum...
K2	...Aile bütçesi...
K3	...En önemlisi çocukları okutmak ve büyük adam olmaları...
K4	...Evlenen oğluma yardım etmek...
K5	...Ailede çok kişi var, bütçeye azıcık katkıda bulunmak...
K6	...İstediklerimi almak için...
K7	...Aile bütçesi önemli...
K8	...Çocukları büyük okullarda okutmak...
K9	...Evin geçimine katkıda bulunmak...
K10	...Geçim derdi...
K11	...Kocamın geçiminde pay sahibi olmak...
K12	...Aile bütçesine katkıda bulunmayı eşim istiyor...
K13	...Aile bütçesi için...

Tablo 2’de görüldüğü gibi katılımcıların büyük çoğunluğu aile kavramını önemsemekte ve aileye katkı vermeyi öncelikli olarak düşünmektedir. Nitekim katılımcıların büyük çoğunluğu 6 kişi (%46,15) bu endüstrideki çalışma nedenini “aile bütçesine katkı olarak” ve 3 kişi (%23,08) ailenin geçimini sağlamak üzere çalıştıklarını ifade etmişlerdir. Burada katılımcıların aileyi öncelerken aynı zamanda aile içinde ekonomik yönden var olduğunu ispat ettikleri dahası sosyal yönden bir özgüven kazandıkları anlaşılmaktadır. Bazı katılımcıların bu yöndeki sözleri bu tespiti desteklemektedir.

Katılımcılardan K8 “Bak iyi ki bu iş var yoksa hastalık döneminde ne yapacaktık, en azından sen çalışmazken ben günlük yiyeceğimizi karşılıyor, çocuklara harçlık bile veriyorum”; Katılımcılardan K11 “Sen merak eyleme taksitleri de öderim, ekmek paramızı da çıkarırım, hastalıktan da korunurum”; Katılımcılardan K13 ise “ekmek paramız için değil ama daha iyi geçinmek için çalışacağım”.

Katılımcılara ikinci olarak işlerini nasıl buldukları sorularak iş bulma süreçlerini anlatmaları istenmiştir. Katılımcılar iş bulma süreçlerini genellikle akrabalar aracılığıyla (6 kişi-%46,15), komşuların tavsiyesi ile (4 kişi-%30,77) ve arkadaşlar aracılığı ile (3 kişi-%23,08) olduğunu belirtmişlerdir. İş bulma aracılığı görüldüğü gibi enformel bir biçimde gerçekleşmekte ve katılımcıların işe başlarken akrabaların pay sahibi olduğu dolayısıyla işe girişlerde akrabalık bağlarının güçlü olduğu ifade edilmektedir. Geriye kalan iş bulma aracılığı olan komşular ve arkadaşlarda katılımcıların sosyal bağlarının başka bir ifade tarzıyla sosyal sermayelerinin güçlü olduğu kanısını uyandırmaktadır.

Araştırmaya katılanlara üçüncü olarak yaptıkları işi nasıl tanımladıklarına yönelik bir soru sorulmuştur. Buradaki amaç ev temizliği endüstrisindeki iş tanımlarının nasıl yapılabileceğine ilişkin bir ön bilgi elde etmektir. Ancak burada işin tanımlanması, iş düzeni ve çalışmanın süresi belirleyici niteliktedir. Enformel bir endüstride yer alındığı için yasal düzenlemelerin ve kontrol mekanizmalarının ortada olmadığı bir kısıt çerçevesi korunmuştur. Katılımcılar genel olarak işin tanımını başlangıçta işverenle/evin hanımı ile belirlese de/tanımlasa da, daha sonra değişikliğe uğradığını vurgulamaktadırlar. Bu noktada net bir iş tanımından bahsetmek imkânsız olmaktadır. Nitekim yazında iş tanımını “işe yeni başlayan kişinin çalışma alanı içerisinde nerede konumlanacağını anlatan, kişinin sorumluluklarını ve sınırlarını işe başlarken belli eden bir tanımlama olarak” ifade edilmektedir (Barutçugil, 2004: 255). Ancak katılımcıların ifadelerinden yazındaki bu tanımın işlemediği görülmektedir.

Katılımcılardan K2 “Ev temizliğini cam silme, süpürme, halıyı silme, banyo temizleme olarak arkadaşlarımdan öğrendim... Ama bazı hanımlar özel temizlikler istemekte, çocuklarının oyuncaklarını tek tek yıkamakta ve kurulanmasını söylemektedirler... Bu işler çok zaman almaktadır...”; Katılımcılardan K7 “Eskiden ev temizliğinde süpürme, silme bir de yıkama vardı, şimdi yıkama pek olmuyor, halı yıkamacılar halıları yıkıyor. Ama şimdi de ütü var. Ütü yapmak epeyce zaman alıyor... Temizlik biterse geç saatlere kadar ütü yaptırıyorlar...”

Ev temizliği endüstrisinde iş tanımı her ne kadar net olmasa da sürekli aynı eve gidenlerin tüm işlerden sorumlu oldukları zaman zaman ev temizliğinden ev hizmetine kadar giden çeşitlilik olduğu vurgulanmaktadır. Bu konuda katılımcıların ifadeleri kanıtlayıcı niteliktedir.

Katılımcı K1 “Başta ev temizliği yapmaktaydım, ancak sonraları kendi evime çocukları bırakmaya başladılar, sonraları ise eve gittiğimde çocuk bakmaya başladım. Evin beyi sürekli bir yerlere gidiyordu, o yüzden bazen yatılı kalmaya başladım”.

Katılımcılara dördüncü olarak çalışma koşullarını anlatmalarına yönelik soru sorulmuştur. Ancak bu soruda ne istenildiği açıkça ifade edilmiş ve anlatılmıştır. Bu bağlamda katılımcılara “haftada kaç gün çalıştıkları, kaç eve çalışmaya gittikleri, aylık ortalama kazançlarının ne olduğu ve ücretlerini nasıl aldıkları” sorulmuştur. Haftada kaç gün çalıştıkları sorusuna katılımcılardan 6 kişi (%46,15) 5 gün çalıştığını, 4 kişi (%30,77) 7 gün çalıştığını, 2 kişi (%23,08) 3 gün çalıştığını ve 1 kişi (%7,69) 6 gün çalıştıklarını ifade etmişlerdir. Görüldüğü gibi çalışma sürelerine ilişkin yanıtlar net olarak alınabilmiştir. Her ne kadar iş tanımları net olmasa da çalışma günlerinin işveren/ev hanımları ile net olarak belirlendiği ifade edilebilir. Kaç eve temizliğe gittikleri sorusuna katılımcılar net olarak cevap verememişlerdir. Genellikle ev sayılarının değiştiğini söylemekle birlikte 2 kişi (%15,38) sürekli olarak aynı evlere (3 ev) gittiklerini ifade etmişlerdir. Geriye kalan 11 kişi (%84,62) ise sayının sürekli değiştiğini ortalama 8-12 arası eve gittiklerini ama özel zamanlarda (bayramlar, ramazan ayları, baharın gelmesi, kışın gelmesi vb.) bu sayının arttığını belirtmişlerdir. Bu noktada 2 kişinin enformel yapının içinde en azından gittikleri ev sayısı bakımından formelleştikleri söylenebilir. Aylık ortalama kazançlarına yönelik soruda katılımcılardan 2 kişinin (%15,38) 1500 TL ile 2000 TL; 7 kişinin (%53,85) 2500 TL ile 3000 TL ve son olarak 4 kişinin (%30,77) 4500 ve üzeri kazandıkları tespit edilmiştir. Katılımcıların tümü (%100) ücretlerini günlük olarak aldıklarını ifade etmişlerdir. Bu da bir Ahilik geleneği olan “teri kurumadan ücretini ver” anlayışının işlediğinin kanıtıdır.

Katılımcıların iş/çalışma deneyimlerine ilişkin son olarak işveren ile ilişkilerine yönelik bir soru sorulmuştur. Bu soru “İşvereniniz/evin hanımı ve aile ile ilişkileriniz nasıldır?” şeklinde açıklayıcı olarak sorulmuştur. Ev temizliği endüstrisinde çalışan kadın ile evin hanımı arasındaki ilişki işin sürekliliği açısından önem arz etmektedir. Nitekim formel endüstrilerde görünen resmi ilişkiler ve formel boyutlar burada yer almamaktadır. Aslında iş başlangıcında resmi olarak başlayan iş ilişkisi daha sonra yerini samimiyete bağlı hareket etmeye, aileden biri olma duygusuna ve paternalist bir yapıya bırakmaktadır. Bu yapı çalışan kadın ile işveren/evin hanımı arasındaki ilişkiyi birincil ilişkiye dönüştürerek çalışan kadına ailevi kimlik kazandırmaktadır. Katılımcıların ifadeleri bu durumu kanıtlar niteliktedir.

Katılımcılardan K9 “Ben onlar için aileden biriyim, onlarda benim için aileden biridir”; Katılımcılardan K12 “Aileden biri olarak bazen kendi evim gibi hareket ederim, istediğimi dolaptan alır yerim, hatta bazen uyur, dinlenir sonra çalışmaya devam ederim”; Katılımcılardan K13 “Ben hanıma her şeyimi anlatırım, o da bana anlatır, temizlik yaparken bir kahve yapar dedikodu bile yaparız”.

SONUÇ

Kadınların toplumsal yaşamın her alanında olduğu gibi iş/işletmecilik faaliyetlerinde de görünürlüklerinin artması önemlidir. Kadınların genel anlamda tüm endüstrilerde güçlü bir konum kazandıkları, cam tavanları kırmaya başladıkları/kırdıkları görülmekle birlikte; çalışmanın başlığında da nitelendirildiği gibi enformel bir endüstri olan ev temizliğinde çalışan

“öteki kadınların” iş dünyasındaki konumu önem arz etmektedir. Dahası bu kadınların enformel bir endüstride seslerini duyurmaları ve sorunlarını ifade etmeleri çok da zor olan bir arayıştır. Bu noktada ev temizliği endüstrisinde çalışan “öteki kadınların” çalışma nedenleri, iş bulma süreçleri, iş tanımları, çalışma koşulları ve işveren ile ilişkilerinin incelendiği bu çalışma, enformel bir endüstrinin de yapı inşasında önemli olacaktır.

Çalışma konusu gereği ev temizliğine giden kadınları odağına alan bu araştırma, Isparta ili Şarkikaraağaç ilçesi özelinde gerçekleştirilmiştir. Araştırmanın kurgusu ev temizliği endüstrisinde çalışan “öteki kadınların” demografik görünümünü ve iş/çalışma deneyimlerini aktarma/betimleme üzerinedir. Araştırmadan elde edilen bulgular bu kurgu üzerinden aktarılmaya/betimlenmeye çalışılmıştır. Dolayısıyla çalışma sadece bu bölgede yapıldığı için coğrafi bir kısıtlılık içinde bulunmaktadır. Yanısıra, çalışmanın enformel bir endüstri için yapılması bu alanda kaç kişinin istihdam edildiğinin belirlenememesi ayrı bir kısıt olmaktadır. Çalışmanın katılımcıları öncelikle demografik bulgulara bağlı olarak ele alınmıştır. Demografik bulgulara göre katılımcıların yaş ortalaması (39,54) olarak hesaplanmıştır. Ağırlıklı yaş diliminin 30 ile 40 yaş aralığında (6 kişi-%46,15) olduğu görülmüştür. Aile geliri ortalaması (2977 TL) olarak asgari ücretin üstünde hesaplanmıştır. Katılımcıların eğitim düzeyi ise 5 kişi Lise (%38,46) ve 5 kişi ilkokul (%38,46) ağırlığındadır. Katılımcıların çoğunluğunda (%69,23) sosyal güvence bulunmamaktadır. Katılımcıların iş/çalışma deneyimlerine yönelik bulgularda ise ağırlıklı olarak aile bütçesine katkıda bulunmak için (%46,15) çalıştıkları, iş bulma süreçlerinin akrabalar aracılığıyla sağlandığı (%46,15), iş tanımlarının olmadığı, haftada 5 gün çalıştıkları (%46,15), 8 ile 12 arası eve temizliğe gittikleri (%84,62), 2500 TL ile 3000 TL arası kazançlarının olduğu (%53,85) ve ücretlerini günlük aldıkları belirlenmiştir. Katılımcıların işveren ile ilişkilerinin ise duygusal bağlama dönüştüğü ve paternalist bir iklim içinde gerçekleştiği belirlenmiştir.

Bu sonuçlara bağlı olarak araştırmanın önerileri şu şekilde değerlendirilebilmektedir. “Öteki kadınlar” olarak önem bulan kadınların güvencenin olmadığı ya da az olduğu düşük geliri olan bir işte çalışmalarının önemli nedenlerinden biri eğitim ve beceri düzeyinin düşük olmasıdır. Bu bağlamda bu endüstride çalışan kadınlara yönelik eğitim seviyesinin yükseltilmesine yönelik yaratıcı beceri farkına varma ve geliştirmeye yönelik fırsatlar geliştirilmelidir. Bu bağlamda, halk eğitim merkezleri ve yerel yönetimler bünyesinde organize çalışmalar üretilmelidir. İkinci olarak kadını ve ailesini kalkındırmaya yönelik birçok projenin hayata geçirilmesi amacıyla yerel, bölgesel ya da ulusal düzeyde çalışmalar yapılabilir. Bu bağlamda çeşitli yarışmalar, fuarlar, ev ziyaretleri düzenlenebilir. Kadınların mikro girişimciliklerini destekleyecek üretkenlikler ve destekler ilgili kamu kurum ve kuruluşlarınca sağlanabilir. Üçüncü olarak yapılan işin tanımı daha kurumsal düzeyde ve ayrıntılı olarak hazırlanmak suretiyle net bir tanım oluşturma gerçekleştirilebilir.

Bu araştırmaların ev temizliğine giden kadınların üzerine olmasına bağlı olarak aynı zamanda işveren kadınlar üzerine ve karşılaştırmalı çalışmalar şeklinde de kurgulanması, informel bir endüstride ilişkilerin ve işleyişin anlaşılması açısından önemli olabilmekte; betimlemenin daha derinden oluşmasını ve bakış açısının genişlemesini sağlayabilir.

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Tüketim Kalıplarının Kimlik Oluşumunda Rolü

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ÖZET

Bu çalışma tüketim kalıplarının kimlik oluşumu üzerindeki rolünü incelemeyi amaçlamaktadır. Çalışmada bu doğrultuda, ilk olarak tüketime açıklık getirilmekte ve tüketimde etkili bir faktör olarak sosyal sınıf üzerinde durulmaktadır. Ardından tüketicilerde belirli bir kimlik oluşumunda tüketim kalıplarının rolü ele alınmıştır. Çalışma, tüketimi ve kimlik oluşumunu çeşitli kuramcı ve düşünürlerin görüşlerinden yararlanarak betimsel analiz yoluyla ele almaktadır. Ürün, hizmet ve markaların simgesel iletişim yönünün ağır bastığı tüketim dünyasında tüketiciler dış dünyada nasıl algılanmak istiyorlarsa ona göre bir kimlik oluşturmaktadır. Tüketimin simgesel yönünün önemini vurgulayan tüketiciler, kültürümüzde yansıma bulan anlamların maddiyata dökülüşünün izdüşümünü temsil ederler. “Ben kimim” ve “ben kim olmak istiyorum” sorusunun cevabının tüketim nesnelere arasından arandığı günümüz toplumlarında tüketiciler; stil, karakter ve bedenlerini tüketim kalıpları ile şekillendirmektedir. Özellikle, çok çeşitli imajların bileşkesini oluşturan markalar aracılığıyla, tüketiciler kim olmak istediklerini ve buna yönelik duygularını yansıtmaktadır. Bu nedenle “ben kimim” sorusunun tüketim kalıpları içeriğinde yer alan simgelerin kullanımı yoluyla yanıtlanması oldukça yaygındır. Tüketiciler kim olduklarını sergilemek gibi türlü tüketim amaçları çerçevesinde bilinçli bir şekilde hareket etmektedirler. Tüketiciler, kendi bireysel farklılıklarını, sahip olmak istedikleri imaj çerçevesinde yansıtmakta ve kendi kimliklerini markaların simgesel iletişim ağı ile inşa etmektedir. Ürün ve hizmetler bir işaret ve simge olarak ele alındığında, bireylerin statü, sosyal sınıf ve kimlik duygularının oluşumuna açıklık getirilmektedir.

Anahtar kelimeler: Tüketim kalıpları, sosyal sınıf, kimlik duygusu, simgesel iletişim, simgesel tüketim

The Role of Consumption Patterns in the Formation of Identity

ABSTRACT

This study aims to analyze the role of the consumption patterns in the formation of identity. In this direction, the study begins with elucidating consumption and emphasizing social class as an influential factor in consumption. Then the role of consumption pattern in the formation of a certain identity in consumers is taken into consideration. Benefiting from the views of several theoreticians and thinkers, the study discusses consumption and identity formation through descriptive analysis. In the world of consumption which is dominated by the communication dimension of the product, service and brands, the consumers form an identity according to however they want to be perceived. The consumers stressing the significance of the symbolic dimension of consumption, represent the projection of the materialization of meanings that find reflection in our culture. In the present societies where the answers to the questions “who am I” and “who do I want to be” are searched for among the objects of consumption, the consumers shape their style, character and body by means of consumption patterns. Especially, through the brands that combine various images, consumers reflect “who do they want to be” and feeling in relation to this. Therefore, answering the question “who am I” through the use of the symbols placed within the content of the patterns of consumption are very prevalent. The consumers behave consciously within the scope of various aims of consumption as in the case of their displaying who they are. Consumers reflect their individual distinctions according to the image they want to have and construct their own identity through the web of symbolic communication of the brands. When the products and services are considered as symbols and signs, it become possible to elucidate the feeling of status, social class and identity of individuals.

Keywords: Patterns of consumption, social class, status, feeling of identity, symbolic communication, symbolic consumption

GİRİŞ

Yaşadığımız döneme egemen olan tüketim toplumunda belirli mal ve hizmetlerin sadece tüketimini değil aynı zamanda bunları tüketmenin duygusal ve simgesel yönlerinin açığa kavuşturulması amaçlayan çalışmalar önem kazanmaktadır. Daha özel olarak tüketimin postmodernleşmesiyle birlikte temel ihtiyaçları karşılamanın yanında duygusal ve simgesel tüketimin ön plana çıkması bu konuda yapılacak araştırmaların önemini artırmaktadır (Altunışık, 2007: 116). Bu tür bir tüketim bireyselliğin etkili olduğu izlenimi vermesine karşın gerçekte kitlesel bir olgu egemen olmaktadır. Tüketici, kendisine ulaşan medya mesajları vasıtasıyla belirli tüketim eğilimleri geliştirir. Tercihlerini kendisine ulaşan seçenekler arasından oluşturur.

Tüketim toplumu, tüketimin öğrenilmesini, verimliliğe dayalı ekonomik sistemin yeniden örgütlenmesine koşut bir sosyalleşme tarzını beraberinde getirmiştir (Baudrillard, 2013: 87). Bu açıdan, “Tüketim, göstergelerin düzenlenmesini ve grubun bütünleşmesini güvence altına alan bir sistemdir. Tüketim kültürünün etkisiyle tüketici, bu kültürel değerler sisteminin üretmiş olduğu ahlak ve iletişim sisteminin belirlediği şartlarda tüketim eylemini gerçekleştirir” (Torlak ve Uzkurt, 2007: 103). Tüketimin arttığı ve çeşitlendiği pazarda satın alınan ürünlerin kendisi kadar satın alma amaçlarının da farklılık gösterdiği gözlenmektedir. Tüketici tipi ve tüketim modelleri zenginleştikçe tüketimin amacı salt fayda sağlamanın ötesine geçerek kimlik oluşturmayı kapsayacak şekilde genişlemektedir.

Yeni tüketim kültürünün önemli bir boyutu reklamlardaki fikirlerin, anlamların ve görüntülerin tüketilmesini kapsamasıdır. Tüketicinin satın alma davranışı üzerinde ürünler hakkında kendisinde oluşan simgesel anlamlar en önemli rolü oynamaktadır. “Satın alınanlar sadece basit, doğrudan, faydacı bir kullanımı olan” maddi ürünler değildir aynı zamanda “bir anlam ileten ve tüketicinin kim olmayı amaçladığını” sergileyen ürünlerdir. “Tüketim malları insanların kimlik duygularını, tüketim kalıpları içindeki sembollerin kullanımı aracılığıyla oluşturdukları bir yöntemin parçalarıdır” (Bocock, 2009: 59). Bu açıdan, tüketim yoluyla kimlik oluşturma belirli biçimlerde giyinmeyi, yeme içme etkinliklerini taraftarlı ve eğlence türlerini kapsar. Böylece bireyler tüketim kalıpları yoluyla belirli gruplara girerler. “Bu tür tüketim kalıpları, kimin grup üyesi olup kimin olmadığını tanımlayabilecek temel unsurlar olarak kullanılmaktadır” (Bocock, 2009: 36-37). Tüketim, insanların toplumsal konumlarını yansıtan bir etkinlik olarak gerçekleşmektedir. Bu anlamda tüketimin sınıf ve statü ayrımlarını ifade etmesi, sınıflar arasındaki üstünlük ilişkilerini yansıtmaması, kişinin toplumsal konumunun ve itibarının bir göstergesi olması modern toplumla ilgili sosyolojik çözümlemelerin odağında olmuştur. Bu bağlamda Veblen (2005: 67) tüketim biçimleri, toplumun alt ve üst sınıflarının gösterişçi tüketimi, itibar ve öykünme açısından incelemiştir. Kişiler için “ben kimim?” sorusu sadece uzmanlık alanları ve mesleklerine göre yanıtlanacak bir soru olmanın ötesinde kişinin tüketim kalıplarına göre bir açıklama bulan bir sorudur. İnsanların kim oldukları meslekleri kadar tüketim biçimleriyle ilişkilidir (Bocock, 2009: 113).

Bu doğrultuda, bu çalışmanın temel hedefini, tüketim kalıplarının kimlik oluşumu üzerindeki rolünü incelemek oluşturmaktadır. Bu açıdan, çalışma kapsamında öncelikle, tüketim ve tüketimde etkili bir sosyo-kültürel faktör olarak sosyal sınıf ele alınmaktadır. Ardından, çeşitli kuramcı ve yazarların görüşleri doğrultusunda, tüketicilerde belirli bir kimlik oluşumunda tüketim kalıplarının rolü tartışılmaktadır. Temel olarak, tüketicilerin belirli tüketim kalıpları aracılığıyla kendi benliklerini oluşturdukları varsayılmaktadır. Çalışmada kimliğin oluşumu devingen bir süreç olarak kavranmakta böylece tüketim kalıplarının kimlik oluşumu üzerindeki rolü kimliğin sabit olmayan doğasını vurgulamaktadır. Tüketimin kimlik oluşumu üzerindeki etkilerini, tüketim kapsamına giren göstergeler, simgeler ve değerler yardımıyla başardıkları

ileri sürülmektedir. Tüketimin kimlik açısından önemini vurgulayan kuramsal değerlendirmeler.

TÜKETİM KALIPLARI, SINIF VE KİMLİK

Endüstri öncesi toplumlarda biyolojik yaşam doğayla girilen zorlu bir mücadeleye dayalı olarak sürdürülmeye çalışılıyordu. Toplumun büyük çoğunluğu kırsal bölgelerde yaşıyordu ve yaşantılarını kent ortamında hazır tüketim nesnelere ulaşarak sürdüren daha az sayıda insan bulunmaktaydı. Endüstri toplumu üretim ve tüketimin temel yapısını büyük bir değişime uğrattı. Üretimin makineleşmesiyle birlikte ürünler büyük miktarlarda üretilmeye başladı. Makineleşmeyle birlikte üretimin coğrafi şartlara ve insan emeğine bağlı olmaktan çıkması, taşıma teknolojilerinin gelişmesiyle birlikte ürünlerin öncelikle kent ortamlarında yığınlar halinde bulunan çok sayıda insanın erişimine sunulabilmesi bu dönüşümün en önemli boyutlarıydı. Bayır'ın ifadesiyle (2019: 12), endüstri öncesi toplumlarda görülen kıtlık ve açlık kaygısı “modern toplumda sanayileşmeye bağlı kitlesel üretimin verimliliğiyle yerini bolluk ve tokluğa bıraktı. Geleneksel toplumda yetersiz beslenme ya da açlığa bağlı hastalıklar/ölümler sıradanlaşmışken, günümüzde aşırı tokluğa bağlı obezite, hedonist tüketime bağlı stres ve depresyon gibi rahatsızlıklar rutinleşmiştir. Bugün çevremiz nesnelere, mal ve hizmetlerin bolluğu ve çokluğuyla kuşatılmış durumdadır.” Bu bolluk toplumunda tüketim ihtiyaçların karşılanmasıyla sınırlı olmaktan çıkmış, bunun yanı sıra kültürel ve toplumsal yaşantının ve kimlik arayışının bir parçası haline gelmiştir.

Tüketimle sınıf ve kimlik arasındaki ilişkileri ele almadan önce tüketimin nasıl tanımlandığıyla ilgili birkaç tanıma dikkate almak yararlıdır. Emiroğlu ve Elbek (2006: 21) tüketimi basitçe “insan gereksinimlerinin giderilmesi yönünde mal ve hizmetlerin kullanılması” olarak tanımlar. Diğer taraftan, Dinler (2011: 24) tüketimi “Ekonomik mal ve hizmetlerin faydalarından gereksinimlerin dolaysız tatmini için yararlanma” olarak görmektedir. Başar ve diğerleri (2010: 17) ise tüketimin “Halk arasında tüketim bir şeyin tüketilip yok edilmesi anlamını taşısa da ekonomi bilimi tüketimi, insan ihtiyaçlarının giderilmesi amacıyla mal ve hizmetlerin kullanılması olarak” tanımlandığını ifade ederler. Bulut'a (2007: 179) göre tüketim “İnsanların ihtiyaçlarını karşılamak için doğrudan mal ve hizmetleri kullanmaları demek olan tüketim, toplam talebin en büyük bileşenidir.”

Günümüzde tüketim, bireyler açısından yalnızca pratik yararları ve işlevleri değil, aynı zamanda duygusal eğilimlerin ve çevreyle iletişimin bir parçası olan çeşitli etkinlikleri içerir (Odabaşı, 1999: 8). Bu çerçevede “tüketmenin sadece açlığı, susuzluğu gidermek, ısınmak, güvende hissetmek gibi temel ihtiyaçları gidermek” için yapılmadığını, bunun dışında “ait olmak, kendini tanımlamak, zevk almak, mutlu olmak gibi duygusal tatmin” sağladığı, hatta giderek hedonist bir yapıya büründüğünü vurgulamak gerekir. Bu bağlamda bugün tüketim içinde simgeler ve bu simgelere yüklenen anlamlar ön plana çıkmaktadır. Günümüzün postmodern toplumu kendine has bir tüketim tarzına kavuşmuştur, tüketim bir yarar veya işlev karşılamaktan çok kültürel bir etkinlik biçimine dönüşmüştür (Çakır, 2014: 359). Tüketimin işlevselliğinin dönüşümü ve kültürel etkinliğin bir parçası haline gelmesi günümüz toplumunun hipergerçek karakteriyle yakından ilişkilidir. Baudrillard'ın ifadesiyle (1995: 95), tüketim nesnel işlevselliğin dışında gösterge değeri kazandığı bir hareket alanı bulmuştur ve bu alanı sınırsız bir değişebilirlik karakterize etmektedir. Bu açıdan örneğin çamaşır makinesi işlevselliğe sahip olan ve yarar sağlayan bir eşya olmanın yanında rahatlık, saygınlık gibi roller de oynamaktadır. Böyle bir tüketim alanında bir başka nesne göstergesel açıdan yani anlamlandırıcı bir unsur olarak çamaşır makinesinin yerine geçebilir. Simgeler alanında olduğu gibi nesnelere bir işlev ya da gereksinimle sınırlı değildir.

Tüketim süreci mal ya da hizmeti satın almadan önce başlar ve satın alma eyleminden sonra da devam eder. Mal ya da hizmete tüketicilerin duyduğu ihtiyacın ilk farkına

varılmasından, bu mal ya da hizmetlerin satın alınmasına kadar geçen zaman markanın, seçildiği, ürünün değerlendirildiği ve satın alma kararının verildiği süreçtir (Peltekoğlu, 2010: 140-141). Tüketicilerin satın alma kararını mensubu oldukları toplumsal sınıflar etkilemektedir. Toplumsal sınıf kişilerin toplumsal hiyerarşi içinde konumlanmasını yansıtır. Bu açıdan, aynı sınıf mensupları hemen hemen aynı statüye sahip olurlar ve diğer sınıf mensupları daha az ya da daha fazla statüyle sahip olurlar. Genel olarak sınıflarla statüler arasında bir koşutluk bulunmaktadır. Aynı sosyal sınıfa mensup kişilerin tüketime yönelik benzer davranışlar ve tutumlar sergiledikleri düşünüldüğü için pazarlamacılar stratejilerini sınıf temelli oluşturmaktadırlar (Peltekoğlu, 2010: 133).

Tüketicinin satın alma kararlarını etkileyen unsurlardan biri de hiç kuşkusuz sosyal sınıflardır. Sosyal sınıflar, kültürün oluşumunda etkili olan unsurlarından biri olarak gösterilebilir (Koç, 2013: 385). Toplumsal sınıf çözümlerinde genellikle konut, gelir, yaş, meslek, eğitim durumu gibi sosyo-ekonomik değişkenler dikkate alınır. Toplumda hiyerarşik bir biçimde kabaca alt, orta ve üst olmak üzere üç sınıf bulunmaktadır. Bu sınıflardan her biri de kendi içinde alt, orta ve üst olmak üzere üçe ayrılır. Dolayısıyla toplumda dokuz sınıf grubu bulunmaktadır (Tek ve Özgül, 2010: 169). Bir toplumsal grup üyelerinin benzer tüketim ve alışveriş özellikleri dolayısıyla toplumdaki diğer gruplardan ayrılır.

Toplumsal sınıfın üyeleri arasında görülen homojenlik ve toplumsal sınıflar arasında görülen heterojenlik tüketim araştırmalarında vurgulanan temel noktalardan biridir. Toplumsal sınıfın üyeleri birbirine benzer değerlere, davranışlara, tutumlara ve motivasyonlara sahiptir. Ayrıca her toplumsal sınıf belli bir ürünün veya markanın tercih edilmesinde mensupları için bir referans çerçevesi oluşturur. Bu durumda benzer tüketim ve satın alma kalıplarının oluşmasını beraberinde getirmektedir. Her toplumsal sınıfın üyeleri arasında tutum ve davranışlar açısından benzerlik olmasına karşın, farklı toplumsal sınıf mensupları arasında ortaya çıkan farklılıklar sınıfların birbirinden farklı “değerler bütününe ve dolayısıyla farklı tüketim alışkanlıklarına” sahip olduklarına işaret eder (Elden, vd., 2009: 318). Bir başka ifadeyle tüketim “toplumsal farklılıkların meşrulaştırılmasında toplumsal bir işlev yerine getirir” (Bourdieu, 1984: 7). Toplumsal sınıflar mensuplarının genel olarak tüketim kalıpları, satın alma davranışları, harcama ve tasarruf biçimleri, daha özel olarak ise eğlence ve tatil, yeme-içme, giyim, ev eşyası, otomobil tercihleri, boş zaman faaliyetleri, markalara yönelimleri, medyayla ilişkileri, bilgi edinme biçimleri üzerinde etkilidir. Bu nedenle pazarlamacılar ve reklamcılar bu kitlelerden hangisini hedefliyorlarsa ona göre bir pazarlama stratejisi geliştirmeye çalışırlar (Peltekoğlu, 2010: 135).

Toplumsal sınıf, değerleri, ilgileri, hayat tarzları ve davranış biçimleri birbirine benzeyen insanlardan oluşmaktadır. Bu açıdan toplumsal sınıf, toplumun alt bir bölümünü oluşturur. Toplumsal sınıfın temel belirleyicisi ekonomik gelirdir. Ancak, toplumsal sınıflar arasındaki ayırım çok keskin değildir (Mucuk, 2010: 77). Toplumun alt ve üst sınıfları arasında bariz bir ayırım görünmesine karşın, sınıfların birbirine yaklaşan noktalarında bu ayrımlar giderek belirsizleşmektedir. Alt sınıfın üst bölümünde yer alan üyelerinin tüketim ve alışveriş biçimleri orta sınıfın alt bölümlerinde yer alan üyelerin tüketim ve alışveriş davranışlarına çok yaklaşmaktadır. Tüketim ve alışveriş kalıpları açısından sınıfsal ayrımların belirsizleşmesi kimi zaman statü gruplarının daha ön plana çıkmasına yol açabilir. Sınıfların en önemli belirleyicisi ekonomik gelir olmasına karşın statü grupları daha çok tüketim biçimlerine göre birbirinden ayırt edilebilir.

Tüketim kalıplarını etkileyen en önemli unsurlar “giyim stilleri, müzik zevkleri, boş zamanları değerlendirme uğraşları, gıda ve içecek tüketimi” olarak ortaya çıkmaktadır. Belirli bir sınıfın yaşam tarzı açısından bu kalıpların son derece önemli olduğu görülmektedir. Bu bağlamda, “tüketim kalıpları gruplar arasındaki farklılıkları vurgulamak veya sürdürmek” bakımından önemli olduğu gibi, belirli insanların gruba dahil edilmesinde diğer insanların gruptan dışlanmasında etkili bir rol oynamaktadır (Bocock, 2009: 86).

Dünyanın neresinde olursa olsun her geçen giderek daha fazla insan tüketim sürecine uyum göstermekte ve tüketim sürecinde ne yapmaları gerektiği hakkında bilgi sahibi olmaktadır. Gittikleri alışveriş merkezinde alışveriş yapmak istedikleri mağazayı nasıl bulacakları, kredi kartını nasıl kullanacakları ya da internette nasıl alışveriş yapacakları bunlara dahildir. Bu merkezlerden ve imkanlardan uzakta yaşayan veya yararlanmayan bazı insanlar ise bu alışveriş biçimlerini bilmemenin ötesinde bunlarla karşılaşmamış olabilirler. Yine de yakın gelecekte bunlardan haberdar olmayan çok az insanın kalacağı söylenebilir. Bu süreçlerin yaşandığı yerlerde, dünyanın her tarafında bir alışveriş merkezinde, hızlı-yiyecek lokantasında ya da cafede gerçekleşen tüketim ve alışveriş biçimlerinde çok temel benzerlikle bulunmaktadır. Bu durumun doğal bir sonucu olarak çoğu insan tüketime harcadığı zamanın yanında kendilerini giderek daha fazla “tükettiği şeylerle (örneğin BMW’ciler, Patek Philippe saatçileri vb) tanımlamaya yöneliyor” (Ritzer, 2011: 254). Tüketicilerin tükettikleri nesnelere kendi benliklerini oluşturdukları bu süreç, klasik ekonomik bazlı tüketimin yanı sıra kültürel bazlı tüketimin önemini göstermektedir.

İnsanlar doğal çevrenin yanı sıra simgesel çevrede yaşarlar ve bu çevrenin etkisinde kalırlar. Kültür, simgesel çevrenin en temel kaynağıdır. Benliğin oluşumunda ve değişiminde simgeler hayati bir rol oynarlar. Benlik tüketilen ürünlere ve hizmetlere göre bir karakter kazanır. Günümüzün çeşitlendirilmiş tüketim dünyasından benliğin gelişiminde bireylerin kendilerini algılama biçimlerine göre belirli tüketim ve alışveriş kalıpları benimsemesi belirleyici olmaktadır. Bireylerin kendilerini nasıl algıladıkları ve algının yönetilebilir ve şekillendirilebilir olması aynı zamanda nasıl algılanmak istediklerine hitap eden çeşitli imkanları kullanmalarını da beraberinde getirir. “Bireyin davranışları duyguları algıları ve kendini bir obje olarak değerlendirmesinin farkında olmayı açıklar. Benlik bir bütünlük içinde oluşur ve bu bütünlük yaşamdaki temel değeri gerçekleştirir. Bireyin kendisini değerlendirmesi onun davranışını etkiler.” Benlik ile ilgili çalışmalar üç tür benlikten söz eder: İlki, "ben kimim" sorusuna yanıt arayan gerçek benliktir. Sahip olunan tüketim ürünleri benliğin maddi varlığıyla ilişkilidir. İkincisi, "ne olmak istiyorum" sorusuna yanıt arayan bir benlik olan ideal benliktir. Kişilik özellikleri, sözel beceriler, tutumlar ve toplumsal algılamalar bu kapsamdadır. Üçüncüsü ise "ne olarak biliniyorum", "ne olarak bilinmek istiyorum" sorularına muhatap olan toplumsal benliktir. Ailede, arkadaş çevresinde ve sosyal gruplarda bilinen ben bu kapsama girmektedir (Odabaşı, 1999: 60-61). Bu üç benlik türü, bireyin kişiliğinin yeniden oluşturulmasında önemli bir rol oynamaktadır. Birey dışarıya pek yansıtmasa da kendi içinde bu benlik türleri arasında gerilim yaşar, kendi istedikleri ile kendisinden beklenenleri dikkate alarak benliğini şekillendirmeye çalışır.

İnsanların gerçek kimlikleri edinmek istedikleri kimlikten farklılık gösterebilir. Bireyler kendilerini başkalarına çoğu zaman gerçek kimlikleriyle değil de edinmek istedikleri kimliklerle sunmak isterler. Bireyin bu isteğinin arkasında gerçek kimliğinden daha farklı bir kimlik ve kişiliğe sahip olduğunu, daha önemli olduğunu ve diğer bireylerden daha farklı olduğunu gösterme arzusu bulunur (Becan, 2015: 184). Bu noktada, markalar "tüketici için benliği yapılandırır sembolik bir kaynak" oluşturabilir ve kişinin olmak istediği gibi kendisini göstermesine imkân verebilir. Markanın simgesel tüketimi, toplumsal ve kültürel farklılıkların oluşmasını ve sürdürülmesini sağlamaktadır. Bu anlamda sosyal sınıf, yaş, statü gibi farklılıklar markalar tarafından simgesel olarak yeniden üretilmekte ve pekiştirilmektedir. Bu bağlamda markaların simgesel anlamı insanların çoğunluğu tarafından paylaşılmakta ve bu doğrultuda bir algı ve imaj ortaya çıkmaktadır (Odabaşı, 2012: 135). Sözelimi özel bir yeri olan deneysel markalar çağrışımlar ve duygularla ilgili bir imgenin yansıtılmasını sağlar. Bu tür markalar tutkunun da ötesine geçerek ürün ile tüketiciyi birbirine bağlayan bir felsefeyi yansıtır. Bu anlamda, başarı gösteren deneysel bir marka vasıtasıyla bireysellik, kişisel gelişim ve fikirler sergilenir. Nike’ın “Just do it” sloganı ve Microsoft’un sınırsız gökyüzü ve “Bugün nereye gitmek istersiniz? kampanyası bu tür deneysel marka örnekleridir. Coca-Cola, deneyim

paylaşılmasına ve genç jenerasyona yüklenen değeri marka önermesi olarak kullanırken, Marlboro, deneyimi erkeksi değerle birlikte vurgular. Böyle markalar, ürünün üstün özelliklerini değil markanın sağlayacağı deneyimi ön plana çıkarır (Doyle, 2008: 399).

İnsanlar arzu ettikleri kimlik ve kişilik simgeleriyle uyumlu markalar kullanmak isterler. “Bu çerçevede, tüketiciler tüketim etkinlikleri aracılığıyla arzu ve isteklerini belirtmek için bir iletişim çabasında bulunurlar ki, bu bir anlamda ürün ya da hizmetlerin sembolik yönünü ifade eder.” Bu çaba kimliğin bir uzantısı ya da kimliğin simgesel boyutudur. Bu anlamda, “ne tükettiğini söyle sana kim olduğunu söyleyeyim” ya da “ne tüketiyorsan o’sun”, “ne olduğun değil nasıl görüldüğün önemli” yargılarında dile getirildiği gibi insanların tükettikleri, kimliklerinin önemli bir yansıtıcısıdır. “Markalar bir şekilde, çok boyutlu ilişkiler ile bir ‘anımlar dünyası’ yaratarak tüketicilerin kimliklerini belirleme, toplumla bütünleşme sağlama, bireysel farklılıklarını vurgulama işlevlerini gerçekleştirirler” (Batı, 2012: 89). Burada vurgulanması gereken temel nokta, tüketimin simgesel bir boyutu olduğu ve simgeleri kullanarak kendimiz hakkında bir izlenim oluşturma çabasına girdiğimizdir. Tüketim ürünleri ve markalar birer simge olması, simgesel ürün tüketiminin çeşitli nedenleri ve amaçlarının belirginleştirilmesi gerekir. Bu nedenlerden “statü ya da sosyal sınıfını belirtmek” en genel ve yaygın olanıdır, bunun yanında “sosyal varlığını oluşturmak ve koruyabilmek, kendisini başkalarına ve kendine ifade edebilmek ve kimliğini yansıtmak” da simgesel ürün tüketiminin temel nedenleridir (Odabaşı, 1999: 58). Bireyler böylelikle ürün ve hizmetlerin içeriğine işlenen göstergeler aracılığıyla kendilerini olmak istediği gibi yansıtmaya başlar ve belirli bir kimliğin görüntüsünü oluşturur. Birey arzuladığı ve hedeflediği kimliğe çeşitli tüketim kalıpları ile ulaşabileceğini düşünür, böylece tüketim bireylerin en önemli amaçlarından biri haline dönüşür.

Günümüzde tüketim ihtiyaç olmaktan çıkmış ve gerçekleştirilmesi gereken bir eksiklik halinde gelmiştir. Bireyler tüketim yaparak kendi kişiliklerini ve kimliklerini oluşturabileceklerini düşünmekte böylece tüketim ile kendilerini tamamlayabilmektedir. Tüketim toplumu bireylerin birbirinden çok farklı kimlik ve kişilik simgelerini tüketerek kendi isteklerine ulaşabilmelerine imkan vermektedir. Aydoğan’ın (2005: 37) aktardığı gibi, metaların simgelere dönüştüğü, tüketimin gereksinimden tümüyle bağımsızlaştığı günümüzün hiper gerçek dünyasında tüketimle hiçbir zaman doyuma ulaşmayan “bireyler kendi kimlik duygularını kendileri oluşturmaktadır.” Aynı şekilde Odabaşı’nın (2012: 152-153) dile getirdiği gibi tüketiciler ürünün işlevlerinin yanında marka göstergelerine giderek daha fazla önem vermektedir. Örneğin genç nesiller arasında revaçta olan bir marka olan Nike firması bu önemi anlamış Nike Town mağazalarında uygulamaya geçirmiştir. Ürünün marka imajını, “çengel” biçimindeki işareti ile vurgulayan Nike şirketi, simgeselliği merkeze yerleştirdiği bir uygulamaya imza atmıştır. Bu yolla çoğunluğu gençlerden oluşan tüketicilerin aidiyet, toplumsal kabul görme ve kendilerini ifade etmelerini amaçlamıştır.

Tüketim simgeleri etkisini ve rolünü, bireylerde kimlik oluşturma arzusu yaratılarak işlerlik kazanmaktadır. Bu açıdan, “Tüketimin sembolik yönünün incelenmesinde benlik, özbenlik (öz-saygınlık), imaj-uyumu ve ürün-kullanıcı imaj uyumu gibi kimlikle ilgili kavramlar öne çıkmaktadır.” Öz-saygı tüketime yönelik davranışlar ve karar vermede en önemli güdüleyici unsurlardan biridir. “Bu sebeple özbenliğin önemine bağlı olarak tüketici kararları istikrarlı bir şekilde benliğin muhafazası veya geliştirilmesi bağlamında yapılmaktadır.” Günümüzün tüketim toplumunda satın almayı ürün ve markaların işlevlerinden çok kültürel ve toplumsal imajlarını ve farklılıklarını sürdürmek isteyen bireyler için barındırdıkları simgesel özellikler belirlemektedir (Altunışık, 2007: 117). Sözelimi, günümüzde çok sayıda genç kızın üniversite eğitimi görmesine ve belirli bir meslekleri olmasına karşın, bebekliklerinden itibaren özellikle oyuncaklarını kullanmaları sonucunda “Barby ve Sindy gibi semboller taşıyan cüzdan, çanta, nevresim takımı, kalem vb. çok sayıda ürünü kullanmaya devam ettiklerinin gözlenmesi”, kültürel etkileşim ve simgesel tüketimin önemli bir göstergesidir. Simgesel

tüketim kalıpları satın alma davranışlarını belirlemede ve kişinin hayatında önemini sürdürmektedir. Bu bağlamda aynı zamanda benzeşme ve standartlaşma da önemli bir olgu olarak kendini göstermektedir (Torlak ve Uzkurt, 2007: 97). Mal ve hizmetlerinin üretiminin yanı sıra simgesel anlam üretiminin de gerçekleştirilmesi günümüzün tüketim toplumunun olmazsa olmaz bir boyutudur. Günümüzün tüketim toplumunda ürünlerin simgesel anlamları bu ürünlerin ayrılmaz bir parçası olmuştur.

İnsanın kişilik sahibi olması gibi bir markanın da fizik karakter ve siteden oluşan 3 temel özelliği bulunması gerekir. "Fizik, bir ürünün görünebilen, elle tutunabilen, kullanılabilen somut varlığıdır" ve tüketicinin satın almaya ikna edilmesinde en önemli rolü oynar. "Karakter bir starın kalıcı özü, bir markanın gerçek ticari sermayesidir. Stil karakterin dışavurumu, onu çekici kılan yaratıcı biçimidir." Marka fiziğiyle uyum içinde bir konsepti sonuna kadar götürebilmeyi sağlamaktadır (Güngören, 1995: 118). Kısaca ifade etmek gerekirse, markalar sahip olmak için değil var olmak içindir. Günümüzde bu tür bir simgesel tüketim kültürü küresel gerçeklik haline gelmiş, bu kültürde bireyler varoluşlarını markalar aracılığıyla konumlandırma ve anlamlandırma uğraşı içine girmişlerdir. Kimliğin kendisini göstermesi ve dışa vurumu markalar aracılığıyla gerçekleşmektedir. Bu açıdan çok sayıda büyük marka, ürünlerin tüketimiyle birlikte tüketicilerin düş kurmalarına elverişli bir imaj sunmaktadır (Güngören, 1995: 127).

SONUÇ

Bu çalışmada, tüketim kalıplarının kimlik oluşumu üzerindeki rolü ile ilgili olarak bir değerlendirme sunmak hedeflenmiştir. Bu çerçevede, tüketim ve kimlik arasında ilişki kuran çeşitli düşünür ve kuramcılar fikirlerinden hareketle tüketim, tüketimde etkili bir sosyo-kültürel faktör olarak sosyal sınıf ve belirli bir kimlik oluşumunda tüketim kalıplarının rolü üzerinde durulmuştur. Genel olarak, sembolik tüketimin yaygın olarak yaşandığı günümüz toplumlarında mal ve hizmetlerin birer simge ve gösterge değeri taşıdıkları düşüncesi vurgulanmıştır. Simgeler, göstergeler ve imajlar artık yiyecek, içecek, giyecek, boş zaman etkinlikleri, tatil gibi çeşitli tüketim alanlarında tüketim kalıpları içine yerleştirilmektedir.

Tüketimi etkileyen en temel toplumsal etmenlerden birinin toplumsal sınıfla ilişkili olduğu görülmektedir. Kişilerin sosyal statüsünü ve kimliğini belirlemede yararlanılan sosyal sınıflar, bireyleri çeşitli bölümlere sınıflandırdığı için hiyerarşik bir özelliğe sahiptir. Pazarlamacılar, bireyleri kategorize ederken, benzer ilgi alanlarına, hayat tarzına ve statüye sahip olan bireyleri aynı grup içine yerleştirmektedir. Çünkü aynı sosyal sınıf içerisinde yer alan bireyler benzer davranış, tutum ve tepkiler göstermektedir. Bu durum, tüketicilerin satın alma davranışlarına etki etmeye çalışan reklamcı ve pazarlamacıların işlerini kolaylaştırmaktadır. Tüketicilere ulaşmaya çalışan reklamcılar, iletişim stratejisini ilgi alanlarına yönelik kodlayarak aynı sosyal sınıf içinde bir araya gelen birden fazla bireye kolaylıkla ulaşabilmektedir. Örneğin, boş zamanlarını benzer biçimde doldurmaya çalışan bireylere, benzer giyim tercihlerinde bulunan bireylere, tatil imkanlarını benzer biçimde değerlendirmeye çalışan bireylere aynı tüketim kalıpları ile seslenilebilmektedir. Pazarlamacılar aynı ve farklı sosyal sınıfta yer alan bireyleri saptarken, onların tüketim eğilimlerine bakmakta ve etkilemeye çalışmaktadır.

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Tüketim Kalıplarının Genç Gruplar Üzerindeki Etkisi

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ÖZET

Bu çalışma tüketim kalıplarının genç gruplar üzerindeki etkisini incelemeyi amaçlamaktadır. Bu kapsamda, tüketiciler ve özel bir tüketici grubu olarak yaşa dayalı sosyal gruplar ele alınmaktadır. Bu açıdan çalışma, yaşla tüketim kalıpları arasındaki bağlantılar üzerinde odaklanmaktadır. Çalışmada kuramsal yaklaşımlar temelinde betimsel bir analiz gerçekleştirilmektedir. Bu doğrultuda konuyla ilgili olarak çeşitli kuramcı ve düşünürlerin görüşleri değerlendirilmektedir. Çalışmada genel olarak, gitgide daha fazla insanın simgesel tüketim etkinlikleri aracılığıyla göstergeler dünyasının içine çekildiği vurgulanmaktadır. Tüketim artık daha fazla anlamların tüketildiği bir süreç olarak karşımıza çıkmaktadır. Tüketim ekonomik bazlı tanımların yanı sıra simgeleri de esas alan daha geniş bir çerçeveyi oluşturur. Aynı zamanda kültürel meta tüketimini kapsayan bu süreç, yalnızca ürünün fiziksel özelliklerini değil ayrıca ona entegre edilen imajların da satın alımını içermektedir. Simgelerin, göstergelerin, anlamların ve imajların yaygınlık kazandığı tüketim toplumunda tüketicilerin satın alma davranışları da büyük farklılık göstermektedir. Özellikle günümüzde kendi özgün kişiliklerini tüketim kalıpları üzerinden dış dünyaya yansıtmak 14-30 yaş arası genç gruplarda sıkça rastlanmaktadır. Genç grupların kimliklerini; yeme içme, giyim, spor, boş zaman etkinlikleri ve tatil seçimleri gibi tüketim alanlarında yaptıkları tercihler karakterize etmektedir. Gençlerin, mal veya hizmetlerin içeriğine kodlanan simgesel anlamlar vasıtasıyla; sosyal sınıflarını ve statülerini göstermek, gösteriş oluşturmak ve kendilerini çeşitli biçimlerde ifade etmek amacıyla tüketim yaptıkları görülmektedir. Bu nedenle, ürünleri işlevlerinin yanı sıra sahip olduğu simgesel anlamları için de tüketme eğiliminin genç gruplar arasında oldukça yaygın olduğu söylenilebilir.

Anahtar kelimeler: Tüketim kalıpları, tüketiciler, genç gruplar, simgesel anlamlar, anlamların tüketilmesi

The Influence of Consumption Patterns on Young Groups

ABSTRACT

The study aims to analyze the influence of consumption patterns on young groups. Within this scope the consumers and the age based social groups as a specific consumer group are considered. In this sense, the study is focused on the connections between age and consumptions patterns. In the study a descriptive analysis is realized on the basis of theoretical approaches. Accordingly, the views of a variety of theoreticians and thinkers on the issue are evaluated. In general, the study emphasizes that gradually more and more people are absorbed by the world of signs through symbolic activities of consumption. Henceforth, consumption rather appears as a process in which meanings are consumed. Consumption form a broader frame grounded on symbols beside economically driven definitions. This process which at the same time involve the consumption of cultural commodity includes not only purchasing the physical properties of the product but also the images integrated to it. In the consumer society where symbols, signs, meanings, and images are prevalent the purchasing behavior of the consumers also show great differences. Especially at the present time one's reflecting his/her peculiar personality in the external world is common in 14-30 years age group. The identity of young groups is characterized by their preferences in the domain of consumption such as food and beverage activities, clothing, sport, spare time activities and holiday selection. It is seen that through the symbolic meanings coded in the content of goods and services the youth make consumption in order to show their social status and class, to display themselves, and to express themselves in various ways. Therefore, it can be said that the tendency to consume products for their symbolic meanings beside their functions are prevalent among young groups.

Keywords: Consumption patterns, consumers, young groups, symbolic meanings, consumption of meaning

GİRİŞ

Pazarda oldukça çoğalan rekabet şartları, pazarda yer alan işletmelerin rakip işletmelere karşı avantaj elde etmek için tüketicileri iyi analiz etmelerini gerektirmektedir. Bu nedenle, tüketicilerin karar vermelerine etki eden tüketici karar verme süreci ile ilgili olarak gerçekleştirilen araştırmaları zorunlu kılmaktadır. Pazarlama yöneticilerinin gereksinim duyduğu tüketicilerin neyi neden nereden ne zaman ve nasıl istediği soruları, serbest piyasa ekonomisinde işletmelerin devamlılığını sağlamasında oldukça önemlidir. Çünkü işletmeler için tüketicilerin kimler olduğu ve tüketicilerin kendi ürünlerini neden tercih ettikleri konularına dair genel bilgi etmeleri önemlidir (Peltekoğlu, 2010: 130). Tüketicilerin satın alma karar süreci içinde, tüketici davranışlarını açıklarken kişisel, demografik ve durumsal faktörler olmak üzere çok çeşitli kriterler göz önünde bulundurulmaktadır. Yaş, medeni durum, cinsiyet, eğitim, gelir ve meslek gibi unsurlardan oluşan demografik faktörler tüketicilerin satın alma karar mekanizmasına etki etmektedir (Peltekoğlu, 2010: 140).

Bu kapsamda toplam nüfusun genel özelliklerini oluşturan “yaş, cinsiyet, meslek, eğitim düzeyi, gelir ve sosyal sınıf gibi” kriterlerin incelenmesi ve ayrıştırılması aracılığıyla pazar biçimlendirilir ve bölümlendirilir. Kendilerine hedef pazar belirlemede etkin bir rol üstlenen bir dergi yönetimi, genç kızlara, yetişkin erkeklere ve kadınlara yönelik olarak ayrı bir dergi konsepti oluşturabilir. Bu kapsamda piyasada bölümlendirme yapılan en yaygın kullanılan değişkenler, yaş, cinsiyet ve gelirdir (Mucuk, 2010: 109). Böylelikle belirli şekil, konu ve tema etrafında şekillendirilecek olan iletişim stratejileri ile spesifik bir şekilde saptanan tüketici gruplarına daha kolay yoldan ulaşım sağlanmış olur.

Bu çalışmanın temel hedefini, tüketim kalıplarının genç gruplar üzerindeki etkisini incelemek oluşturmaktadır. Bu açıdan, çalışma kapsamında öncelikle, tüketicilere ve özel bir tüketici grubu olarak yaşa dayalı sosyal sınıflara değinilmiştir. Ardından, çeşitli kuramsal bakış açıları doğrultusunda, genç tüketicilerde tüketim kalıplarının etkisi tartışılmıştır. Çalışmanın temelinde genç grupların bir hayat tarzını diğerlerinden ayırt etme yolu olarak özel tüketim kalıplarını kullandıkları varsayımı bulunmaktadır. Çalışmada 14-30 yaş arası genç bekar gruplarda belirli bir grup üyesinin tanımlanmasında tüketim kalıplarının etkisinin ne olduğu sorusuna cevap aranmaktadır. Kuramsal bakış açılarının değerlendirilmesi ve tartışılmasına dayalı olarak tüketim kalıplarının genç gruplar üzerindeki etkisi incelenmektedir.

1. TÜKETİCİ VE ÖZEL BİR TÜKETİCİ GRUBU OLARAK YAŞA DAYALI SOSYAL GRUPLAR

Tüketici denildiğinde aklımıza piyasada yer alan mal ve hizmetleri belirli bir bedel karşılığında tüketen kişiler aklımıza gelmektedir. Tüketiciler kelimesi aynı zamanda günlük yaşantımızda en sık kullanılan kavramlardan biri olarak karşımıza çıkmaktadır. Tek ve Özgül’ün belirttiği üzere (2010: 163), “**Tüketici;** Mal ve hizmetleri başka ürün ve hizmetlerin üretimi için değil de tamamen kişisel veya ailesel gereksinimleri için kullanan veya tüketen kişidir. **Tüketici;** Kişisel kullanım için satın alım ve/veya kiralama bulunan kişi veya aile halkıdır. Örneğin, AVIS, HERTZ şirketlerinden oto kiralama, banka kasası kiralama, videokaset kiralama, bilgisayar uçak, ev bisiklet kiralama vb. **Tüketici;** Kişisel istek, arzu ve gereksinimleri için “pazarlama bileşenlerini” satın alan veya alma kapasitesinde olan gerçek bir kişidir. Tüketici bir ürün ve hizmeti satın alırken onun yanında reklamını, ambalajını, teslimatını, taksit şartlarını, kaliteyi, garantiyi vb yi de birlikte almış olmaktadır. Felsefe olarak bir işletmenin malını alırken işletme imajına bakarak örneğin, “nasıl olsa ARÇELİK” (ürün/işletme imajı) diyerek tüm çeşitleri almaktadır.” anlamlarını taşımaktadır.

Türkiye Tüketicinin Korunması ve Piyasa Gözetimi Genel Müdürlüğü’nün açıklık getirdiği üzere (2018: 11); hukuki anlamda 6502 sayılı Tüketicinin Korunması Hakkında Kanun’a göre

tüketici, “ticarî ve meslekî olmayan amaçlarla hareket eden gerçek veya tüzel kişiyi” tanımlanabilir. İşletmenin pazarlama faaliyetlerinin temel belirleyicisi olan tüketici, piyasada kendileri için sunulmuş olan pazarlama bileşenlerini reddetme ya da kabul etme hakkına sahiptir. Özellikle tüketim toplumuna dönüştüğümüz günümüz şartlarında rekabet hızlı büyümüş ve gelişim göstermiştir. Bu durum, tüketicilerin dikkatini çekmek için, onların istek ve arzularına göre hareket etme ve strateji geliştirmeyi zorunlu kılmıştır. Bu nedenle tüketicilerin satın alma davranışları sürekli olarak incelenmeli ve ayrıştırılmalıdır.

Mucuk’un ifade ettiği gibi (2011: 237); “pazarı oluşturan temel unsur tüketicilerdir.” Kapsamı oldukça geniş olan tüketici terimi, kişiler, aileler, üretici veya ticari işletmeler, özel ve tüzel kuruluşlar ve kamu kuruluşlarından oluşmaktadır. Pazarlar tüketicilerin satın alma amaçlarına göre sınıflandırılırken, mallar da tüketim ve endüstriyel mallar olarak iki ana gruba ayrılmaktadır. Mal ve hizmetleri satın alma amaçlarına göre tüketiciler, kişisel ve ailevi ihtiyaçları tatmin etmek üzere iki ana gruba ayrılmaktadır. Endüstriyel (örgütsel) alıcı ve kullanıcılar ise, kişisel ve aile amaçların dışında mal ve hizmet talep ederek ihtiyaçlarını karşılayanlar grubuna girmektedir.

Pazarda tüketicinin tüketim alışkanlıklarını etkileyen en önemli kriterlerden biri demografik faktörlerdir. Demografik faktörler arasında tüketicilerin satın alma davranışlarını etkileyen faktörlerden biri yaştır. Tüketicilerin yaşı ve içinde bulunduğu yaş dönemi, onun hangi tür mallara, modellere ve stillere yöneleceğinde etkili olur. Rekabetin kızışık olduğu bir pazarda demografik faktörler ve tek başına yaş, pazarın alt kültürlere bölümlendirilmesi esnasında oldukça önemli bir yer işgal etmektedir. İşletmelerin en önemli pazarlama karmalarından biri olarak mamul, fiyat, tutundurma ve dağıtım stratejileri, bölümlendirilmiş tüketici gruplarının kalıplarına ve tiplerine göre düzenlenmelidir (Mucuk, 2010: 81).

Demografik etkenler, Pazarda tüketicileri tanımlamaya ve bölümlendirmeye yarayan etkenler arasında büyük bir yer işgal etmektedir. Hedef kitleyi kabaca tanımlamaya yarayan etken olarak demografik etkenler, “temel bir başlangıç noktasını” oluştururlar. Reklam ve halkla ilişkiler gibi iletişim stratejileri biçimlendirilirken, tüketicilerin yaş grupları oldukça önemlidir. Çünkü farklılaşan yaş grupları ile bireylerin neyi satın alacakları ve neyi kullanacakları büyük farklılık göstermektedir (Kocabaş vd., 2004: 103).

Türkiye Tüketicinin Korunması ve Piyasa Gözetimi Genel Müdürlüğü’nün aktarımıyla (2018: 19), “Bireyin satın alma davranışını belirleyen önemli etmenlerden” biri, yaş ve yaş dönemidir. Belirli yaş ve yaş dönemleri ile birlikte gereksinimler değişmekte ve her defasında farklı bir gereksinim ortaya çıkmaktadır. Yaş etkeni, temel gereksinimlerimizi arasında sayılan yemek, içme, eğlenme ve mobilya gibi istekler doğrultusunda, satın alma davranışlarımızı tespit etmektedir. Örnek verilecek olduğunda 15-20 yaş grubu, playstation gibi oyuncu ve sweatshirt gibi giysiler isterken, mesleğe yeni atılan ve aile kuranlardan oluşan 25-30 yaş grubunun isteklerinde ise ev eşyaları büyük yer işgal etmektedir.

Bu kapsamda Elden ve Bakır’ın dile getirdiği gibi (2010: 55), içinde bulunulan yaş dönemi, tüketicilerin satın alma gerekçelerini farklılaştırmaktadır. Bu açıdan reklamlarda tüketicileri satın alma davranışına ikna etmek amacıyla, farklı yaş gruplarına göre farklı mesaj stratejileri uygulanmaktadır. Çünkü farklı yaş grubundan kişileri hareket geçiren ve onların satın almalarını sağlayan hizmet türleri ve markalar gibi uyarıcılar değişkenlik gösterir. Örneğin, çocuklara yönelik bir ürün reklamında, animasyon karakterler, çizgi kahramanlar tercih edilirken konunun eğlenceli bir formata dönüşümü sağlanmaktadır.

Tüketiciler ve iletişimciler için mesaj stratejileri geliştirilirken içinde bulunulan yaş döneminden istifade edilmektedir. Hedef kitle belirli ürün ve hizmetlere yönelirken ve reklamcılar hedef kitleye yönelik kampanya stratejisi oluşturulurken, içinde bulunulan yaş dönemi belirleyici etkiye sahiptir. Bu nedenle, özellikle reklamcılar için hedef kitlenin hangi yaş aralığında olduğu reklam stratejisi oluşturulurken önemli bir noktadır. Bir ürün segmentinde kullanılan reklam çağrışım unsurları saptanırken hedef kitlenin yaşı göz önünde

bulundurulur. Çünkü hedef kitle kendilerine seslenilen çağrışimleri bildiğinden satın alma kararlarını buna göre belirlerler (Elden vd., 2009: 105). Örneğin, gençlere yönelik gerçekleştirilen bir GSM operatörünün tarife reklamlarında, satın alma tercihlerine etki edebilmek maksadıyla, gençlerin kimliği eğlenceli, bağımsız, istekli ve modern bir biçimde temsil edilebilmektedir.

Pazarlama açısından en önemli alt-kültür gruplarını oluşturan pazar bölümlendirme değişkenlerinden biri yaş gruplarıdır. Örneğin, Türkiye'de Çilek Genç Odası ile tüketicilere daha iyi hizmet sunabilmek amacıyla, 0-24 yaş arası dikkate alınmış ve ürün kullanım detayları buna göre biçimlendirilmiştir. Yine bir örnek olarak, yaşlı nüfusun özellikle yoğun olduğu Almanya'da, yaşlılar için bir alışveriş merkezi açılmıştır. Her şeyin yaşlılar için düşünüldüğü ve tasarlandığı Deliga Yaşlılar Pazarı, hedef kitlesi tarafından "cennet gibi bir mekan" benzetmesi yapılmıştır. Yaşlılar için bin metrekarelik bir alan yapılmıştır ve yaşlılar için iki kişinin rahatça girebileceği deneme odaları yapılmıştır. Ayrıca bu merkezde, kekler diyet olarak satılırken kahveler de kafeinsiz olarak sunulmaktadır (Koç, 2013: 390).

2. TÜKETİM KALIPLARININ GENÇ GRUPLAR ÜZERİNDEKİ ETKİSİ

Ünlü Fransız reklamcı Jacques Seguela, reklamcılığı "kalpte başlayan ve beyni etkileyen" bir süreç olarak görmektedir. Seguela, reklamcılığı ürünün somut faydalarını birebir aktarmaktan ziyade ürünü diğer ürünlerden ayırt etmek maksadıyla ürüne atfedilen çeşitli özellikler doğrultusunda markaya dönüşen ürünün kişiliği ve kimliğinin daha önemli olduğu belirtilmektedir. Ürünün fiziği, karakteri ve tarzı ürünün kimliğini ortaya koymakta ve bu yönelik iletişim stratejileri geliştirilmesini olanaklı kılmaktadır (Çakır, 2014: 360). Örnek verilecek olduğunda, genç nesle hitap eden bir Levis reklamı anımsandığında, "kovboyun otomobili çölde yolda kalır. Oradan otomobiliyle geçen bir genç kız ona yardım etmek için durur ama, belli ki her ikisinin arabasında da çekme halatı yoktur. Göz göze gelirler ve oğlan pantolonunu çıkararak iki otomobili Levi's ile birbirine bağlar." (Güngören, 1995: 22-23). Bu durum reklamcıların ürünün somut faydalarından ziyade soyut faydalarını öne çıkarttıklarını göstermektedir. Ürün tüketicilerin zihinlerinde nasıl hayal ediliyor ise gerçekte de öyle kurgulanmaktadır.

John Fiske'nin görüşüne göre (2012: 12), gençler ile mavi yakalılar ya da işçi sınıfı kot pantolonlarının iki toplumsal odağının oluşturur. Yalnız bu odaklar, göstergebilimsel, anlam merkezi olarak, birer toplumsal kategoriden uzaktır. Burada örneklem, genç, iyi eğitilmiş, beyaz ve orta sınıftan olduğu belirtildiğinde, kot pantolonlarına yüklenen anlamlar farklı bir toplumsal kategori için genelleştirilemez. Oluşturulan soyut anlamlar belirli bir gruba atfedildiği için anlam iletilme süreci temsil esasına dayanmaktadır. Fiske (2012: 13), Amerikan ideolojisinde yaygın olarak benimsenen yegane toplumsal değer bireyciliktir. Bireycilik, bir toplumda bireyin özgürlüğünü üst sınıflarda tutan ve bireyin haklarının önemsendiği bir öğreti olarak görülebilir. Bireyin kendi olma arzusu, herkesle aynı olan bir kıyafeti giymek ya da giymemek gibi önemli bir konu ile yansıtılabilir. Birey toplumla zıt düşmemek için herkesten farklı olmak güdüsünü yine pek çok kişinin tercih ettiği bir kıyafeti giyerek somut bir şekilde sergileyebilir. Aydoğan'ın ifadeleriyle (2005: 21); "tüketimin radikal bir niteliği olduğu görüşünü savunan John Fiske'ye göre, tüketim nesnesi olarak dağıtım yapılan ürünler, aslında, gündelik yaşamı oluşturan birer hammadDEDİR, bu nedenle, "her türlü tüketim faaliyeti aslında kültürel üretim faaliyetidir, çünkü tüketim anlam üretimidir". Gerçekten de meta satıldıktan sonra dağıtım ekonomisindeki önemini kaybeder ve kültür ekonomisinde çalışmaya koyulur. Fiske, tüketimin özgürleştirici potansiyeline dikkat çeker ve tüketimin var olan sisteme yönelik bir baskı olduğunu belirtir. Bu konuya değinirken, alışveriş merkezlerine giden alt sınıf gençlerden sözeden Fiske, metaları değil, mekanları ve imgeleri tüketen bu gençlere alışveriş merkezi gerillaları adını verir. Gençler karşıt kültürlerini canlı tutmak, toplumsal farklılıklarını ve

kimliklerini korumak ve bunu başkalarına hissettirmek için buralara gitmektedirler." Böylelikle göstergeler yoluyla anlam tüketimi kapsamında mekan ve imgeleri içselleştirmektedirler.

Toplumun medya, teknoloji ve çeşitli konularda iyi eğitim görmüş kesimini oluşturmuş gençlik, küresel medya ve onun yaydığı küresel popüler kültürün önemli bir elemanı olarak görülür. Bu nedenlerle gençlik, çok uluslu şirketler tarafından aktif ve pozitif tüketici grubu olarak önemli bir yer taşımaktadır. Özellikle son dönemlerde sıkça kullandıkları yeni medya teknolojileri aracılığıyla gençler, küresel medya ve kapitalizmle bütünleşirler. Böylelikle genellikle takip ettikleri "MTV, Hollwood filmleri, televizyon, hatta internet yoluyla, modernleşmiş, kozmopolit Batı kültürüyle" özdeşleşirler (Aydoğan, 2011: 51-52). Gençler kendilerini ifade ederken çağdaş toplumun kültürünü hem etkiler hem de bu kültürden etkilenirler. Özellikle küresel medyanın birincil yakıt deposunu oluşturan gençlik, kapitalist kültürün aktarımı rolünü de oynayarak vazgeçilmez bir unsur olarak görülmektedir.

Medya ile doğrudan bağlantılı olan tüketim kültürü; kimliğimizi oluşturmuş yaş, cinsellik, sınıf, ırk, etnik köken gibi dünyaya bakış tarzımızı belirleyen unsurları etkilemektedir. Tüketim kültürü ile yaygınlık kazanan kapitalist sistem içinde gençler, medyadan yayılan mesaj stratejileri doğrultusunda ne yiyeceklerini ne giyineceklerini, daha genel olarak neler satın alacaklarını öğrenirler. Bu kültürel ortamda gençler oluşumunu sağlamlaştırdıkları kimlikleri aracılığıyla dünyaya bakmakta ve kendilerini ifade etmektedirler (Türkoğlu, 2010: 201). Örnek verilecek olduğunda, medyada bir dönem yayınlanan Avrupa Yakası dizisinde yer alan tipler toplumumuzda oldukça beğenilmiş ve taklit edilmeye başlanmıştır. İstanbul Bağdat caddesinde görülen trendlerden biri de bu dizi çerçevesinde görülen marka ve estetik takıntısı 'tiki' genç kızların yeme içme giyinme ihtiyaçlarını içeren tüketim eğilimleridir. Bu tiki genç kızlar kimliklerini yansıtan değişkenler aracılığı ile sosyal ve özel alanda hem tüketmekte hem de tüketilmektedir (Odabaşı, 2012: 132). Bu durum medya yoluyla yayılan tüketim kültüründe kişilerin kendi kimliklerine yakın buldukları olguları ve nesnelere içselleştirdiklerini göstermektedir.

Tüketim toplumunda başarılı markalar aracılığıyla tüketicilere sahip olmak istedikleri hayat tarzı hakkında mesajlar aktarılır. Markalar, tüketicilerin sahip oldukları ve elde etmek istedikleri kimlik ve imaj yapılarına yönelik mesaj stratejileri gerçekleştirirler. İmaj aktarımı yoluyla ürünlerin somut özelliklerinden ziyade çeşitli vaatler içeren soyut özellikleri ön plana çıkartılmış olur. Böylelikle, markalar ürünlerin fonksiyonel özelliklerinden dolayı değil; hedef kitlenin zenginlik, ün, saygınlık, statü ve kendine güven gibi çeşitli duyguların elde edilmesi amacıyla tüketilmiş olur (Doyle, 2008: 399). Örneğin, reklamlarda özgürlük çekicilikleri çerçevesinde; gençlerin otomobiliyle dağları, yolları aşabilmek, teknolojinin rahatlığına erişmek, sevdikleriyle mobil telefonuyla kesintisiz bir şekilde konuşabilmek ve kredi kartlarından topladığı puanlarla istediği gibi harcama yapabilmek gibi aktiviteler sıralanabilir (Becan, 2015: 179). Böylelikle bu tüketim faaliyetleri çerçevesinde gençlerin, "başarı elde etme, prestij sahibi olma, kendini iyi birer vatandaş olarak görme, ödüllendirme" gibi çeşitli kimlik değerlerinin reklam çekicilikleri üzerinden verilerek tetiklenmesi bir gerçektir (Becan, 2015: 148). Reklamlarda özgürlük temalı çekiciliklerin yardımıyla, bireylerin o çokça arzuladıkları özgür vatandaş duygusuna ürün ve markaların tüketilmesi yoluyla elde edebileceklerine yönelik mesajlar aktarılır. Böylelikle tüketim anlam tüketimine dönüştürülmüş olur.

Tüketim sürecinde gençler; satın alımları çerçevesinde çeşitli ürün, marka, mağaza ile ilgili bilgi elde etmenin yanı sıra belirli bir hayat tarzına ilişkin ürün kategorileri ile karşılaşmaktadırlar. Bu hayat tarzı genellikle somut ve soyut içerik yüklü markalar eşliğinde sunulmaktadır. Gençler, reklamlardan ve örtük bilgiler sağlayan çeşitli programlardan ürünler ile ilgili kesin bilgi almaktadırlar (Yeygel, 2007: 377-378). Reklamcılarının hedef grupları arasında yer alan gençler, ürün kategorileri aracılığıyla, kendi kimlik duygularını etkili bir şekilde ortaya koymak istemektedirler. Bu kimlik duygularını, saç biçimleri, parfüm kullanımı,

kolyelere kadar farklılaşan beden süsleriyle ayrıca, seyahat, müzik, araba yarışları ve spor olayları gibi aktiviteler vasıtasıyla yapmaktadırlar (Bocock, 2009: 106). Örnek olarak "Garanti Bankasının, 12-16 yaş arası gençler için kontrollü Bonus Card 16YSK reklamlarında", gençlerin beğeniyle takip ettiği Athena grubu yer almaktadır. Reklamda başat bir role sahip olan ana karakterin tüketim eğilimleri gençlerin ilgisini çekmektedir. Reklamda yer alan imge ve imajlar yaş faktörünü temel almış ve satın alma kalıpları üzerinde belirleyici olmuştur (Elden vd., 2009: 106). Reklamlarda yer alan ana karakterlerin hedef kitlenin beğenileri, ilgileri ve kimlikleri doğrultusunda seçildiği söylenebilir. Böylelikle reklam amaçlarında saptanan hedeflere erişmek daha kolay olabilir.

Sembolik tüketim anlayışı çerçevesinde düşünüldüğünde markalar, satın alımı kolaylaştırabilmek için bir ürüne çeşitli anlamlar yükleyerek onu piyasaya sürer. Böylelikle bireyler hem belirli bir grubun üyesi olduğu hem de kendi kimliğini oluşturduğu için bu ürünleri tercih eder. Nitekim gençlerin "giydiği takım elbisenin, taktığı gözlüğün, saatin, kullandığı cep telefonunun ve arabanın işlevsel" yararı olduğu gibi sembolik anlamlarla yoğrulduğu için kendini ifade etmesi bakımından da hedonik açıdan fayda sağlamaktadır (Çakır, 2014: 340). Genç erkeklerin testosteron düzeylerinin, gösterişçi ve hedonik tüketimin etkilerine karşı nasıl bir tepki verdiklerinin ölçüldüğü bir araştırmada; erkekler iki farklı bölgede iki farklı araba kullanmaları salık verilmiştir. Genç erkekler ya Montreal kent merkezinde ya da ıssız bir karayolunda bir pahalı olan Porsche ile diğeri dökülmüş bir Toyota sedan kullanmaları istenmiştir. Erkeklerin T düzeylerinin (tükürük analiziyle ölçülecek) her iki otomobili etrafta onları gören birileri varken kullanırken geçireceği değişimler göz önünde bulundurulacaktır. Sonuç değerlendirildiğinde, genç erkekler pahalı Porsche'yi kullanırken T düzeylerinin artış gösterdiği görülmüştür (Saad, 2012: 90-91). Görülmektedir ki ürünün niteliği, fiyatı ve kullanım kolaylığı kişilerin testosteron düzeylerinde değişikliğine yol açmaktadır. Bu neden bazı ürünleri tercih ettiğimize neden bazı ürünlere de imtina ile yaklaştığımızı açıklık getirmektedir.

Gençlik pazarının büyüyen etkisiyle ürünlere bir imaj katabilmek maksadıyla gençlerin kendilerini ifade edebilecekleri "havalı, alternatif, genç ve çağa uygun" gibi çeşitli kimlik öğeleri eklenmiştir. Reklamcılar, pazarlamacılar ve halkla ilişkiler uygulayıcıları gençlerin takıldığı mekanlara yoğunlaşarak onların "atıştırdıkları yiyecekler ve dinledikleri müzikle" bilgi edinerek daha ilerisini elde etmeye çabalamaktadırlar. Böylelikle oluşturmak istedikleri tarzı saptayarak ürünlere imaj yoluyla bu tarzı kazandırmışlardır (Klein, 2012: 90). Tüketici şirketlerinin imaj dünyasına dönüşen günümüz toplumlarında hayatta kalabilmek için marka kimlikleri oluşturmaları ve aktarması gerekmektedir. Özellikle genç nüfusun artış göstermesi ile büyüyen pazarda başarı sağlanabilmesi için işletmelerin çeşitlilik oluşturması önem arz etmektedir. Geleceğe yönelik başarı elde edilebilmesi için anahtar unsurun marka kimliklerinin içeriğinde yer alması gereken çeşitlilik olgusudur (Klein, 2012: 134). Bu marka kimlikleri etrafında şekillenen tüketim alışkanlıkları, bireylerin nasıl olmak istediklerinden kim olmak istediklerine kadar çeşitli varyasyonlarda seyretmektedir. Özellikle çok dinamik bir hedef kitle olan genç kitleler arasında oldukça yaygın olarak şekillenen belirli tüketim kalıpları, bütünleşik pazarlama iletişim içinde kendine yer bulmaktadır.

Klein'in anlatımıyla (2012: 141); marka iletişimde gençler için oluşturulan imge imajlar artık tüm dünyada büyük yankı uyandırmaktadır. Özellikle gençlerin sıkça takip ettiği ve kullandığı ürün gruplarından oluşan "Sony Playstationlar, MTV videoları ve NBA maçları" dünyadaki tüm gençleri birbirine bağlamaktadır. Küresel gençlik için 1996 yılında DMB&B reklam ajansı tarafından gerçekleştirilen "Yeni Dünya Gençliği İncelemesi" başlıklı bir araştırma neticesinde görülmektedir ki dünyada tüm gençler ortak bazı davranışlara sahiptir. Dünyanın farklı bölgelerinde yer almalarına karşın gençlik Coca Cola ve Burger King markalarını tüketmeleri, Philips marka ürün kullanmaları ile birbirlerine benzemektedir. Gençler bunun yanı sıra Nike marka giysiler giymeleri ve Sony marka müzik aygıtı olan discman'lerini kullanmaları

açısından da birçok davranışları bakımından özdeştir. Bu, gençlik pazarının tüm dünyada en büyük pazarlama fırsatlarından biri olarak görülmelerini sağlamıştır.

SONUÇ

Bu çalışmada, tüketim kalıplarının genç gruplar üzerindeki etkisi ile ilgili olarak temel bir kavrayış elde etmek amaçlanmıştır. Bu amaç doğrultusunda, ilk olarak “tüketici ve özel bir tüketici grubu olarak yaşa dayalı sosyal sınıflar” irdelenmiştir. Ardından çalışmanın temel konusunu teşkil eden “tüketim kalıplarının genç gruplar üzerindeki etkisi” ele alınmıştır. Çalışma kapsamında tüketim kalıplarının genç gruplar üzerindeki etkisi kuramsal bakış açılarından yararlanarak anlaşılmaya ve açıklanmaya çalışılmıştır.

Çalışma bir bütün olarak değerlendirildiğinde fonksiyonel ve faydacı ekonomiden, sembolik tüketimin yaygın olduğu simgesel ve soyut faydalanımcı bir ekonomiye geçiş gerçekleşmiştir. Bu ekonomi bünyesinde simgeleri, imajları, imgeleri, sembolleri ve görsel tasarım ilkeleri ile zenginleştirilmiş göstergeleri barındırmaktadır. Tüketiciler düşsellikle yoğrulmuş bu çok boyutlu dünyada tüketim yoluyla arzu ve isteklerini tatmin etmeye, kişiliklerini oluşturmaya ve sosyal statülerini biçimlendirmeye çalışmaktadırlar. Bu durum ait oldukları demografik, psikolojik ve kültürel özellikleri çerçevesinde tanımlanmaktadır. Çalışmada bu kapsamda değinilen konulardan biri de etkisi yadsınamayacak ve bireyin varoluşuna açıklık getirilen unsurlardan biri olan demografik faktörlerdir.

Demografik faktörler, tüketici davranışları açısından düşünüldüğünde, aynı zamanda aynı sosyal sınıf kategorizasyonunda yararlanılan unsurlardan biridir. İlk olarak demografik faktörlerden biri olarak yaş, bireylerin satın alma davranışlarını belirleyen önemli bir etmen olarak karşımıza çıkmaktadır. Bireyler belirli yaş dönemlerinde çeşitli gereksinimlere ihtiyaç duyar ve belirli mal veya hizmet kullanımını gerçekleştirir. Aynı zamanda belirli yaş grubunda yer alan bireyler, farklı zevklere sahip olduğundan, kendileri için tasarlanan iletişim içeriklerine olan tepkileri de değişkenlik gösterir. Örneğin çalışma kapsamında konu itibarıyla incelenen genç grupların tüketim etkinliklerine bakıldığında, tüketimin fizyolojik ihtiyaçların ötesine geçerek, anlamların tüketilmesi noktasına ulaşmış olduğu gözlenmektedir.

Gençlerin tüketim tercihlerine genel olarak bakıldığında, sembolik tüketim eğiliminin gerçekleştirildiği söylenebilir. Günümüzde mal ve hizmetler aracılığıyla artık, göstergeler, semboller ve imajlar sergilenmektedir. Bir anlam ileticisine dönüşen tüketim eylemi, mal ve hizmetlere atfedilen imajların tüketilmesini yaygınlaştırmıştır. Gençler, yiyecek, içecek, giyecek, boş zaman etkinlikleri ve tatil gibi tüketim alanlarında yaptıkları seçeneklere; artık kendilerini tanımlayabilecekleri bir araç gözüyle yaklaşmaktadır. Özellikle tüketim kültürünün etkisini gösterdiği tüketim toplumlarında gençler, zenginlik, ün, saygınlık, statü ve kendine güven gibi çeşitli duyguları elde etmek maksadıyla tüketim yapmaktadırlar. Bu nedenle, ürünleri işlevlerinin yanı sıra sahip olduğu sembolik anlamları için de tüketim gerçekleştiği görülmektedir.

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Yenilenebilir Enerji Kaynaklarının Tarımsal Amaçlı Kullanımı ve Bu Teknolojilerin Yaygınlaşması Önündeki Engeller

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ÖZET

Birleşmiş Milletlerin (BM) 2019 Dünya Nüfus Projeksiyonu Raporu'na göre dünya nüfusunun 2050 yılında 9.7 milyar civarında olması beklenmektedir. Bu şekilde bir artışın da yoksulluk, yetersiz beslenme, düşük eğitim seviyesi gibi ek zorluklara yol açacağı ifade edilmektedir. Dünya nüfusundaki artış aynı zamanda gıda ve enerji tüketiminin de artmasına neden olmaktadır. Günümüzde kullanılmakta olan fosil yakıt bazlı enerji formları çevresel zararlarına rağmen yeni yatırımlar tüm dünyada teşviklerle desteklenmektedir. Bu teşvikler kömür, petrol ve doğal gaz kullanımını yaygınlaştırarak hastalıklara, çevre tahribatına ve iklim değişikliğine neden olmaktadır. Uluslararası Para Fonu'na (IMF) göre, dünya genelinde toplam 4,84 trilyon Euro devlet teşviki insan sağlığını tehdit eden fosil yakıtlara ayrılmaktadır. Bu rakamın tüm ülkelerin toplam sağlık harcamalarından daha yüksek olduğu ifade edilmektedir. Ancak, fosil yakıt rezervlerinin yakın zamanda tükenecek olması endişesi güneş, rüzgar, biyo-kütle, biyo-yakıt gibi yenilenebilir enerji kaynaklarına (YEK) bir ilgi oluşmaktadır. Bu çalışmada, özellikle tarımsal faaliyetlerde yenilenebilir enerji kaynaklarının hangi düzeyde kullanıldığı ve YEK potansiyelinin yeteri kadar değerlendirilmemesinin nedenleri araştırılmıştır. Tarımsal amaçlı YEK kullanımının/teknolojilerinin yeterli düzeyde yaygınlaşmaması; yüksek maliyet, uzun geri ödeme süresi, çevre bilinci eksikliği, YEK konusunda bilgi yetersizliği gibi nedenlere dayandığı düşünülmektedir.

Anahtar kelimeler: Yenilenebilir Enerji, Güneş, Rüzgar, Jeotermal, Biyokütle, Tarım, Teknoloji

The Use of Renewable Energy Resources for Agricultural Purposes and Barriers to the Spreading of These Technologies

ABSTRACT

According to the United Nations (UN) 2019 World Population Projection Report, the world population is expected to be around 9.7 billion in 2050. It is stated that such an increase will lead to additional difficulties such as poverty, malnutrition and low education level. The increase in the world population also causes an increase in food and energy consumption. Despite the environmental damages of fossil fuel-based energy forms used today, investments are still supported with incentives all over the world. These incentives cause diseases, environmental damage and climate change by expanding the use of coal, oil and natural gas. According to the International Monetary Fund (IMF), a total of 4.84 trillion Euros of state incentives worldwide are reserved for fossil fuels that threaten human health. It is stated that this figure is higher than the total health expenditures of all countries. However, there is an interest in renewable energy sources (RES) such as solar, wind, biomass and biofuel, with the concern that fossil fuel reserves will soon be depleted. In this study, the level of use of renewable energy resources especially in agricultural activities and the reasons for the insufficient use of RES potential were investigated. Insufficient widespread use of RES use / technologies for agricultural purposes; It is thought to be due to reasons such as high cost, long payback period, lack of environmental awareness, insufficient knowledge on RES.

Keywords: Renewable Energy, Solar, Wind, Geothermal, Biomass, Agriculture, Technology

GİRİŞ

Ekonomiler geliştikçe ve daha karmaşık hale geldikçe, enerji ihtiyaçları da büyük ölçüde artar. Tarihsel olarak, yakacak odun ve diğer biyokütle enerjisinin kanıtlandığı gibi Avrupa ve Amerika Birleşik Devletleri'nde büyüyen ekonomileri desteklemek için hidroelektrik enerjiye (ayrıca bir tür depolanmış güneş enerjisi), daha sonra da 19. Yüzyılda on dokuzuncu yüzyılda petrole ve ardından 20. Yüzyılda doğal gaz geçiş olmuştur. Daha sonra 1950'lerin nükleer gücü de enerji karışımına dahil edildi. Ekonomik gelişmenin her aşamasına bir özellik eşlik etti, bir ana yakıt kaynağından diğerine enerji geçişi. Günümüzde fosil yakıtlar olan kömür, petrol ve doğal gaz endüstriyel ekonomilerde açık ara baskın enerji kaynağıdır ve gelişmekte olan ekonomilerde enerji üretimindeki büyümenin ana kaynağıdır. Ancak, 21. Yüzyıl şimdiden bir sonraki büyük geçişin fosil yakıtlardan yenilenebilir enerji kaynaklarına doğru olacağını görmektedir. Bu geçiş, çevresel etkilerle ilgili endişeler de dahil olmak üzere birçok faktör tarafından motive edilir (özellikle iklim değişikliği), fosil yakıt kaynakları, fiyatları ve teknolojik sınırlamalar değişiklik [1].

Birleşmiş Milletlerin (BM) 2019 Dünya Nüfus Projeksiyonu Raporu'na göre dünya nüfusunun 2050 yılında 9.7 milyar civarında olması beklenmektedir [2]. Bu şekilde bir artışın da yoksulluk, yetersiz beslenme, düşük eğitim seviyesi gibi ek zorluklara yol açacağı ifade edilmektedir. Dünya nüfusteki artış aynı zamanda gıda ve enerji tüketiminin de artmasına neden olmaktadır. Günümüzde kullanılmakta olan fosil yakıt bazlı enerji formları çevresel zararlarına rağmen yeni yatırımlar tüm dünyada teşviklerle desteklenmektedir [3]. Uluslararası Para Fonu'na (IMF) göre, dünya genelinde toplam 4,84 trilyon Euro devlet teşviki insan sağlığını tehdit eden fosil yakıtlara ayrılmaktadır. Bu rakamın tüm ülkelerin toplam sağlık harcamalarından daha yüksek olduğu ifade edilmektedir [4]. Bu teşvikler kömür, petrol ve doğal gaz kullanımını yaygınlaştırarak hastalıklara, çevre tahribatına ve iklim değişikliğine neden olmaktadır. İklim değişikliği 21. Yüzyılda dünya enerji politikalarını önemli ölçüde

belirleyecek bir etken olacaktır. Küresel iklim ve yenilenebilir enerji kaynaklarının (YEK) korunması, YEK teknolojilerinin/uygulamalarının yaygınlaştırılması, üstesinden gelinmesi gereken önemli bir zorluktur. En büyük petrol ihracatçısı olan körfez ülkeleri (Bahreyn, Kuveyt, Umman, Katar, Suudi Arabistan ve Birleşik Arap Emirlikleri) bile, fosil petrol ve gaza mevcut bağımlılığı azaltmak ve petrol fiyatlarındaki dalgalanmalar ile başa çıkmak için yenilenebilir enerji kullanımını konusunda çalışmalar yapmaktadır [5].

Enerji kaynakları, insanlıkla ilgili bir zaman çerçevesi içinde sonsuz ise ancak o zaman yenilenebilir enerji kaynağı olarak kabul edilir [6]. Bu açıdan bakıldığında, yenilenebilir enerji kaynakları üç gruba ayrılır;

- Güneş enerjisi
- Gezege (yerçekimi) enerjisi
- Jeotermal enerji

Bu üç kaynağın dünyadaki yıllık potansiyeli ise;

- Güneş enerjisi – 3.900.000.000 PJ/a (1 Petajuole=1.0E+15 Joule)
- Gezege (yerçekimi) enerjisi – 94.000 PJ/a
- Jeotermal enerji – 996.000 PJ/a dır.

Enerji kaynakları iki grupta değerlendirilmektedir:

1. Birincil enerji kaynakları





a) Yenilenemez enerji kaynakları: Klasik enerji kaynakları, karbon bazlı kaynaklardır. Petrol, kömür ve doğalgaz en temel enerji kaynakları olarak kabul edilmektedir. Oluşum süreleri ve yenilenmeleri uzun süre aldığından, yenilenmeyen enerji kaynakları olarak da bilinirler. Kömür, petrol, doğal gaz gibi fosil yakıtlar ve nükleer enerji bu grupta yer alırlar.

b) Yenilenebilir enerji kaynakları: Hidrolik enerji, güneş enerjisi, jeotermal enerji, rüzgar enerjisi, biyokütle enerjisi, gel-git (tides), dalga gücü ve okyanus akıntıları, hidrojen enerjisi ve biyogaz.

2. İkincil Enerji Kaynakları: Birincil enerji kaynakları kullanılarak kullanıma hazır hale getirilmiş elektrik, yakıt ve ısı enerjisi gibi kaynaklardır [7].

Tablo 1. Yenilenebilir enerji kaynakları ve kullanım yöntemleri

<i>Kaynak</i>	<i>Doğal Dönüşüm</i>	<i>Teknik Dönüşüm</i>	<i>İkincil Enerji</i>
Güneş 	Solar radyasyon	Fotovoltaik sistemler	Elektrik 
	Çevre ısısı	Güneş ısı kolektörler	
	Yağış	Güneş fırınları	
	Karların erimesi	Parabolik çanaklar	
	Okyanus akıntısı	Güneş kuleleri	Isı
	Rüzgar	Rüzgar santrali	
	Dalgalar		
	Biyokütle		

Gezegenler		Gel-git	Pompaalı depolama güc santrali	
			Gel-git güc santrali	
Dünya		Jeotermal	Okyanus akıntısı santrali	Yakıt 
			Jeotermal ısı/güç santrali	
			Isı pompası	
			Biyokütle ısısı	
			Biyokütle güc santrali	
		Hidrojen elektrolizörü		

Tarım, bazen diğerk sektörlere göre teknolojik faydaları kabul etmekte biraz yavaş hareket eder. Tarımsal maliyetleri düşürmek için yenilenebilir enerji kaynaklarının (YEK) kullanılmasıyla ilgili tanıtım ve teşvikler önemli bir rol oynayacaktır.

YEK teknolojilerinin tarımsal uygulamalarının artması, işletmeleri ve araştırmacıları da yeni teknolojilerin üretimi konusunda cesaretlendirecektir. Tarımsal bölgelerde yaşanan elektrik kesintileri nedeniyle korku altında yaşayan çiftçilerin kamu teşvikleriyle YEK kullanımına özendirilmesi gerekmektedir.

Yenilenebilir Enerji Kaynaklarının Tarımsal Uygulamaları

Güneş, rüzgar, biyokütle, biyoyakıt enerjisinin tarımsal amaçlı kullanımı

- 1-Seralarda ısıtma, soğutma, havalandırma, gölgeleme, aydınlatma
- 2-Fotovoltaik sistemler kullanılarak tarımsal sulama suyu ve kullanım suyu tedariki
- 3-Tarımsal ürünlerin kurutulması
- 4-Ahır ve kümeslerin ısıtma ve aydınlatma yapılması
- 5-Güvenlik ve haberleşme sistemlerinin enerji ihtiyacında
- 6-Tarımsal güneş mimarisi ile konut, kümes ve sera ısıtması
- 7-Tarımsal amaçlı soğutma, depolama, ürün işleme
- 8-Güneşli pişirme ocakları (fırınları) [8]

Bununla birlikte, mevcut yenilenebilir enerji teknolojilerinin, özellikle tarımsal işlemler için, oldukça yetersiz seviyededir [9]. Güney Kore'de ve diğerk ülkelerde tarım makineleri mühendisliğinde güneş enerjisi kullanımının kapsamı umut vericidir [10].

Rüzgar enerjisi, prensip olarak günde 24 saat mevcut olması bakımından güneş enerjisinden farklıdır. Rüzgar teknolojileri, tarım için mekanik ve elektrik enerjisi temin etmektedir. Elde edilen elektrik enerjisi ise her türlü ısıtma, soğutma, aydınlatma amacıyla kullanılabilen çevre dostu teknolojilerdir.

Yapılan Çalışmalar

Güneş enerjisinden fotovoltaik (PV) ilkeye bağlı olarak üretilen elektrik ile santrifüj bir pompanın çalıştırılması için yararlanılan güneş enerjisiyle sulama (GES) sisteminin bazı teknik özellikleri incelenmiştir. PV sistem üzerine güneşten gelen toplam güneş ışınım gücüne karşılık, PV sistemin elektriksel güc üretme verimi (η_{PV} ; %) %4,8–5,4 aralığında değişmiş olup, ortalama %5,2 olarak hesaplanmıştır [11].

Güneş enerjisi destekli ısı pompalı bir kurutucuda kırmızıbiber kurutulmuştur. Isı borulu güneş kollektörü ve havadan havaya ısı pompası sistemi kullanılarak kırmızı biberler kurutma işlemi yapılmıştır. Tarımda enerjinin etkin ve verimli kullanılması enerji maliyetlerini düşürmektedir. Tarımda en önemli girdi olan enerjinin birim maliyetinin düşürülmesi, çiftçinin daha fazla kar elde etmesinde önemli rol oynamaktadır. Enerji maliyetlerini düşürülmesinde en önemli faktörlerden biri de yenilenebilir enerji kaynaklarının kullanımudur [12]. Yapılan başka bir çalışmada, güneşli kurutucuların geliştirilmesi sadece kurutma maliyetleri açısından değil, aynı zamanda ürün kalite ve sağlığı yönünden de önem taşıdığı ifade edilmiştir.

Doğrudan güneşte kurutma yönteminin uzun zaman alması ve modern gıda güvenliği ve sağlığı kurallarına uyulmaması, daha hızlı kurutma yapabilen güneş enerjili kurutucuları önemli bir seçenek yaptığı vurgulanmıştır [13].

Tarım sektöründe etkin olarak yararlanılabilecek yenilenebilir enerji kaynaklarının uygulamalı örnekleri; güneş enerjisi ile sulama, ilaçlama, zararlı öldürücü, sera havalandırma, çit sistemi, jeotermal enerji ile sera ısıtma, balık yetiştiriciliği, rüzgar enerjisi ile su çıkarma ve yenilenebilir enerji kaynaklı kurutuculardır [14].

Jeotermal enerjinin birçok tarımsal uygulaması vardır. Sebze, çiçek, süs bitkileri ve ağaç fidanı yetiştiriciliğinde jeotermal enerji ile sera ısıtması yapılmaktadır. Yine, benzer şekilde su ürünleri yetiştiriciliğinde, tarımsal-endüstriyel gıda dehidrasyonu, tahıl kurutma ve mantar yetiştiriciliğinde de geniş kullanım alanı bulmaktadır [15].

Biyokütle üretiminin çoğu tarımsal artıkların kullanımından elde edilmektedir. Kalıntılar genellikle, mahsul üretiminin bir yan ürünü olmaları nedeniyle, yalnızca hasat, besin maddesi değişimi ve nakliye gerektirdiğinden, özel enerji mahsullerinden daha iyi performans göstermektedir. Kalıntılar zaten geleneksel mahsullerin üretimi yapılan mevcut araziden geldiği için enerji amaçlı yetiştirilen ürünlerde olduğu gibi toprağa karşı bir rekabeti söz konusu değildir. Kanada örneği için, %5 etanol ve tahıl ve yağlı tohumlardan gelmesi beklenen %2 biyodizel için mevcut ekim alanlarının %5'ini kullanılması gerektiği ifade edilmiştir [16].

Yenilenebilir Enerji Kaynaklarının Yaygınlaşması Önündeki Engeller

Yenilenebilir enerji kaynaklarının bilinen üstünlüklerine rağmen günümüzde dünya genelinde istenen düzeyde yaygınlaşmamasının bazı nedenleri;

I- Teknolojik Nedenler

- YEK elde edilen enerjinin depolama imkanlarının kısıtlılığı
- Teknolojik gelişmelerin son kullanıcıya geç ulaşması
- Üretim ve AR-GE yatırım ve teşviklerinin yetersizliği
- YEK teknolojilerinin yüksek maliyetli olması
- YEK teknolojilerinin uluslararası hareketliliğinin yavaş olması

II-Sosyo-Kültürel Nedenler

- Temiz enerji kullanımı bilincinin az olması
- Teknik bilgi eksikliği
- Çevre koruma kültürü zayıflığı
- Yeni teknolojilere karşı çekinceler
- Yenilenebilir enerji kaynakları konusunda yetersiz eğitim

III-Ekonomik Nedenler

- YEK teknolojilerinde ilk yatırım maliyetinin yüksek olması
- YEK teknolojik yatırımlarında uzun geri ödeme süreleri
- Kamusal hibe ve teşviklerin yetersizliği
- İthal ürünlerde döviz kaynaklı fiyat artışları

- YEK teknolojilerinin seçiminde düşük verimli ve ucuz olanların tercih edilmesi

IV-Coğrafik Nedenler

- YEK teknolojilerinin farklı coğrafik bölgelerde farklı sonuçlar vermesi (enerji ihtiyacının fazla olduğu kış aylarında güneş ışınımı yetersizliği)
 - Gün batımı sonrası güneş ışınımının olmaması
 - Jeotermal enerjinin uzak bölgelere taşınma ve dağıtım sorunları
 - Güneş ışınımının sürekli olmaması (bulutlanma, gölgeleme vs.)
 - Rüzgar santrallerinin coğrafi zorluklar nedeniyle yüksek kurulum ve işletme maliyetleri
- Rüzgar, güneş ve jeotermal yenilenebilir enerji kaynaklarını kullanmanın sosyo-ekonomik gerçekleri incelendiğinde, büyük ilk yatırım maliyeti ve projelerde yer alan yüksek riskler gibi sosyo-ekonomik gerçekliklerin, enerji kaynaklarının geniş bir uygulamasının önündeki en büyük engel olduğuna dikkat çekilmiştir [17].

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Türkiye’de Organik Su Ürünleri Üretimi Ve Uygulama Alanları

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ÖZET

Son yıllarda organik tarım uygulamaları gelişim göstermiş, farklı kollara ayrılmış ve bunun sonucunda tarımsal üretimin bir kolu olan organik su ürünleri doğmuştur. Organik su ürünleri kriterleri, diğer hayvancılık faaliyetlerinden farklı olarak organik tarım prensipleri göz önünde bulundurularak oluşturulmuş ve uygulanmıştır. Organik su ürünleri yetiştiriciliği konusundaki çalışmalar Avrupa’da bile 1990 yılların ortalarına doğru başlamıştır. Ekvator’da karides, Avustralya’da kum midyesi ve kara midye, Almanya ve Hollanda’da salmon organik kriterlere uygun şekilde üretilmekte ve büyük marketlerden küçük pazarlara kadar geniş yelpazede tüketicilere sunulmaktadır. Türkiye ise organik ürün üretimi ve dış ticareti açısından dünya ülkeleri arasında önemli bir yere sahip olmasına rağmen, organik balık yetiştiriciliği ve pazarlanması konusunda henüz bir gelişme kaydedememiştir. Türkiye’de organik balık yetiştiriciliğinin yapılabilmesi için geleneksel balık üretim metotları yerine organik balık üretim metotlarının kullanılması gerekmektedir.

Bu çalışmada Türkiye’de organik su ürünleri üretimi ve uygulama alanları ele alınmıştır. Türkiye’de organik balıkçılık konusunda altyapı sorunlarının bulunduğu, konu hakkında yapılan araştırma ve çalışmaların yetersiz olduğu tespit edilmiştir. Bu sonuçlardan hareketle organik su ürünleri hakkında detaylı bilimsel araştırmaların yapılması, organik su ürünleri standardının oluşturulması ve organik ürünler hakkında üreticinin tüketiciyi bilgilendirmesi gerekmektedir.

Anahtar Kelimeler: Organik Balıkçılık, Su Ürünleri, Türkiye

Organic Aquaculture Production And Application Areas In Turkey

In recent years, organic agriculture applications have made progress and divided into different branches, as a result of which organic aquaculture production as a branch of agricultural production has developed. The criteria for organic aquaculture production has been created and applied differently from other animal husbandry activities by considering the principles of organic agriculture.

Studies on organic aquaculture production started as late as in mid-1990s even in Europe. Shrimp in Ecuador, sand mussel and barnacle in Australia, and salmon in Germany and the Netherlands are being produced in line with organic criteria, and they are offered to the consumers in a wide range from big markets to small markets. As for Turkey, although it has an important place among the countries in the world in terms of organic agricultural production and relevant foreign trade, no significant development has been achieved in organic aquaculture and marketing. In order to develop organic aquaculture production in Turkey, it is necessary to use organic aquaculture methods instead of traditional fishery production.

In the study, organic aquaculture production and application areas in Turkey were discussed. It was determined that there were infrastructure problems regarding organic aquaculture, and that the research and studies conducted on this issue were inadequate. Based on these results, it is important that detailed research on organic aquaculture production should be done, the standards for organic aquaculture production should be determined, and producers should inform the consumers about organic products.

Keywords: Organic Fisheries, Aquaculture, Turkey

GİRİŞ

Dünya üzerinde var olan doğal kaynakların yanlış ve bilinçsiz uygulamalar sonucu tahrip edilmesi yüzyıllardan beri süre gelmektedir. İnsanlara temiz ve yaşanabilir bir dünya bırakabilmek adına doğal dengeyi bozan kaynakların tüketimini engellemek ve tüm insanların sağlıklı gıdalar tüketmesini sağlamak amacıyla tarımsal üretim yapılması yoluna gidilmiştir. Bu amaçla doğanın dengesini bozmayan, sürdürülebilir kalkınmayı esas alan, hayvan refahını gözetilen, sadece miktar artışını değil ürün kalitesini de artırmayı amaçlayan yeni tarımsal yaklaşımlar tüm dünyada yayılmaya başlamıştır. Böylece birçok ülkede geleneksel tarımdan organik tarıma geçiş süreci hız kazanmıştır.

Organik tarım; toprak verimliliğinde sürekliliği esas alan, doğadaki canlıların devamlılığını amaçlayan, çevreye ve insan sağlığına zarar vermeyen, hayvansal ve bitkisel üretimi bütün olarak tasarlayan, en son bilgi ve teknolojiden yararlanan, üreticiler ve tüketiciler için kabul edilebilir bir maliyeti esas alan, modern üretim tekniklerini kullanmayı kabul eden, her aşamasının kontrollü ve sertifikalı olduğu alternatif bir üretim şeklidir (Merdan, 2014: 6). Birbirine benzer birçok tanımı yapılan organik tarım, doğanın dengesini koruma amacı güden, sağlıklı gıdalar üretmeyi amaçlayan ve üretimin doğal gübreleme yoluyla gerçekleştirmeye çalışan bir üretim sistemidir (Atiker, 2004: 1).

Tarımsal faaliyetin bir kolu olarak ortaya çıkan organik balıkçılık üretim için gerekli olan kriterleri organik tarım prensiplerinden almıştır. Organik tarım prensiplerine uygun şekilde üretilmiş, hiçbir katkı maddesine maruz bırakılmamış, doğal hammaddelerden hazırlanan yemlerle beslenen ve bir kontrol kuruluşunca belgelenen balıklar organik balık olarak kabul edilmektedir (Tekinay vd., 2006).

Organik bitkisel üretime uygulanan birtakım kural ve standartların organik balık üretiminde de geçerli olması, organik yem ve yem maddesi temininde yaşanan sıkıntılar, tüketici tercihlerindeki farklılıklar ve pazar belirsizliği gibi etkenler organik balık üretiminin gelişimini yavaşlatmaktadır (Merdan, 2014).

Bu çalışmada Türkiye’de organik su ürünleri üretimi ve uygulama alanları ele alınmıştır. Bu amaçla öncelikle organik su ürünleri hakkında bilgi verildikten sonra Türkiye’de organik su ürünleri yetiştiriciliği ve yapılan mevcut çalışmalar kapsamlı bir şekilde değerlendirilmiştir. Aynı zamanda çalışmada yapılan değerlendirmelerin Türkiye’de gelişmekte olan organik balık üretim sektörüne katkı sağlayacağı düşünülmektedir.

1. Organik Su Ürünleri Yetiştiriciliği

Organik su ürünleri yetiştiriciliğine yönelik çalışmalar 1990 yılların ortalarına doğru Avusturya’da bir sertifikalama kuruluşu olan Bio Ernte tarafından başlatılmıştır. İlk organik balık üretimi sazan balığının organik olarak sertifikalandırılmasıyla başlamıştır. Bu girişimi gökkuşuğu ve somon balığı izlemiştir. İlk organik alabalık satışı 1998 yılında İngiltere’de gerçekleştirilmiştir (Tacon ve Brister, 2002). Daha sonra bu yelpaze 2010 yılından itibaren genişletilmiş, dünyanın birçok yerinde alabalık, somon balığı, sazan, çipura, mersin balığı, deniz levreği, ot sazanı ve mikro agler gibi organik sertifikalı ürünlere ağırlık verilmiştir (Çavdar, 2011).

Organik bitkisel üretiminde uygulanan kural ve standartların organik su ürünleri yetiştiriciliğinde de uygulanma zorunluluğu bulunmaktadır. Bu durum organik balık yetiştiriciliğinin bitkisel organik üretime göre daha yavaş ilerlemesine neden olmuştur. ABD, İngiltere ve Almanya gibi ülkelerde organik su ürünleri yetiştiriciliği ile ilgili yasal düzenleme ve standart oluşturma çalışmaları halen sürmekte; organik yem maddeleri, hastalıklarla mücadele gibi konular tartışılmaya devam etmektedir.

Organik su ürünleri yetiştiriciliği genel olarak aşağıdaki esaslara dayanmaktadır (Çavdar, 2011: 16):

a. Yer Seçimi ve Çevresel Etkileşim

Organik su ürünleri yetiştiriciliğinde yer seçimi oldukça önemlidir. Seçilecek yerin öncelikle kirlenici ve stres unsurlarından uzak ve nesli tükenmekte olan bitki türlerine zarar vermeyen bir bölgede kurulması gerekir. Bunların yanı sıra kurulacak tesisin doğal peyzaja uygun bir yapıda, su kaynağının yüksek kalitede ve iyi su akımlı olması gerekir. Öte yandan kullanılacak su kaynağının doğal yatağına bağlı kalınarak ekolojik fonksiyonlarının devamı sağlanmalıdır.

b. Stok Türü ve Orjini

Stok türü seçiminde yerli türlere öncelik verilmeli ve stok organik üretimden gelmelidir. Organik balık yetiştiriciliğinde genetik olarak değiştirilmiş organizmaların (GDO) ve Transgenik balıkların kullanımına izin verilmemektedir.

c. Yetiştiricilik

Organik balık yetiştiriciliğinde öncelik hayvan refahının gözetilmesidir. Bu nedenle alabalıklar için 10kg/m³ stok yoğunluğunun sağlanması gerekir. Organik balık üretiminde kaynaklar etkin kullanılmalı, üretim sürdürülebilir olmalı, hormon kullanımına izin verilmemeli ve çiftlik dışına bağımlılık minimum düzeyde tutulmalıdır. Balık etine renk verici sentetik pigmentler ve antibiyotiklerin kullanımına izin verilmemeli, yemler yetiştirilen türün doğal lezzetini bozmamalıdır. Havuzun yapısı, balığın yaşadığı doğal ortamla uyumlu olmalıdır. Yemlerin organik tarım metoduna uygun olarak elde edilmesi, balık unu ve yağı yem olarak kullanılacaksa bu maddelerin kaynağının sürdürülebilir olması gerekir.

d. Hastalıklar ve Tedavi

Balıkları hastalıktan korumak için düzenli sağlık kontrolü yapılmalı, stok yoğunluğu düşük tutulmalı, ölü balıklar havuzdan uzaklaştırılmalı ve stres faktörleri minimum düzeye indirilmelidir. Hastalık olması durumunda ise doğal tedavi yöntemlerine başvurulmalıdır. Bu amaçla sarımsak, sumak, acıpelin, eğrelti otu, günlük, at kestanesi gibi tropik bitkilerden elde edilen preparatlar kullanılabilir. Yine doğada toksit olmayan formik asit, sitrik asit, hidrojen peroksit, kaya tuzu ve sodyum hipoklorit gibi organik bileşiklerin kullanımına izin verilebilir.

e. Diğer Etkenler

İşletme içerisinde gerçekleştirilen yemleme, tedavi yöntemleri, suyun özellikleri, canlı- ölü balık miktarı gibi tüm işlemler kayıt altında tutulmalıdır. Balıkların yakalanması ve taşınması sırasında aşırı stres oluşturmeyen yöntemlere başvurulmalıdır. Tesisin neden olabileceği kirliliğin çevreye zarar vermemesi için gerekli tedbirler alınmalıdır.

2. Türkiye’de Organik Su Ürünleri Yetiştiriciliği Ve Yapılan Mevcut Çalışmalar

Türkiye’de organik tarımın esasları Avrupa Birliği organik tarım mevzuatına uygun şekilde hazırlanmış ve organik su ürünleri üretimini kapsamlı ele alan yönetmelik 18 Ağustos 2010 tarihinde çıkarılan 29422 sayılı kanunla yürürlüğe girmiştir. Bu yönetmelik son olarak 22 Temmuz 2015 tarih ve 29422 sayılı kanunla yeniden güncellenmiştir (Anonim, 2015).

Türkiye’deki organik su ürünleri işletmelerinin yapısal nitelikleri genel olarak organik su ürünleri yetiştiriciliği için uygun olduğu, uygun olmayan işletmelerin alt yapılarının da organik su ürünleri üretimine uyum sağlayacak nitelikte olduğunu ortaya koymaktadır (Yılmaz vd., 2010; Çavdar vd., 2006; Ural ve Yılmaz, 2009; Arslan ve Akhan, 2018: 14).

Türkiye’de organik su ürünlerine yönelik çalışmalar son yıllarda bir artış göstermektedir. Bu da organik su ürünlerine verilen önemi ortaya koymaktadır. Organik su ürünlerine yönelik ilk çalışma 2003 yılında Gıda Tarım ve Hayvancılık Müdürlüğü tarafından Rize’de başlatılmıştır. Yetkililer tarafından ildeki su kaynakları üzerinde kimyasal ilaçların ve tarımsal faaliyetlerin etkileri 3 yıl boyunca titizlikle incelenmiştir. Buradan elde edilen sonuç ilin oksijen açısından

zengin olduğunu, oldukça soğuk bir suya sahip olduğunu ve balıkçılık için uygun bir nitelikte olduğunu ortaya koymaktadır. Bu amaçla 2006 yılının kasım ayında Rize’de bir uygulama başlatılmıştır (Anonim, 2010). 2010 yılında ise 6 firma organik balık üretiminde bulunmuş fakat bir firma organik ürün sertifikası almıştır. Bu proje kapsamında ilk defa organik yem üretimi gerçekleştirilmiştir (Çekiç, 2011). 2013 yılına gelindiğinde ilde organik balık üretimine devam eden işletme sayısı 3’e düşmüştür. Üreticiler işletme sayısının azalmasını organik yem fiyatlarının yüksek olmasına, pazar belirsizliğine, stok yoğunluğunun düşük olması gibi maliyeti artırıcı unsurlara bağlamaktadırlar. Bu sorunların çözümü, üreticilerin organik üretimi benimseyip yaygınlaşmasına, ürünlerin iç ve dış pazarda şans bulmasına, önemli katkı yapacaktır. Bu durum organik balık üretiminin sadece Rize ile sınırlı kalmayacağını komşu iller dahil olmak üzere tüm ülke genelinde yaygınlaşmasının yolunu açacaktır (Çavdar ve Aydın, 2013). Rize’den sonra 2013 yılında Muğla’da organik çipura- levrek üretimi çalışması başlatılmıştır. Bu kapsamda 2015 yılında 317,2 ton organik levrek ve 241,8 ton organik çipura üretimi yapılmış ve pazara sunulmuştur (Çördük, 2016). 2016 yılında ise işletmeler 471 ton/yıl toplam kapasiteye sahip olmakla birlikte üretim miktarı 161 ton olarak gerçekleşmiştir (Kaya ve Şahin, 2016). Tablo 1’de yıllara göre organik su ürünleri yetiştiriciliğinin durumu verilmektedir. Tabloya göre organik su ürünleri yetiştiriciliği sadece Rize ve Muğla illerinde yapılmaktadır. Organik su ürünü çeşidi olarak alabalık, çipura ve levrek üretilmektedir (Tablo 1).

Tablo 1. Türkiye’de Organik Su Ürünlerin Yetiştiriciliğinin Durumu

Yıllar	İl	Toplam İşletme Sayısı	Yetiştirilen Organik Su Ürünü Çeşidi	Üretim Miktarı (ton/yıl)	Toplam Kapasite (ton/yıl)
2010	Rize	3	Alabalık	210	260
2011	Rize	3	Alabalık	50	50
2012	Rize	1	Alabalık	50	50
2014	Muğla	1	Levrek	-	617.988
2014	Muğla	1	Çipura	-	655.133
2015	Muğla	1	Levrek	317.2	-
2015	Muğla	1	Çipura	241.8	-
2016	Rize	6	Alabalık	161	471

Kaynak: (Çördük, 2016; Kaya ve Şahin, 2016).

Başka bir saha araştırmasında çoğu işletmelerin alabalık yetiştiriciliği için gerekli kriterleri sağladığı tespit edilmiştir. Yine aynı çalışmada Gümüşhane, Artvin ve Rize ekseninde gerçekleştirilen çalışmada su ürünleri üretimi yapan üreticilerin organik su ürünleri yetiştiriciliği konusunda yeterli bilgiye sahip olmadıkları, tesis sahiplerinin %77’lik kısmı ise organik tarımı daha önce hiç duymadıklarını belirtmişlerdir. Tesis sahiplerinin organik su ürünleri yetiştiriciliği konusunda yeterli bilgiye sahip olmamalarına rağmen %82’lik kısmı tesislerini organik su ürünlerinin yetiştirilmesine uygun hale getirebileceklerini belirtmişlerdir (Çavdar vd., 2006). Benzer bir çalışmada Hatay ilinde gerçekleştirilmiştir. 11 adet alabalık işletmesinde gerçekleştirilen anket sonuçlarına göre, 2 adet işletmenin organik alabalık yetiştiriciliği için uygun olduğu tespit edilmiştir (Hasbek, 2011). Isparta ilinde gerçekleştirilen başka bir çalışmada işletme sahiplerinin %84,2 gibi önemli bir kısmının organik tarımdan haberdar olduklarını, diğer taraftan %70,9’unun da organik su ürünleri hakkında bilgi sahibi olmadıklarını belirtmişlerdir. Bu çalışma bağlamında işletme sahiplerinin %48,1’inin organik su ürünleri yetiştiriciliği yapmak istediklerini ve organik su ürünleri yetiştiriciliği konusunda her türlü değişime gidebileceklerini belirtmişlerdir. Aynı zamanda yapılan değerlendirmede işletmelerin %26,2’lik kısmının organik su ürünleri yetiştiriciliği için uygun kriterlere sahip olduğu saptanmıştır (Kayhan, 2015). Sinop ilinde gerçekleştirilen başka bir çalışmada tüketicilerin organik üretime ve tüketime yönelik bakış açıları incelenmiştir. Tüketicilerin büyük bir bölümünün (%88) organik tarım hakkında, yine tüketicilerin %32’sinin organik balık

yetiştiriciliği konusunda bilgi sahibi olduğu görülmüştür. Çalışmada son olarak tüketicilerin %76'sı organik balık yetiştiriciliğinin daha yaygın yapılmasını istemektedir (Doğan vd., 2015). Adana ilinde organik su ürünleri tüketimi üzerine gerçekleştirilen başka bir çalışmada ise tüketicilerin organik sertifikalı levrelere bakış açıları ele alınmıştır. Çalışmaya katılan tüketicilerin %91,5'i organik balık satın almaya istekli olduklarını dile getirmişlerdir (Budak vd., 2006).

Son olarak Konya ilinde gerçekleştirilen bir çalışmada, tüketicilerin organik balık üretimi ve tüketimine yönelik bakış açıları incelenmiştir. Çalışmada tespit edilen bulgular tüketicilerin %85,68'inin organik tarım kavramından haberdar olduklarını, %52,10'unun da organik balık yetiştiriciliğini duyduklarını ortaya koymaktadır. Çalışmanın sonucunda tüketicilerin çoğunluğu organik balık yetiştiriciliğine olumlu bakmakta ve organik balık yetiştiriciliğinin yaygın hale getirilmesini istemektedir (Örnek ve Öztürk, 2019: 1).

SONUÇ

Nüfus artışı, aşırı ve bilinçsizce avlanma, çevresel etkenler doğal balık kaynaklarının hızla azalmasına, bazı balık türlerinin ise neslinin tükenmesine neden olmaktadır. Uzmanlar gelinen bu noktada bazı tedbirler almaya çalışsa da doğal balık stoklarının hiçbir zaman istenilen düzeyde artmayacağı, zamanla azalacağı ve bu açığın ancak kültür balıkçılığı ile kapatılacağı belirtilmektedir. Bu durum, su ürünleri yetiştiriciliğinin dünya için vazgeçilmez bir faaliyet olduğunu ortaya koymaktadır.

Türkiye, Avrupa ülkelerine nazaran daha az kirletilmiş doğal su kaynakları açısından büyük bir avantaja sahiptir. Bu vesile ile birçok araştırma yapılmış ve farklı bakış açıları ortaya konulmaya çalışılmıştır. Yapılan çalışmalar değerlendirildiğinde Türkiye'de birçok işletmenin organik balıkçılık için uygunluk gösterdiği, uygunluk göstermeyen diğer işletmelerin de alt yapısını organik balıkçılığa hazırlayabilecek nitelikte olduğu tespit edilmiştir.

Şu an için organik su ürünleri yetiştiriciliği inişli çıkışlı bir seyir izlemektedir. Son dönemlerde işletme sayılarında bir azalma meydana gelmektedir. Üreticiler işletme sayısının azalmasını organik yem fiyatlarının yüksek olmasına, pazar belirsizliğine, stok yoğunluğunun düşük olması gibi maliyeti artırıcı unsurlara bağlamaktadırlar. Bu sorunların çözümü, üreticilerin organik üretimi benimseyip yaygınlaşmasına, ürünlerin iç ve dış pazarda şans bulmasına, önemli katkı yapacaktır. Bu durum organik balık üretiminin sadece Rize ve Muğla ile sınırlı kalmayacağını komşu iller dahil olmak üzere tüm ülke genelinde yaygınlaşmasının yolunu açacaktır. Aynı zamanda organik balıkçılık konusunda yapılan araştırma ve çalışmaların yetersiz olduğu düşünülmektedir. Bu noktada organik su ürünleri hakkında detaylı bilimsel araştırmaların yapılması, organik su ürünleri standardının oluşturulması ve organik ürünler hakkında üreticinin tüketiciyi bilgilendirmesi gerekmektedir.

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Doğrudan Yabancı Yatırımların İstihdama Olan Etkisi: Gelişmiş ve Gelişmekte Olan Ülkeler Üzerine Ekonometrik Analiz

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ÖZET

Doğrudan yabancı sermaye yatırımları, ödemeler dengesi, istihdam, ekonomik büyüme, bütçe ve enflasyon gibi makroekonomik büyüklükleri etkilemektedir. Özellikle gelişmekte olan ülkelerde işsizliğin artması, birçok ekonomik ve sosyal sorunu beraberinde getirmiş ve politika yapıcılarını işsizliği azaltıcı arayışlara yöneltmiştir. Bu ülkelerde yurt içi kaynakların yetersiz olması, yabancı kaynaklara olan ilgiyi artırmış ve doğrudan yabancı sermaye yatırımlarının önemi gün geçtikçe artış göstermiştir. Bu çerçevede çalışmanın amacı 2000-2017 dönemi için gelişmiş ve gelişmekte olan ülke gruplarına yönelik doğrudan yabancı yatırımlar (FDI) ve istihdam oranı (EMP) arasındaki ilişkiyi incelemektir. Bunun için panel birim kök, eş bütünleşme ve nedensellik analizlerinden yararlanılmıştır. Nedensellik analizine göre ise her iki ülke grubu için FDI değişkeninin EMP değişkeninin Granger nedeni olduğu, EMP'nin FDI değişkeninin Granger nedeni olmadığı sonucuna varılmıştır. Buna göre doğrudan yabancı yatırımlarından istihdama tek yönlü nedensellik olduğu sonucuna varılmaktadır.

Anahtar Kelimeler: Doğrudan Yabancı Yatırımlar, İstihdam, Panel Eşbütünleşme

The Effect of Foreign Direct Investments on Employment: Econometric Analysis on Developed and Developing Countries

ABSTRACT

Foreign direct investments affect macroeconomic aggregates such as balance of payments, employment, economic growth, budget and inflation. Increasing unemployment, especially in developing countries, brought along many economic and social problems and led policy makers to seek to reduce unemployment. The insufficient domestic resources in these countries increased the interest in foreign resources and the importance of direct foreign capital investments has increased day by day. In this context, the aim of the study is to examine the relationship between foreign direct investments (FDI) and employment rate (EMP) for developed and developing country groups for the period 2000-2017. For this, panel unit root, cointegration and causality analysis were used. According to the causality analysis, it was concluded that the FDI variable for both country groups was the Granger cause of the EMP variable, and the FDI variable of EMP was not the Granger cause. Accordingly, it is concluded that there is one-way causality from foreign direct investments to employment.

Keywords: Foreign Direct Investment, Employment, Panel Cointegration Test

Jel Code: F21, E24, C23

GİRİŞ

Doğrudan yabancı sermaye yatırımları (FDI), sermaye hareketlerinin serbestleşmesi ve uluslararası rekabetin daha yoğun bir hal alması ile ülke ekonomilerinin büyüme ve kalkınma çalışmalarında önemli bir araç haline gelmiştir. Ülke ekonomilerinin rekabetçi yapısı, üretim, ihracat, istihdam, teknoloji transferi ve ekonomik büyüme üzerinde doğrudan etkiler meydana getiren doğrudan yabancı yatırımların etkin stratejilerle yönlendirilmesi gerekmektedir. Gelişmekte olan ülkelerin çeşitli sektörler ve büyüklükler dahilinde çekecekleri doğrudan yabancı yatırımlar, bu ülkelerin sürdürülebilir kalkınmalarında kritik öneme sahiptir. Küresel ölçekte yaşanan rekabetin sürekli ve hızlı bir şekilde farklılaşma göstermesi ile ülkelerin büyüme perspektifleri de farklılaşmaktadır. Bu bağlamda doğrudan yabancı sermaye yatırımları noktasında ülkelerin uygulayacakları politika ve stratejiler, özelde ülke ekonomileri, genelde de küresel ekonomi için önemli ekonomik etkiler oluşturacaktır. Özellikle gelişmekte olan ülkelerin temel problemlerinden biri olan işsizlik, genel çerçevede küresel ekonomik bir sorundur. Yurt içi kaynakların işsizlik sorununun çözmede yetersiz kalması, doğrudan yabancı yatırımların önemini ortaya koymaktadır.

Doğrudan yabancı sermaye yatırımlarının ev sahibi ülkede ulusal sanayi verimliliğini artıracığı, ülkeye yeni teknolojiler getireceği, vergi geliri sağlayacağı ve yüksek kaliteli ürünlerin miktarını artıracığı ileri sürülmektedir. Ayrıca lojistik iş akışlarını kolaylaştıracağı, ülkenin ihracat performansını etkileyeceği ve ekonomik büyümeye ivme kazandırarak istihdamı olumlu yönde etkileyeceği de ileri sürülmektedir. Doğrudan yabancı yatırımların ev sahibi ülkede kapasite kullanım oranını artırılmasının, ülke istihdamı üzerinde olumlu etkiler oluşturacağı varsayılmaktadır (Borensztein et al., 1998: 117; Javorcik, 2004: 612).

Doğrudan yabancı sermaye yatırımları çok uluslu şirketler tarafından genellikle ucuz işgücü maliyetlerinin olduğu ülkelere yapılmaktadır. Doğrudan yabancı yatırımların istihdamı artırdığına dair literatürde birçok çalışma vardır. Fakat istihdam üzerinde her zaman pozitif etkiye sahip olmadığını belirten çalışmalarda bulunmaktadır. Buradan yola çıkarak gelişmekte olan ve gelişmiş ülkelere doğrudan yabancı yatırımların istihdam üzerine etkisinin karşılaştırılması bu çalışmanın amacını oluşturmaktadır.

2. Doğrudan Yabancı Yatırımlar ve İstihdam İlişkisi

Doğrudan yabancı yatırımların istihdamı doğrudan veya dolaylı bir şekilde olumlu veya olumsuz etkilemesi muhtemeldir. Ancak bu yatırımların istihdam üzerinde oluşturması beklenen etkilerinin yatırımın yapıldığı sektör yanında yatırımdaki amaç, yatırımın büyüklüğü ve üretim yapısı gibi birçok faktörden etkilendiği de belirtilebilir (Golejewska, 2001: 99- 103). Maliyetlerini düşürmeyi amaçlayan firmaların üretimlerinin bir kısmını özellikle işgücü maliyetleri bakımından düşük olan az gelişmiş ülkelere kaydırması ile bu ülkelerde üretim ve istihdam artışı sağlamaktadır. (Mariotti, Mutinelli and Piscitello, 2003: 420). Sermaye yoğun üretim tekniği ile karşılaştırıldığında emek yoğun üretim tekniğinin daha fazla istihdam sağladığı; bununla birlikte diğer faaliyet alanlarına kıyasla imalat sanayinde söz konusu etkilerin daha fazla olduğuna ulaşılmaktadır. Ayrıca ev sahibi ülkeye gelme biçimleri açısından değerlendirildiğinde en fazla istihdamın yeni yatırım eksenli doğrudan yabancı yatırımlar kanalıyla sağlandığı ileri sürülmektedir (McDonald et al., 2002: 40).

Doğrudan yabancı sermaye yatırımlarının dolaylı etkileri incelendiğinde istihdam artışı sağlama fırsatı sağlarken istihdamı azaltma riskini de barındırdığına ulaşılmaktadır. Yurt içi piyasalarda gerçekleşecek yabancı yatırımların yerli üretimi ikame etmesiyle yurt içi üretim azalacaktır. Diğer taraftan da yabancı yatırımların yoğun bir şekilde ithal girdi kullanması yurt içi tedarik kanallarını olumsuz etkileyecektir. Söz konusu bu iki durum istihdamın azalmasına

neden olabilecektir (Knoedler, 2000: 44). Doğrudan yabancı yatırımların istihdam üzerinde etki oluşturmasında belirtilmesi gereken bir nokta da birleşme ve satın almalarıdır. Birleşme ve satın alma faaliyetlerinin istihdam üzerine sağlayacağı katkı sınırlı düzeyde hatta negatif olacağı beklenmektedir (Lall, 1995: 522).

İktisat literatürü incelendiğine doğrudan yatırımların istihdamı artıracağına yönelik fikirlerin Adam Smith tarafından kaleme alındığına ulaşılmaktadır. Smith tarafından geliştirilen ve Hla Myint tarafından geliştirilen “Artık Kapağı” teorisi, üretimin artmasıyla istihdamın da artacağını ortaya koymaktadır (Şahin, 2016: 106). Artık kapağı teorisine göre, bir ülkede üretim fazlası olduğunda ihracata dayalı ticari ilişkiler gelişecek ve sonuç olarak emek dahil ülkedeki diğer üretim faktörlerinin tamamının kullanımı artacaktır. Ülkede emek kullanımının artması sonucu istihdam artacak ve bu amaç doğrultusunda gelen yabancı yatırımlar arttıkça istihdam oranı da yükselecektir (Fu and Balasubramanyam, 2005: 611).

Gelişmekte olan ülke ekonomilerinin temel sorunlarının başında işsizliği azaltmak gelmektedir. İşsizlik sorununun çözülmesinde doğrudan yabancı yatırımlar büyük öneme sahiptir. Temel perspektifte doğrudan yatırımların artması yeni istihdam alanları oluşturacak ve belirli ölçüde de olsa işsizlik azalacaktır. Üretim miktarını ve dolayısıyla istihdamı artırmak, yeni üretim teknikleri ve ileri teknolojik imkanların olduğu piyasalardan yararlanmak, uluslararası teşviklerden faydalanmak ve uluslararası rekabet gücünü artırmak için her bir ülke doğrudan yabancı yatırım girişlerine önem vermektedir (Dufaux, 2010: 13; Qiu and Wang 2011: 836).

Sabit sermaye yatırımları, ekonomilerde diğer birçok yatırımları da teşvik ederek ekonomilerinin büyümesine ve istihdamın artmasına yol açmaktadır. Bu bağlamda yatırımların teşviki bir yandan gelir ve tasarruf artışıyla ilave yatırımların yapılmasını sağlarken bir yandan da çıktı artışlarıyla istihdam üzerinde doğrudan etkiler oluşturmaktadır. Bununla birlikte belirli bir sektörde gerçekleştirilen yatırımlar, ilgili sektörün alt sektörlerindeki yatırım kararlarını etkileyebilecek ve diğer sektörlerde söz konusu olan ileri ve geri bağlantılar ile pozitif dışsal ekonomilerinin oluşmasını sağlayacaktır. Sonuç olarak çıktı miktarındaki artış sonucu emeğe yönelik talebi artıracak ve yeni istihdam olanakları oluşturacaktır (Brincikova and Darmo, 2014: 246).

Belirli bir sektör dahilinde yatırım yapılması yani mevcut sermaye stokuna ilavelerde bulunulması istihdam üzerinde önemli etkiler oluşturmaktadır. Ancak plasman odaklı yatırımın el değiştirmesi süreçlerinde mevcut üretim sistemi devam ettiği için kayda değer bir istihdam artışı oluşmamaktadır. Bunun sebebi satın alınan firmanın fiziki yapısında bir değişiklik olmamış, sadece hissedar el değiştirmiştir (Pinn et al., 2011: 80). Tasarrufun az olduğu ülkelerde doğrudan yabancı sermaye yatırımı girişleri ülke net sermayesini artırarak, sektörlerdeki genişleme ile yeni iş alanları oluşturması beklenmektedir. Ancak yabancı yatırımların satın alma veya şirket evlilikleri yoluyla piyasaya girmesi durumunda ilgili piyasada iş kaybı oluşarak istihdam azalışları yaşanabilecektir. Dolayısıyla sıfırdan bakır alanlarda yapılan yatırımlardan beklenen etki, birleşme ve satın alma eksenli sermaye girişlerinde söz konusu olmayacaktır (Williams, 2003: 491).

Doğrudan yabancı sermaye yatırımları doğal kaynak arayan yatırımlar, yeni pazarlar arayan yatırımlar, etkinlik tabanlı yeniden yapılandırma yatırımları ve stratejik varlık arayan yatırımlar olmak üzere genel olarak dört farklı şekilde ev sahibi ülkeye yönelmektedir. Kaynak arayan yatırımlar, sermaye yetersizliği nedeniyle doğal kaynakları çıkartmakta ve işlemekte zorlanan gelişmekte olan ülkelere yönelik yapılan ve genellikle doğal kaynağın miktarı ve kıymetine göre farklılaşan yatırımlardır. Yeni pazar arayan yatırımlar, ihracat potansiyelinin yüksek olduğu, komşu pazarlar ile ticarete lojistik süreçlerin etkin yönetilebildiği ve rekabet ortamının göreceli olarak yoğun olmadığı pazarlara girilmesi şeklindeki yatırımlardır. Son iki yatırım türü

ise, genellikle daha gelişmiş ülkelere giderek teknolojik imkanlardan yararlanma, ölçek ekonomilerini gerçekleştirebilme ve dolayısıyla küreselleşmenin getirdiği maliyet avantajlarından faydalanabilme odaklı yatırımlardır (Narula ve Dunning, 2000: 150 -152).

Doğrudan yabancı yatırımlara ev sahipliği yapan ülkenin istihdamı üzerinde oluşturduğu etki, literatürde tartışma alanı bulmuştur. Genel olarak doğrudan yabancı sermaye yatırımlarının istihdam üzerinde üç farklı etkisinin olduğu söylenmektedir. Yeni iş alanlarının oluşturulmasıyla doğrudan ya da üretimin dağıtım aşamasında dolaylı olarak istihdamın artması, mevcut firmayı satın alarak ve yeniden yapılandırarak var olan istihdamın korunması ve yoğun rekabet şartlarına bağlı olarak yatırımların azalması veya yerleşik firmaların kapanmasıyla birlikte istihdamın azalması şeklinde üç farklı etki ortaya çıkmaktadır (Pinn et al., 2011: 78).

Doğrudan yabancı sermaye girişlerinin istihdam üzerinde oluşturacağı olası etkiler, Birleşmiş Milletler Ticaret ve Kalkınma Konferansı (UNCTAD) tarafından sürekli bir şekilde analiz edilmektedir. Tablo1’de UNCTAD tarafından kaleme alınan ve doğrudan yabancı yatırımların nicelik, nitelik ve konum açısından istihdam üzerinde oluşturacağı olumlu ve olumsuz etki biçimleri yer almaktadır.

Tablo 3: Doğrudan Yabancı Sermaye Girişlerinin İstihdamın Nicelik, Nitelik ve Konumu Üzerindeki Potansiyel Etki/Etkileri

	Doğrudan Etki		Dolaylı Etki	
	Olumlu Etki	Olumsuz Etki	Olumlu Etki	Olumsuz Etki
Nicelik	Net sermayeye katkıda bulunur.	İş kaybına sebep olur.	İleri ve geri bağlantılar ile istihdama katkıda bulunur.	İthalata dayanması ile istihdam kaybı olur.
Nitelik	Yüksek verimlilik ve bunun sonucunda daha yüksek ücret artışı olur.	Kiralama ve tanıtımda istenmeyen uygulamalar getirir.	Yerli firmaların örgütlenme biçimine katkıda bulunur.	Yerli firmaların rekabeti ücret seviyesini aşındırır.
Konumu	Yüksek işsizlik oranı görülen yerlerde istihdamı artırır.	Kalabalık bölgelerdeki nüfusu artırarak, bölgesel dengesizliklere yol açabilir.	Tedarikçi firmaları işgücü bakımından yoğun olan alanlara taşınmasına yol açabilir.	Yabancı firmanın ithalata dayalı olması veya yerli üretime ikame mal üretmesi sonucu işsizlik oranında artışa yol

Kaynak: UNCTAD, 1994: 167.

3. Doğrudan Yabancı Yatırımlar ve İstihdamın Gelişmiş ve Gelişmekte Olan Ülkelerde Durumu

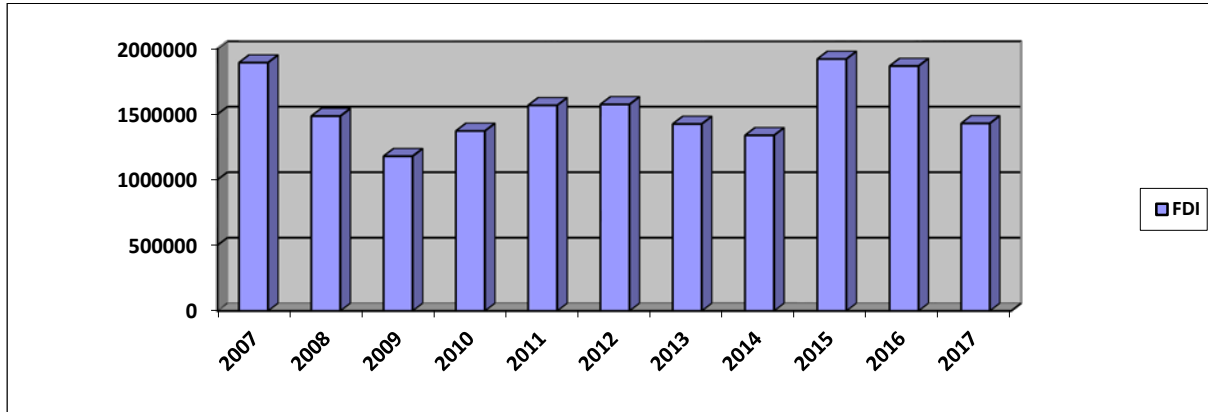
Doğrudan yabancı yatırımların gelişmiş ve gelişmekte olan ülkeler üzerinde oluşturacağı etki farklıdır. Gelişmekte olan ülkelerde gelişmiş ülkelere göre daha fazla etki gösterdiği söylenebilir. Ancak ülkeye giren net sermaye katkısı düşünüldüğünde gelişmiş ülkeden daha az oranda olmak üzere her iki ülkeden de yatırımcı ülkeye bir transfer söz konusu olmaktadır. Bununla birlikte net sermaye katkısı dışındaki faktörler de dikkate alındığında ev sahibi ülkenin ekonomik yapısı ve doğrudan yabancı yatırımın özelliklerine bağlı olarak yatırımların her zaman olumsuzluklar oluşturacağı söylenemez. Ev sahibi ülkenin çeşitli vadelerdeki strateji ve

kararlarının yabancı yatırımcı firmanın tercihleri ile uyumlu olması, olumsuz etkilerin ev sahibi ülke lehine dönmesi noktasında etkili olacaktır (Moosa, 2002: 77).

Uluslararası piyasalarda yaşanan yoğun rekabet, çok uluslu şirketleri sermaye yoğun yatırımlara yönlendirmektedir. Sermaye yoğun yatırımlar büyüme oranını artırırken aynı etki istihdamda görülmeyebilmektedir. Bilgi ve iletişim teknolojisi altyapısındaki ilerlemeler, emek yoğun üretim tekniği yerine sermaye yoğun üretim tekniğine olan ilgiyi artırdığı için rekabet gücünü artırma amacıyla olan işletmeler göreceli olarak daha düşük maliyetli sermaye yoğun yatırımlara yönelmektedir. Sonuç olarak emek başına verimliliği artıracak her yeni girişim, istihdamı azaltıcı etkiler oluşturabilmektedir. Küreselleşmenin artışı ve yoğunlaşan rekabet ortamı ile yönetim biçimlerinde yaşanan farklılaşmalar, yeni istihdam alanları yaratmak yerine işsizliği artırıcı sonuçlar doğurmuştur (Akkaya ve Gürbüz, 2012: 44). Bu çerçevede yabancı yatırımcılar ile rekabet etmekte zorluk çeken yerleşik firmaların istihdamındaki azalma söz konusu olabilecektir.

2018 yılından yayımlanan UNCTAD verileri incelendiğinde 2015 yılında 2 trilyon dolar seviyelerine yükselen küresel doğrudan yabancı sermaye yatırımlarının 2017 yılında bir önceki yıla göre yüzde 23 oranında azalarak 1,43 trilyon dolar olarak gerçekleştiği görülmektedir. Kuzey Amerika ve Avrupa'nın çoğu yerinde, doğrudan yabancı yatırım girişleri GSYH'nin %2'sinden azken dünyanın diğer birçok bölgesinde girişler daha yüksektir. Bununla birlikte Venezuela ve Yemen gibi siyasi istikrar yaşayan bazı ekonomiler ile Norveç ve Danimarka gibi gelişmiş ekonomiye sahip ülkelerde ters yatırım ya da yatırım kaybını belirten negatif doğrudan yabancı yatırımlar kaydedilmiştir.

Şekil 1: Küresel Doğrudan Yabancı Sermaye Yatırımları (Milyon dolar)



Kaynak: UNCTAD

UNCTAD, doğrudan yabancı sermaye yatırımlarını gelişmiş ve gelişmekte olan ülkeler ve geçiş ülkeleri bağlamında da değerlendirmektedir. 2017 yılında gelişmekte olan ekonomilere yönelik doğrudan yabancı yatırım girişleri, 2016'daki %10'luk düşüşün ardından toparlanarak 671 trilyon \$ seviyesinde sabit kalmıştır. Aynı dönemde gelişmiş ülkelere yönelik olan doğrudan yabancı yatırım girişleri ise %37'lik düşüşle 712 trilyon \$ olarak gerçekleşmiştir. Geçiş ekonomilerinde ise %27 oranında azalarak, 2005'ten bu yana en düşük ikinci seviye olan 47 milyar \$'a gerilemiştir (UNCTAD, 2018: XI).

Tablo 4: Gelişmiş, Gelişmekte Olan ve Geçiş Ülkelerine FDI Girişleri (Milyar \$)

Ülke grubu	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Gelişmiş	789,8	656,3	679,8	824,4	858,3	693,2	596,7	1.141,3	1.133,2	712,4	789,8
Gelişmekte	577,7	461,0	628,5	663,9	651,5	648,5	685,3	744,0	670,2	670,7	577,7

..

Geçiş Ülkeleri	117,7	61,8	63,7	79,4	64,9	83,7	56,5	36,0	64,1	46,8	117,7
Dünya	1.485,2	1.179,1	1.371,9	1.567,7	1.574,7	1.425,4	1.338,5	1.921,3	1.867,5	1.429,8	1.485,2

Kaynak: UNCTAD

Gelişmekte olan bölgeler arasında Asya, en fazla doğrudan yabancı yatırım çeken bölge olma statüsünü geri kazanmıştır. 2017 yılında Kuzey Amerika'ya doğrudan yabancı yatırım girişleri %39 düşüş göstermiştir. Bunun en önemli sebebi ise hem Kanada'da hem de ABD'de sınır ötesi satın alma ve birleşmelerin azalması olarak düşünülmektedir. Afrika'daki doğrudan yabancı yatırım girişlerinde de %21 oranında azalış yaşanmıştır. Afrika'ya yönelen doğrudan yabancı yatırımların azalmasındaki temel sebep ise düşük seyreden petrol fiyatlarıdır. Latin Amerika ve Karayipler'e doğrudan yabancı yatırım akışı, bölgenin ekonomik iyileşmesi sayesinde %8'lik artış göstererek 151 milyar \$'a ulaşmıştır (UNCTAD, 2018: XI).

Doğrudan yabancı yatırım giriş ve çıkışlarına bakıldığında en çok yatırım çeken ülkeler ABD, Çin ve Hong Kong olurken; en çok yatırım çıkışı olan ülkeler ABD, Japonya ve Çin'dir. 2017 yılında en çok yatırım çeken 20 ülke incelendiğinde 11'i gelişmiş ülke, 9'u geliştirmekte olan ülkedir. Aynı dönemde en çok yatırım çıkışı olan ülkeler incelendiğinde de 12 ülkenin gelişmiş, 8 ülkenin ise geliştirmekte olan ülke olduğu sonucuna ulaşılmaktadır.

Tablo 5: En Çok Doğrudan Yabancı Yatırım Giriş ve Çıkışı Olan 20 Ülke, Yıllık Değişim (Milyar \$)

Doğrudan Yabancı Yatırım Girişleri				Doğrudan Yabancı Yatırım Çıkışları			
Ülke	2016	2017	Değişim (%)	Ülke	2016	2017	Değişim (%)
Endonezya	4	23	475	B. Krallık	-23	100	535
Almanya	17	35	106	İsveç	6	24	300
İrlanda	15	29	93	Almanya	51	82	61
İsrail	12	19	58	Tayland	12	19	58
Fransa	35	50	43	Hong Kong (Çin)	60	83	38
Kore Cumhuriyeti	12	17	42	Rusya	27	36	33
Brezilya	58	63	9	Japonya	145	180	24
Çin	134	136	1	ABD	281	342	22
Meksika	30	30	0	BAE	13	14	8
Avustralya	48	46	-4	İspanya	38	41	8
İspanya	20	19	-5	Kore Cumhuriyeti	30	32	7
Hindistan	44	40	-9	Kanada	74	77	4
Hong Kong	117	104	-11	Belçika	22	21	-5
İsviçre	48	41	-15	Lüksemburg	44	41	-7
Singapur	77	62	-19	Fransa	63	58	-8
İtalya	22	17	-23	Singapur	28	25	-11
Rusya Federasyonu	37	25	-32	İrlanda	29	19	-34
Hollanda	86	58	-33	Çin	196	125	-36
Kanada	37	24	-35	Tayvan (Çin)	18	11	-39
ABD	457	275	-40	Hollanda	172	23	-87

Kaynak: UNCTAD

Tablo incelendiğinde Fransa'ya doğrudan yabancı yatırım girişlerinin %43'lük bir artış gösterdiğine, Almanya'daki doğrudan yabancı girişlerinin ise 2 kat arttığına ulaşılmaktadır. Avrupa bölgesindeki bu artışların büyük ölçekli satın alma ve birleşme projelerinden kaynaklandığı düşünülmektedir. Endonezya, yatırımların 5 kat artması ile 23 milyar \$'a

ulaşarak, gelişmekte olan Asya’da en çok doğrudan yabancı yatırım çeken ülke olmuştur. Yatırım ve altyapıyı çalışmalarını hızlandırmak için yeni politikaların uygulanmasından kaynaklı olarak Arjantin’e doğrudan yabancı yatırım akışları 3 kattan fazla artış göstererek 11,9 milyar \$’a yükselmiştir (UNCTAD, 2018: 52).

Doğrudan yabancı yatırım bileşenleri incelendiğinde birleşme ve satın alma eksenli yatırımların yoğun bir şekilde gerçekleştiği görülmektedir. 2016 yılında net sınır ötesi birleşme ve satın almaların değeri 887 milyar \$ iken, bu rakam 2017 yılında ise 694 milyar \$’a gerilemiştir. Miktar açısından bakıldığında ise 2016 yılında 6.607 olan yatırım sayısı 2017 yılında 6.967’ye yükselmiştir. 2017 yılında gerçekleşen söz konusu 694 milyar \$ yatırımın %3,5’i birincil sektör, %47’si imalat sanayi ve %49,5’i de hizmetler sektöründe gerçekleşmiştir.

Tablo 6: Net Sınır Ötesi Birleşme ve Satın Almaların En Çok Gerçekleştiği 10 Endüstri

Endüstri Adı	Değer (Milyar \$)			Miktar (Adet)		
	2016	2017	Değişim (%)	2016	2017	Değişim (%)
Bilgi ve İletişim	24	39	66	618	611	-1
Makine ve Ekipmanları	32	52	63	195	183	-6
Hizmetler	75	107	43	1716	1817	6
Kimyasallar ve Kimyasal Ürünler	130	137	5	345	322	-7
Elektrik, Gaz ve Su	66	54	-18	209	171	-18
Yiyecek, İçecek ve Tütün	138	88	-36	200	227	14
Finans	97	59	-39	585	617	5
Taşıma ve Depolama	46	23	-51	293	306	4
Elektrikli ve Elektronik Aletler	75	26	-66	349	307	-12
Madencilik, Taş Ocakçılığı ve Petrol	79	23	-71	138	466	238

Kaynak: UNCTAD

Tablodaki verilere göre birleşme ve satın alma yoluyla değer açısından en büyük yatırım 137 milyar \$ ile kimyasallar ve kimyasal ürünler sektöründe gerçekleşmiştir. Bununla birlikte bazı endüstrilere yönelik olarak gerçekleştirilen yabancı yatırımlar değer açısından artış (azalış) gösterirken, miktar açısından azalış (artış) göstermektedir. Madencilik taş ocakçılığı ve petrol sektörüne yönelik yatırımlar 79 milyar \$’dan 23 milyar \$’a düşerken, miktar açısından 138’den 466’ya yükselmiştir.

Tablo 7: Ülke Gruplarında İşsizlik oranları (%)

Ülke grubu	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Düşük Gelirli	5,6	5,6	5,5	5,5	5,5	5,4	5,3	5,2	5,3	5,3	5,3
Düşük-Orta Gelirli Ülke Grubu	5,2	5,1	5,0	4,6	4,5	4,4	4,4	4,4	4,5	4,6	4,6
Üst-Orta Gelirli	5,2	5,5	5,9	5,7	5,6	5,6	5,6	5,6	5,8	6,1	6,3
Yüksek Gelirli	5,6	5,8	7,9	8,2	7,9	7,9	7,8	7,2	6,6	6,1	5,6
Dünya	5,3	5,5	5,9	5,7	5,6	5,6	5,6	5,4	5,5	5,5	5,6

Kaynak: ILO

Uluslararası Çalışma Örgütü (ILO) tarafından 2018’de kaleme alınan “Dünyada İstihdam ve Sosyal Görünüm: 2018 Beklentileri” başlıklı araştırmada 2017 yılında %5,6 oranında küresel işsizlik ve 192 milyon işsiz olduğu ortaya konulmuştur. Aynı raporda gelişmiş ülkelerdeki

işsizlik oranının %5,7, GOÜ’de ise %5,3 olduğu belirtilmiştir. 2016 yılı verileri incelendiğinde ise, gelişmiş ülkelerdeki işsizlik oranının %6,3, GOÜ’de ise %5,6 olduğuna ulaşılmaktadır. 2016 ve 2017 yılı verilerini kıyasladığımızda gelişmiş ülkelerdeki doğrudan yabancı sermaye yatırımlarının ve işsizliğin artış gösterdiği, GOÜ’de ise doğrudan yabancı yatırımlar azalırken, işsizliğin artış gösterdiği sonucu ortaya çıkmaktadır. Doğrudan yabancı yatırım yapılaş şekillerinin değişiklik göstermesi, emek yoğun üretim tekniğinin yerine sermaye yoğun tekniklerin ikame edilmesi, ticari süreçlerde bilgi ve iletişim teknolojisi altyapısının yoğun bir şekilde kullanılması ve belirli ölçüde de olsa yatırımların istihdam üzerinde gecikmeli etkiler oluşturması iki değişken arasındaki ilişkinin incelenmesinde dikkate alınması gereken noktalardır.

4. Literatür İncelemesi

Literatürde yoğun bir şekilde doğrudan yabancı yatırımlar ile istihdam arasında pozitif yönlü bir ilişki olduğu belirtilmektedir. Fakat pozitif yönlü bu ilişkinin geçerli olmadığına dair literatürde çalışmalar da bulunmaktadır.

Tablo 8: Doğrudan Yabancı Yatırımlar ile İstihdam İlişkisi Üzerine Literatür İncelemesi

Yazar (Yıl)	Dönem	Ülke	Yöntem	Sonuç
Jayaraman ve Singh (2007)	1990-2003	Fiji	ARDL, Granger Nedensellik	DYY’deki %1’lik artış sonucu istihdamı uzun dönemde %0,017 oranında artırdığı ve uzun dönemde DYY’den istihdama doğru tek yönlü Granger nedensellik ilişkisi olduğu sonucuna ulaşılmıştır.
Abor ve Harvey (2008)	1992-2002	Gana	Panel Regresyon	DYY ile istihdam arasında önemli oranda pozitif bir ilişki bulunmu, firmaların karlılığındaki artışın ücretleri arttırdığı ve verimlilikteki %1 artışın istihdamı %0.19 düşürdüğü tespit edilmiştir.
Peker ve Göçer (2010)	2000: Q1 - 2009: Q4	Türkiye	ARDL	DYY ile işsizlik arasında uzun dönemde anlamlı bir ilişki bulunmamıştır. Kısa dönem analiz sonuçları, doğrudan yabancı sermayedeki %1’lik değişimin işsizliği %0,53 oranında artırdığını göstermiştir.
Rizvi ve Nishat (2010)	1985-2008	Pakistan, Hindistan ve Çin	SUR	Her üç ülkede de istihdam düzeyi üzerinde milli gelirin etkili olduğu, DYY’nin etkili olmadığı bulunmuştur.
Pinn vd. (2011)	1970-2007	Malezya	ARDL	DYY ile istihdam arasında uzun dönemde eşbütünleşme ilişkisinin bulunmamasına karşın DYY’den istihdama doğru tek yönlü nedensellik ilişkisi tespit edilmiştir.
Saray (2011)	1970-2009	Türkiye	ARDL	Ülkeye gelen doğrudan yabancı sermaye akımlarının istihdam yaratıcı etkisi olmadığı sonucuna varılmıştır.
Yaylı ve Değer (2012)	1991-2008	Gelişmekte olan 27 ülke	Dinamik Panel Veri Nedensellik Analizi	Kısa dönemde doğrudan yabancı yatırımlardan istihdama doğru tek yönlü nedensellik ilişkisi bulunmuştur.

Shaari, et al (2012)	1980 - 2010	Malezya	EKK	DYY'deki %1'lik bir artışın işsizlikte %0,009'luk bir azalmaya yol açtığını görmüştür.
Mucuk ve Demirsel (2013)	1981- 2009	Arjantin, Şili, Kolombiya, Filipin, Tayland, Türkiye, Uruguay	Panel Nedensellik	Doğrudan yabancı yatırım ve işsizlik oranının uzun vadede birlikte hareket ettiğini, ancak doğrudan yabancı yatırımın Türkiye ve Arjantin'de işsizliği artırdığı, Tayland'da ise azalttığı sonucunu bulmuşlardır.
Stamatiou and Dritsakis (2014)	1970- 2012	Yunanistan	Granger Nedensellik	Ekonomik kalkınmadan doğrudan yabancı yatırımlara doğru tek yönlü Granger nedensellik bulmuştur.
Jude and Silaghi (2016)	1995- 2012	20 Merkez ve Doğu Avrupa Ülkesi	Panel Regresyon	DYY'nin istihdam üzerinde kısa dönem negatif, uzun dönem pozitif etki yarattığı ve AB üyesi olmayan ülkelerde bu etkinin önemli olmadığı tespit edilmiştir.
Doğan ve Can (2016)	1970- 2011	Türkiye	ARDL	DYY'nin istihdam üzerinde anlamlı bir etkisinin olmadığını göstermektedir.
Çolak ve Alakbarov (2017)	1995- 2013	9 bağımsız devletler topluluğu ülkesi	Eş bütünleşme	Makalede DYY ile istihdam arasında uzun vadeli pozitif bir ilişkinin varlığı tespit edilmiş ve aynı zamanda DYY'nin sınırlı istihdam yaratan etkisine de işaret edilmiştir.
Matthew and Ogunlusi (2017)	1981- 2014	Nijerya	Eş bütünleşme	Doğrudan yabancı yatırımların istihdamla pozitif ve anlamlı bir ilişkisi olduğu sonucuna ulaşılmıştır.

5. Ekonometrik Analiz

5.1. Veri ve Yöntem

Çalışmada 2000-2017 dönemi yıllık veriler için gelişmiş ve gelişmekte olan ülkeler gruplarına yönelik doğrudan yabancı yatırımlar (FDI, Milyon \$) ve istihdam oranı (EMP, %) arasındaki ilişkiyi belirlemek amaçlı panel eş bütünleşme analizi uygulanmıştır. Çalışmanın örneklemini oluşturan gelişmiş ülkeler: Norveç, Almanya, İngiltere, Fransa, Belçika, Avusturya, Kanada, Finlandiya, İsviçre, Danimarka'dır. Gelişmekte olan ülkeler is: Türkiye, Bulgaristan, Romanya, Malezya, Rusya, Meksika, Brezilya, Güney Afrika, Polonya ve Hindistan olarak belirlenmiştir. Analizde kullanılan veriler Birleşmiş Milletler Ticaret ve Kalkınma Örgütü (UNCTAD) ve OECD veri tabanından elde edilen veriler kullanılarak oluşturulmuştur. Analiz aşamasında ilk olarak verilerdeki yatay kesit bağımlılık ve homojenlik durumu sınanmıştır. İkinci olarak panel verisinde birim kökün varlığı ikinci nesil birim kök testi olan CIPS testi ile test edilmiştir. Birim kök sınavından sonra değişkenler arasındaki uzun dönemli ilişkinin belirlenmesi amacıyla Westerlund ve Edgerton (2007) LM Bootstrap Panel Eş bütünleşme testinden yararlanılmıştır. Uzun dönem katsayı tahminleri yapıldıktan sonra son olarak Dumitrescu ve Hurlin (2012) testi ile nedensellik analizi yapılmıştır.

5.2. Yatay Kesit Bağımlılığın ve Homojenliğin Test Edilmesi

Panel verisindeki yatay kesit bağımlılığı için CD_{LM} (Pesaran (2004)) ve CD_{LMadj} (Pesaran vd. (2008)) testleri kullanılmıştır. Sonuçlar Tablo 7’de listelenmiştir. Elde edilen bulgular doğrultusunda yatay kesit bağımlılığın varlığı tespit edilmiştir. Değişkenlere ilişkin homojenlik durumu Pesaran ve Yamagata (2008)’in geliştirdiği testleri kullanılarak test edilmiştir. Test sonuçlarına göre eş bütünleşme katsayılarının heterojen olduğu sonucuna ulaşılmıştır.

Tablo 9: Yatay Kesit Bağımlılık ve Homojenlik Test Sonuçları

Gelişmiş Ülkeler			
Test	Test istatistiği	p-değeri	
LM	45.764	0.001	
CD_{LMadj}	43.355	0.000	
CD_{LM}	43.651	0.000	
Test	Test istatistiği	p-değeri	
Δ_{tilde}	7.896	0.003	
$\Delta_{tildeadj}$	8.552	0.000	
Gelişmekte Olan Ülkeler			
Test	Test istatistiği	p-değeri	
LM	35.044	0.013	
CD_{LMadj}	33.561	0.000	
CD_{LM}	36.279	0.000	
Test	Test istatistiği	p-değeri	
Δ_{tilde}	5.993	0.001	
$\Delta_{tildeadj}$	7.033	0.002	

Not: Yatay kesit bağımlılık testine ilişkin yokluk hipotezi (H_0): Yatay kesit bağımlılığı yoktur, homojenlik testine ilişkin yokluk hipotezi (H_0): Eğim katsayıları homojendir şeklinde kurulmaktadır.

5.3. İkinci Nesil Birim Kök Testi Sonuçları

Birinci nesil birim kök testleri, yatay kesitler arasındaki bağımlılığı dikkate almamaktadır. Ancak ekonomik konjonktür düşünüldüğünde ülkelerin ekonomik olarak birbirinden bağımsız olması ya da birbirlerinden etkilenmemesi çok gerçekçi bir varsayım değildir. Aynı zamanda herhangi bir şoktan etkilenme seviyeleri de birbirinden farklı olması beklenen bir durumdur. Bu nedenle kullanılacak birim kök testinin belirlenmesinde ilk olarak panel verisindeki yatay kesit bağımlılık durumu test edilmelidir. Bu noktada yapılan analiz sonuçları incelendiğinde yatay kesit bağımlılığın var olduğu sonucuna ulaşılmıştır. Bu nedenle 2. Nesil panel birim kök testi olan ve Pesaran (2007) tarafından geliştirilen CADF testinin kullanılmasına karar verilmiştir. CADF testine ilişkin sonuçlar Tablo 8’de listelenmiştir.

Tablo 8: İkinci Nesil Panel CADF Birim Kök Testi Sonuçları

	Gelişmiş Ülkeler			
	Sabit	Düzye Sabit + Trend	Sabit	Birinci Fark Sabit + Trend
FDI	-1.284	-1.105	-9.408*	-10.274*
EMP	-1.132	-1.076	-10.063*	-11.107*
	Gelişmekte Olan Ülkeler			
	Sabit	Düzye Sabit + Trend	Sabit	Birinci Fark Sabit + Trend
FDI	-1.362	-1.195	-8.905*	-9.722*
EMP	-1.109	-1.209	-8.473*	-8.551*

Not: *, %1 ve %5 için H_0 hipotezinin reddedildiğini ifade etmektedir. Maksimum gecikme uzunluğu verilerin yıllık olması nedeniyle 3 olarak alınmıştır. Uygun gecikme uzunluğu Schwarz bilgi kritesine göre belirlenmiştir.

Tablo 8'deki analiz sonuçları doğrultusunda %1 ve %5 anlamlılık düzeyinde H_0 hipotezi reddedilmiştir. Yani serilerin seviyesinde birim kök içerdikleri sonucuna ulaşılmıştır. Daha sonra serilerin birinci farkları alınan analizler tekrar gerçekleştirilmiştir. Sonuçlar değişkenlerin $I(1)$ sürece sahip olduğunu göstermektedir.

5.4. Panel Eş bütünleşme Testi

Çalışmada yatay kesit bağımlılık, homojenlik ve birim kök test sonuçları doğrultusunda Westerlund ve Edgerton (2007) tarafından geliştirilen LM bootstrap panel eş bütünleşme testinin kullanılmasına karar verilmiştir. Kullanılan eş bütünleşme testi McCoskey ve Kao (1998) tarafından geliştirilen Langrage çarpanına dayanmaktadır. Ayrıca bu test küçük örneklerde güçlü sonuçlar vermesi nedeniyle daha çok tercih edilmektedir. Teste ilişkin H_0 hipotezi eş bütünleşmenin yokluğunu alternatif hipotez eş bütünleşmenin varlığına karşı test etmektedir.

Tablo 9: Westerlund ve Edgerton (2007) LM Boostrap eş bütünleşme testi sonuçları

	Gelişmiş Ülkeler					
	Sabit			Sabit + Trend		
	İstatistik	Asimptotik p- değeri	Bootstrap p- değeri	İstatistik	Asimptotik p- değeri	Bootstrap p- değeri
LM_{N+}	0.638	0.085	0.070	6.984	0.001	0.000
	Gelişmekte Olan Ülkeler					
	İstatistik	Asimptotik p- değeri	Bootstrap p- değeri	İstatistik	Asimptotik p- değeri	Bootstrap p- değeri
LM_{N+}	0.422	0.080	0.065	5.866	0.000	0.000

Not: Bootstrap p-değerleri, 1.000 tekrarlı prosedüre dayanmaktadır. Asimptotik olasılık değerleri, standart normal dağılımdan elde edilmiştir.

Tablo 9'daki sonuçlar incelendiğinde her iki ülke grubu için seriler arasında eş bütünleşme ilişkisinin var olduğu ($0.1 > p$) sonucuna ulaşılmıştır. Yani seriler uzun dönemde birlikte hareket etme eğilimi göstermektedir.

İstihdam ile doğrudan yabancı yatırımlar değişkenleri arasındaki eş bütünleşmenin tespit edilmesinin ardından katsayı yorumu yapabilmek için panel tahmincisi uygulanmıştır. Bu noktada FMOLS ve DSUR panel eş bütünleşme tahmincilerinden yararlanılmıştır. FMOLS tahmincisi sadece heterojenliği dikkate alırken DSUR tahmincisi hem heterojenlik hem yatay kesit bağımlılığını dikkate almaktadır. Eş bütünleşme tahmincilerine ilişkin tahmin sonuçları Tablo10'da yer almaktadır.

Tablo 10: DSUR ve FMOLS Sonuçları

Gelişmiş Ülkeler		
Bağımlı değişken: EMP		FDI
Kullanılan Yöntem	DSUR	0.165*
	FMOLS	0.172*
Gelişmekte Olan Ülkeler		
Bağımlı değişken: EMP		FDI
Kullanılan Yöntem	DSUR	0.179*
	FMOLS	0.183*

Not: *, 0.05 için anlamlılığı ifade etmektedir.

Gelişmiş ülke grubunda, DSUR yöntemi için modelde FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 16.5 birimlik artışa yol açacağı ve FMOLS yönteminde FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 17.2 birimlik artışa yol açacağı görülmektedir. Gelişmiş olan ülke grubunda, DSUR yöntemi için modelde FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 17.9 birimlik artışa yol açacağı ve FMOLS yönteminde FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 18.3 birimlik artışa yol açacağı görülmektedir. Sonuç olarak FDI değişkeninin gelişmekte olan ülke grubunda istihdamı artırıcı etkisinin daha yüksek olduğuna ulaşılmıştır.

5.5. Nedensellik Analizi

Paneli oluşturan serilerdeki eş bütünleşik ilişkinin varlığının olması veya olmaması kullanılacak testi değiştirmektedir. Bu çalışmada kullanılan hem yatay kesit bağımlılığı dikkate alan hem de heterojen bir test olan Dumitrescu ve Hurlin (2012) testi kullanılmıştır. Elde edilen bulgular Tablo 11’de yer almaktadır.

Tablo 11: Nedensellik Sonuçları

Gelişmiş Ülkeler			
Boş Hipotez	Test	İstatistik Değerleri	p
FDI, EMP’nin Granger nedeni değildir	Whnc	5.834	0.001
	Zhnc	6.212	0.000
	Ztild	6.980	0.000
EMP, FDI’nin Granger nedeni değildir	Whnc	1.237	0.392
	Zhnc	1.099	0.237
	Ztild	0.973	0.384
Gelişmekte Olan Ülkeler			
Boş Hipotez	Test	İstatistik Değerleri	p
FDI, EMP’nin Granger nedeni değildir	Whnc	4.362	0.000
	Zhnc	3.807	0.000
	Ztild	4.231	0.000
EMP, FDI’nin Granger nedeni değildir	Whnc	1.524	0.271
	Zhnc	1.027	0.265
	Ztild	0.724	0.193

Tablo 12’den görüleceği üzere hem gelişmiş hem de gelişmekte olan ülke grubu için FDI değişkeni EMP’nin Granger nedeni iken, EMP değişkeni FDI’nin granger nedeni değildir. Böylece FDI’den EMP ye doğru tek yönlü nedensellik sonucuna ulaşılmaktadır.

SONUÇ

Küreselleşme hareketi ile büyük önem kazanan doğrudan yabancı sermaye yatırımları, ülkelerin ekonomik büyüme ve kalkınmalarında temel bir unsur olarak görülmektedir. Ülkeler arasında daha fazla ev sahipliği yapma noktasında rekabete yönlendirmektedir. Gelişmekte olan ülkelerin en büyük ekonomik sorunlarından olan sermaye yetersizliğinin aşılması sorununda

kritik öneme sahip olan doğrudan yabancı yatırımlar, ilk etapta ev sahibi ülkenin sermaye açığını kapatarak, döviz rezervlerini artırmaktadır. Diğer taraftan ülkedeki üretim miktarını ve üretimdeki verimliliği artırıp yeni teknolojilerin transferiyle pozitif ölçek ekonomilerini gündeme getirmekte; doğrudan ve dolaylı şekilde istihdamı artırmakta, yeni pazarlara ulaşabilme imkânı sunmakta, etkin rekabet piyasalarıyla refahı artırıcı etki ortaya koymaktadır.

Doğrudan yabancı sermaye yatırımları, yurt içinde yeni üretim tesisleri kurmak kaydıyla yurt içindeki sermaye birikimini artırıcı ve birleşme ve satın almalar şeklinde iş ortaklıklarını geliştirici olmak üzere iki şekilde gerçekleşmektedir. Söz konusu yöntemlerden ilki yoğun teknoloji transferi ve sermaye stokunu artırıcı yapıda geldiği için istihdamı artırıcı etkiler oluşturarak göreceli olarak daha fazla ekonomik büyüme sağlamaktadır. Yurt içindeki sermayenin paylaşılması veya plasman yoluyla gelen yabancı yatırımlar ise, mevcut sermaye stokunda artışlar meydana getirmedikçe ekonomik büyüklüklerde hissedilir artışlar oluşturmamaktadır.

Bu çalışmanın amacı gelişmiş ve gelişmekte olan ülke grupları için FDI değişkeninin EMP'ye olan etkisinin panel eş bütünleşme yardımıyla belirlenmesidir. Analiz sonucunda FDI ve EMP arasında uzun dönem ilişki belirlenmiştir. Uzun dönem katsayı tahmini sonucunda; gelişmiş ülke grubunda, DSUR yöntemi için FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 16.5 birimlik artışa yol açacağı ve FMOLS yönteminde de FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 17.2 birimlik artışa yol açacağı belirlenmiştir. Gelişmiş olan ülke grubunda ise, DSUR yöntemi için FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 17.9 birimlik artışa yol açacağı ve FMOLS yönteminde de FDI değişkenindeki 1 birimlik artışın EMP değişkeninde 18.3 birimlik artışa yol açacağı görülmüştür. Hem gelişmiş hem de gelişmekte olan ülke grubu için FDI değişkeni EMP'nin Granger nedeni iken, EMP değişkeni FDI'nin Granger nedeni değildir. Böylece FDI değişkeninden EMP ye doğru tek yönlü nedensellik elde edilmiştir.

Sermaye stokunu artırıcı yönde gelen doğrudan yabancı sermaye yatırımları, makroekonomik göstergeler üzerinde olumlu etkiler oluşturmaktadır. Bu çerçevede yoğun bir şekilde sermaye yetersizliği sorunu yaşayan gelişmekte olan ülkelerin temel amaçlarının doğrudan yabancı yatırım girişlerinin artırılması olmalıdır. Söz konusu amacın gerçekleştirilmesi noktasında ekonomi yönetimlerinin ve politikacıların aynı iradeyi göstermeleri ve ekonomik ve siyasi istikrarın sağlanması kritik öneme sahiptir. İstikrarın sağlandığı ortamlarda yatırım girişleri sürdürülebilir bir şekilde artacak ve ekonomik güven ile yatırım ve yatırımcı çeşitliliği de sağlanmış olacaktır.

Sonuç olarak ev sahibi ülke tarafından yatırım teşvikleri ve belirli bir süre vergi muafiyetleri sunulmalı, yatırımların ve yatırımcıların hukuki hakları güvence altına alınmalı, doğrudan yabancı yatırım konusundaki bürokratik işlemler azaltılmalıdır.

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Kariyer Mentorluğu ve Çok Yönlü Kariyer: İlişki Ağı Kurma Davranışının Düzenleyici Etkisi

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ÖZET

Günümüz dinamik iş ortamında çalışanlar geleneksel örgütsel kariyer geliştirme programları yerine kendi kariyer gelişimlerinde aktif rol oynayarak çok yönlü kariyer yaklaşımını tercih etmektedirler. Yöneticilerin kariyer mentorluğu çalışanların kendi kariyerlerini yönetmesini teşvik eden önemli bir faktördür. Çalışanların kariyer geliştirici mekanizmalarından biri olan ilişki ağı kurma davranışını kullanma derecesi, kariyer mentorluğu ve çok yönlü kariyer arasındaki ilişkiyi etkileyebilir. Buna göre, bu çalışmanın amacı yönetici kariyer mentorluğu ve çok yönlü kariyer arasındaki ilişkide ilişki ağı kurma davranışının düzenleyici rolünü incelemektir. Mevcut araştırmada kesitsel bir araştırma tasarımı gerçekleştirilmiştir. Araştırma verileri Ankara'da üretim sektöründe tam zamanlı çalışan toplam 351 katılımcıdan elde edilmiştir. Korelasyon ve regresyon analizleriyle değişkenler arasındaki ilişkiler incelenmiştir. Tahmin edildiği üzere yönetici kariyer mentorluğu çalışanların çok yönlü kariyer yönetimlerini anlamlı ve pozitif etkilemiştir. Bununla birlikte, kariyer mentorluğu ve çok yönlü kariyer ilişkisinde çalışanların ilişki ağı kurma davranışının anlamlı bir düzenleyici etkisi tespit edilmiştir. Bu çalışma çalışanların kendi kariyerlerini yönetmesinde kariyer mentorluğunun önemli bir öncül olduğunu ve bu ilişkide ilişki ağı kurma davranışının kilit önemini ortaya çıkarmıştır. Bununla birlikte bu çalışmanın teorik ve pratik katkıları ve sınırlılıkları tartışılmıştır.

Anahtar Kelimeler: Kariyer Mentorluğu, Çok Yönlü Kariyer, İlişki Ağı Kurma Davranışı

Career Mentoring and Protean Career: The Moderating Effect of Networking Behavior

ABSTRACT

In dynamic business environment at present, employees prefer a protean career approach by acting an active role in their career development instead of traditional organizational career development programs. Career mentoring of supervisors is a significant factor that promotes employees to manage their own careers. The degree to which employees use networking behavior, one of the career enhancing mechanisms, can affect the relationship between career mentoring and protean career. Accordingly, the purpose of this study is to examine the moderating role of networking behavior in the relationship between supervisor career mentoring and protean career. A cross-sectional research design was used in present study. Research data were gathered from a total of 351 participants working full time in the manufacturing sector in Ankara. Relationships between variables were examined by correlation and regression analysis. As predicted, supervisor career mentoring had a significant and positive impact on the protean career management of employees. In addition, the significant moderating effect of networking behavior was found in the relationship between supervisor career mentoring and protean career among employees. This study revealed that career mentoring is a significant antecedent for employees to manage their own careers and the key importance of networking behavior in this relationship. Theoretical and practical contributions and limitations of this study were also discussed.

Keywords: Career Mentoring, Protean Career, Networking Behavior

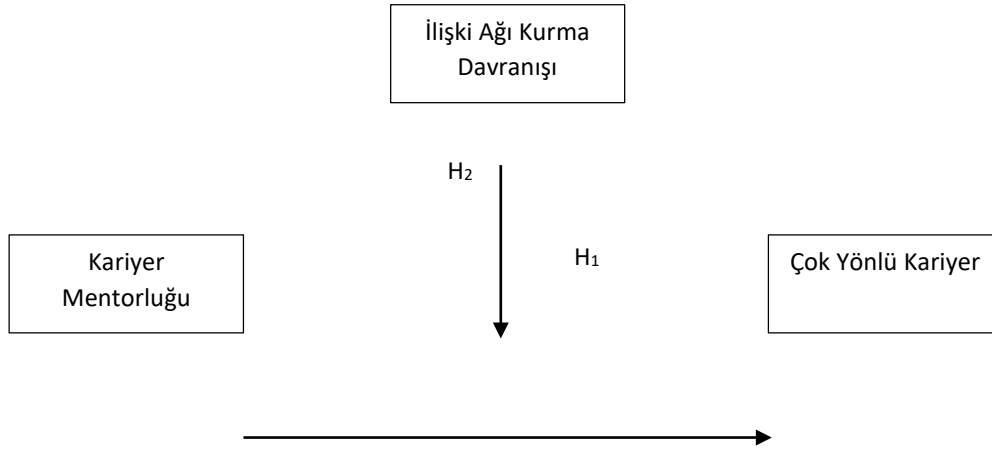
GİRİŞ

Günümüz iş ortamının oldukça dinamik ve çalkantılı olması, çalışanların geleneksel örgütsel kariyer geliştirme yöntemlerine güvenmek yerine bireysel olarak kendi kariyer gelişimlerini yönetmek istemeleri çok yönlü (protean) kariyer yaklaşımının ortaya çıkmasını sağlamıştır (Wong vd., 2017). Bireysel kariyer bağlamında potansiyel değişimleri fark eden ve bunlara cevap veren ilk araştırmacılardan biri olan Hall (1976), kariyerin örgüt tarafından değil bireyin yönettiği bir süreç olarak ifade ederek “çok yönlü kariyer” kavramını ifade etmiştir (Gubler vd., 2014). Çok yönlü kariyer ile kariyer gelişiminin sorumluluğu bireyin istihdamının sağlandığı örgüt yerine bireyin kendisine atanmıştır ve birey tarafından yönlendirilen bir kariyer yaklaşımını açıklamaktadır (Briscoe ve Hall, 2006). Yani bu kariyer yaklaşımının bireyin kendi kariyer yönetiminde aktif rol alması yoluyla öznel bir başarı elde etmesini sağlamaya odaklı olduğu ifade edilebilir. Çok yönlü kariyer, bireyin kariyeri ile ilgili aktif bir şekilde inisiyatif alması ve kariyer gelişimi üzerinde kişisel kontrol uygulayarak kendi kariyerini kendisinin yönlendirmesi ve bireyin, kariyer kararlarının ardındaki motivasyonu sağlayan kendi değerleriyle yönetmesi üzerine odaklanan bir yaklaşımdır (Direnzo vd., 2015).

Mentorluğun, bireyin kariyer gelişimi üzerine önemli etkileri bulunmaktadır (Lankau ve Scandura, 2002). Mentorluk ilişkisi genellikle kıdemli ya da deneyimli bir çalışanın işe yeni başlayan ya da genç diğer bir çalışanın gelişiminde destekleyici bir rol üstlenmesi olarak ifade edilebilir (Wong vd., 2017). Literatürde psikososyal ve kariyer mentorluğu olmak üzere iki farklı türde incelenmektedir (Craig vd., 2013). Bu çalışmada mentorluğun kariyer mentorluğu formu incelenecektir. Kariyer mentorluğu faaliyetleri ile pozitif çalışan çıktıları arasında güçlü bir bağlantı vardır. Kariyer mentorluğu faaliyetlerinin duygusal bağlılık (Craig vd., 2013), iş tatmini ve örgütsel bağlılık (Kim vd., 2005) ile pozitif yönlü, işten ayrılma niyeti (Craig vd., 2013) ile negatif ilişkili olduğunu göstermektedir.

İlişki ağı kurma davranışı kariyer geliştirici yöntemlerden biridir (Gould ve Penley, 1984). İlişki ağı kurma davranışları, bireylerin işlerinde veya kariyerlerinde kendilerine yardımcı olma potansiyeline sahip diğerleriyle ilişki geliştirme ve bu ilişkileri sürdürme girişimleri olarak tanımlanabilir (Forret ve Dougherty, 2001). İlişki ağı kurmak, profesyonel derneklere katılmayı, toplum projelerinde aktif rol almayı ve müşteriler ya da üst yöneticilerle sportif faaliyetlerde bulunmayı içerir (Forret ve Sullivan, 2002). Bu faaliyetlere katılım bir ağ geliştirme faaliyetidir.

Bireyin kariyer geliştirme stratejilerini aktif bir şekilde kullanması kariyerlerinde ilerlemelerine yardımcı olabilecektir (Ekmekcioglu vd., 2020). Bununla birlikte kariyer mentorluğu kişinin kariyer gelişimi açısından kendisinden daha deneyimli ve bilgili bir çalışandan kariyer gelişimi ile ilgili tavsiye aldığı bir süreçtir (Van Vianen vd., 2018). Buna göre çalışanın yöneticisi tarafından gerçekleştirilen kariyer mentorluğu çok yönlü kariyeri anlamlı ve pozitif olarak etkileyebileceği öngörülebilir. Aynı zamanda Lent vd. (1994) sosyo-bilişsel kariyer teorisi bağlamında yapılan birçok çalışmada (Wong vd., 2017) ilişki ağı kurma davranışının, kariyer geliştirici eylemlerde düzenleyici etkisinin olduğunu göstermektedir. Buna göre kariyer mentorluğu ve çok yönlü kariyer arasındaki pozitif ilişkinin kariyer geliştirme mekanizmalarından biri olan ilişki ağı kurma davranışının düzenleyici etkisi olabileceği öngörülebilir. Bu çalışmada da kariyer mentorluğu ve çok yönlü kariyer arasındaki ilişkide ilişki ağı kurma davranışının düzenleyici rolü incelenmiştir. Aşağıda Şekil 1’de araştırma modeli ve hipotezler yer almaktadır.



Şekil-1: Araştırma Modeli

H₁ : Kariyer mentorluğu çok yönlü kariyer ile anlamlı ve pozitif yönlü ilişkilidir.

H₂ : İlişki ağı kurma davranışının, kariyer mentorluğu ve çok yönlü kariyer arasındaki ilişkide düzenleyici etkisi vardır. Yani, kariyer mentorluğu ve çok yönlü kariyer arasındaki pozitif ilişki, ilişki ağı kurma davranışının yüksek olduğu seviyelerde düşük olduğu seviyelere göre daha güçlü olacaktır.

1.ARAŞTIRMANIN YÖNTEMİ

Araştırma Prosedürü

Bu çalışmada kesitsel (cross-sectional) bir araştırma tasarımı gerçekleştirilmiştir. Araştırma verileri Ankara’da üretim sektöründe tam zamanlı çalışan toplam 351 katılımcıdan Kasım 2019-Şubat 2020 tarihleri arasında elde edilmiştir. Elde edilen veriler sonrasında ilk olarak tanımlayıcı istatistikler ve geçerlilik ve güvenilirlik analizleri gerçekleştirilmiştir. Araştırma modeli doğrultusunda geliştirilen hipotezlerini test etmek amacıyla Hayes (2013) ’in PROCESS 3.0 makrosu kullanılmıştır.

Kullanılan Ölçekler

Bu çalışmada yönetici kariyer mentorluğu, çok yönlü kariyer ve ilişki ağı kurma ölçekleri kullanılmıştır. Bu ölçeklerin Türkçe’ye çevrilmesinde çeviri-geri çeviri yöntemi uygulanmıştır (Brislin, 1970). Uzmanlardan oluşan bir hakem grubu, ölçeğin orijinal formu ile geri-çevrilmiş hali karşılaştırmıştır ve dilbilimsel olarak ölçek maddeleriyle ilgili ortak karar vermiştir. Daha sonra bir ön-test çalışması yapılarak bu ölçekler 15 kişiden oluşan bir örneklem içinde maddelerin anlaşılabilirlik ve uygunluğu açısından katılımcılar tarafından değerlendirilmesi istenilmiştir. Ön-test sonucunda katılımcılar tarafından anlaşılabilirliğe dair alınan onay sonucunda ölçek maddeleri araştırma için hazır hale gelmiştir.

Yönetici kariyer mentorluğu

Araştırmada kariyer mentorluğunu ölçmek amacıyla Raabe ve Beehr (2003)’ün altı maddeden oluşan kariyer geliştirme mentorluk ölçeği kullanılmıştır. 5’li Likert tipi ölçek ile ölçülmüştür (1= Kesinlikle Katılmıyorum- 5= Kesinlikle Katılıyorum). Kariyer geliştirme mentorluğu ölçeğinde “mentorum” kelimesi yerine “yöneticim” kelimesi kullanılmıştır. “Yöneticim kariyerime kişisel bir ilgi gösterir.” ve “Yöneticim kariyerim için özel zaman ve özen gösterir.” gibi ifadeler kullanılmıştır. Ölçeğin mevcut çalışmadaki cronbach’s alpha değeri 0,93’tür.

Çok yönlü kariyer

Çok yönlü kariyeri ölçmek amacıyla Briscoe vd. (2006)'nın sekiz maddeden oluşan bireyin kendinden yönelimli kariyer yönetimi ölçeği kullanılmıştır. 5'li Likert tipi ölçek ile ölçülmüştür (1= Kesinlikle Katılmıyorum- 5= Kesinlikle Katılıyorum). Bu ölçek için, "Kendi kariyerimden ben sorumluyum." ve "Kariyerimdeki başarımdan veya başarısızlığımdan ben sorumluyum." gibi ifadeler yer almaktadır. Ölçeğin mevcut çalışmadaki cronbach's alpha değeri 0,95'tir.

İlişki ağı kurma davranışı

İlişki ağı kurma davranışını ölçmek için Forret ve Dougherty (2001) tarafından geliştirilen ve beş maddeden oluşan ilişki ağının sağlanması ölçeği kullanılmıştır. Bu ölçek için, "Geçen yıl içinde, ne kadar sıklıkla şirket dışından kişilerle öğle yemeğine gittiniz?" ve "Geçen yıl içinde, ne kadar sıklıkla işinizde veya kariyerinizde size yardımcı olanlara teşekkür notları veya hediyeler gönderdiniz?" gibi ifadeler yer almaktadır. 6'lı Likert tipi ölçek ile ölçülmüştür (1= Hiçbir zaman- 6= Çok sık, neredeyse her gün). Ölçeğin mevcut çalışmadaki cronbach's alpha değeri 0,92'dir.

2.ARAŞTIRMA BULGULARI

2.1. Frekans Analizi

Mevcut çalışmaya katılanların %90,9'u erkek (n = 319), %9,1'i ise kadındır (n = 32). Katılımcıların büyük bir çoğunluğu 23-27 (%36,8) yaş arasındadır (n = 129). Bunu 18-22 (%22,2) yaş arasında olanlar (n = 78) ve 28-32 (%18,2) yaş arasında olanlar takip etmektedir (n = 64). Katılımcıların %44,2'si lisans (n = 155) ve %29,6'sı ise ön lisans mezunudur (n = 104). Katılımcıların sadece %10'u lisans üstü eğitim almıştır (n = 35).

Tablo-1: Frekans Analiz

		n	Yüzde (%)
Cinsiyet	Kadın	32	9,1
	Erkek	319	90,9
Yaş	18-22	78	22,2
	23-27	129	36,8
	28-32	64	18,2
	33-37	50	14,3
	38 ve üzeri	30	8,5
Eğitim Durumu	Lise	57	16,2
	Ön lisans	104	29,6
	Lisans	155	44,2
	Lisans üstü	35	10
Unvan	Mühendis	142	40,5
	Usta Başı	46	13,1
	Yönetici Yardımcısı	58	16,5
	Çalışan	105	29,9
Toplam		351	100

2.2. Ortak Yöntem Varyansı

Elde edilen verilerin tek bir zamanda elde edilmesinden dolayı ortak yöntem varyansı sorunu olabilmektedir. Bu nedenle ortak yöntem varyansını incelemek amacıyla Harman'ın tek-faktör testi (Podsakoff ve Organ, 1986:536) gerçekleştirilmiştir. Buna göre tüm değişkenlerin döngüsüz bir şekilde keşfedici faktör analizi yapılarak özdeğeri 1'den büyük 3 faktör belirlenmiştir. Yapılan analiz sonucunda ilk faktörün toplam varyansın 0,38'ini oluşturduğu tespit edilmiştir. Harman'ın tek-faktör testi sonucu mevcut araştırmada muhtemel bir ortak yöntem varyansı probleminin olmadığını göstermektedir.

2.3. Ölçüm Modeli

Gerçekleştirilen doğrulayıcı faktör analizi sonuçlarına göre Elde edilen sonuçlara göre ölçüm modelinin kabul edilebilir uyum değerlerine sahip olduğu ($X^2/df = 2,705$, $p = 0,000$; $IFI=0,95$; $TLI=0,95$; $CFI=0,95$; $RMSEA = 0,07$; $SRMR=0,03$) ve gözlenen değişkenlerin her birinin standardize edilmiş regresyon katsayılarının $0,50$ 'den büyük olduğu (Bagozzi ve Yi,1988:82) tespit edilmiştir. Kariyer mentorluğunun faktör yükleri $0,75-0,89$ arasında; çok yönlü kariyerin faktör yükleri $0,72-0,88$ arasında; ilişki ağı kurma davranışının faktör yükleri ise $0,77-0,92$ arasında değerler almıştır. Bununla birlikte, t değerleri $1,96$ 'dan büyüktür ($p<0,001$) (Schumacker ve Lomax, 2004).

Gerçekleştirilen doğrulayıcı faktör analizi sonucunda Tablo 2'de görüldüğü üzere bileşik güvenilirlik (CR), ortalama varyans değeri (AVE) yer almaktadır. Buna göre çalışmanın hem güvenilirlik hem de geçerlilik testleri yapılmıştır. Tablo 2'de ayrıca korelasyon analizi sonucunda araştırmada kullanılan değişkenler arasındaki ilişkiler görülmektedir.

Tablo-2: Korelasyon, Standart Sapma, Ortalama, CR ve AVE değerleri

Değişkenler	Ort.	SS.	CR	AVE	1	2	3
1.YKM	2,95	1,63	0,93	0,68	(0,82)		
2.ÇYK	3,58	0,83	0,95	0,71	0,14*	(0,84)	
3.İAKD	3,65	1,30	0,92	0,73	0,07	0,23**	(0,85)

Not = * $p<0,05$, ** $p<0,01$, YKM=Yönetici kariyer mentorluğu, ÇYK = Çok yönlü kariyer, İAKD= İlişki ağı kurma davranışı, Ort: Ortalama; SS.: Standart Sapma; CR: Composite Reliability (Bileşik Güvenilirlik); AVE: Average Variance Extracted (Ortalama Varyans Değeri), parantez içindeki değerler AVE değerinin kare kökü değeridir.

Buna göre yönetici kariyer mentorluğunun, çok yönlü kariyer ile anlamlı ve pozitif yönlü bir ilişkisi tespit edilmiştir ($r = 0,14$, $p < 0,05$). Çok yönlü kariyerin, ilişki ağı kurma davranışı ile arasında anlamlı ve pozitif bir ilişki bulunmuştur ($r = 0,23$, $p < 0,01$). Bununla birlikte yönetici kariyer mentorluğu ve ilişki ağı kurma davranışı arasında pozitif ancak anlamlı olmayan bir ilişki de tespit edilmiştir ($r = 0,07$, $p > 0,05$). Mevcut araştırmada en yüksek ortalamaya ilişki ağı kurma davranışı (Ort=3,65; SS.=1,30) sahipken en az ortalamaya ise yönetici kariyer mentorluğunun (Ort=2,95; SS.=1,63) olduğu görülmektedir.

Güvenilirlik analizleri sonucunda, değişkenlerin bileşik güvenilirlik değerleri $0,92-0,95$ arasındadır ve $0,70$ kritik değerinden büyüktür (Hair vd., 2010). Yakınsama geçerliliği (convergent validity) için ortalama varyans değerinin (AVE) $0,5$ 'ten büyük olması ve CR'nin AVE'den büyük olması gerektiği; ayırt edici geçerliliğinin (discriminant validity) ise her bir yapı için hesaplanan AVE değerinin karekökünün diğer her bir değişkenin birbirleriyle olan korelasyonundan daha büyük olması gereklidir (Hair vd., 2010). Bu çalışmada AVE değerleri $0,68 - 0,73$ arasında yer almaktadır ve tüm değerler $0,50$ 'den yüksektir ve her bir yapının AVE değerinin karekökü diğer yapılarla korelasyonundan daha büyüktür. Tablo 2'de görüldüğü üzere gizil değişkenler arası korelasyon değerleri $0,85$ 'ten küçüktür (Kline, 2011). Buna göre gerçekleştirilen ölçüm modeli ile elde edilen sonuçlar bu çalışmanın güvenilir ve geçerliliğini kanıtlamaktadır.

2.4. Hipotez Testleri

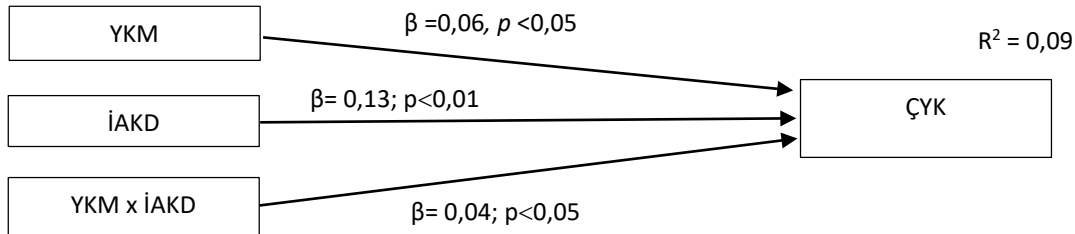
Geliştirilen hipotezleri test etmek amacıyla, Hayes'in (2013) PROCESS 3.0 makrosunda Model 1 tercih edilmiştir. Düzenleyici ilişkiyi test etmek amacıyla (n=5000) hatası düzeltilmiş bootsrap (bias-corrected bootstrapping) - %95 güven aralığı yöntemi kullanılmıştır.

Tablo-3: İlişki Ağı Kurma Davranışının Düzenleyici Etkisi için Gerçekleştirilen Regresyon Analizi Sonuçları

	Tahmin Edilen Değişken = Çok Yönlü Kariyer					
	β	S.H.	t	p	LLCI	ULCI
Sabit	3,57	0,04	82,61	0,000	3,491	3,661
YKM	0,06	0,02	2,15	0,032	0,004	0,109
İAKD	0,13	0,03	4,16	0,000	0,073	0,204
YKM x İAKD	0,04	0,02	2,20	0,027	0,005	0,088

Not = n = 351, R² = 0,09, F (3, 347) = 10,1256, p < 0,001; YKM= Yönetici Kariyer Mentorluğu, İAKD= İlişki Ağı Kurma Davranışı, LLCI = Alt Limit Güven Aralığı; ULCI = Üst Limit Güven Aralığı

Yukarıda Tablo 3'de görüldüğü üzere, yönetici kariyer mentorluğunun, çok yönlü kariyer üzerinde anlamlı ve pozitif bir etkisi vardır ($\beta = 0,06$, $p < 0,05$, standart hata = 0,02). Buna göre H₁ kabul edilmiştir. Yönetici kariyer mentorluğu ve ilişki ağı kurma davranışı etkileşiminin (YKM x İAKD) çok yönlü kariyere olan etkisi anlamlı ve pozitifdir ($\beta = 0,04$, $p < 0,05$, standart hata = 0,02). Güven aralıkları incelendiğinde 0 içermediği de görülmektedir (LLCI = 0,005; ULCI = 0,088). Buna göre yönetici kariyer mentorluğunun çok yönlü kariyer üzerine pozitif etkisinde ilişki ağı kurma davranışının düzenleyici rolü olduğu sonucuna ulaşılmaktadır. Bu etkileşime (YKM x İAKD) bağlı olarak gerçekleşen R² değişimi (artışı) 0,02 olarak gerçekleşmiştir $F(1, 347) = 4,8726$, $p < 0,05$.



Not = YKM=Yönetici Kariyer Mentorluğu, İAKD= İlişki Ağı Kurma Davranışı, YKM x İAKD= Yönetici Kariyer Mentorluğu ve İlişki Ağı Kurma Davranışının Etkileşimi

Şekil-2: Yönetici Kariyer Mentorluğu ve İlişki Ağı Kurma Davranışının etkileşimsel etkisi

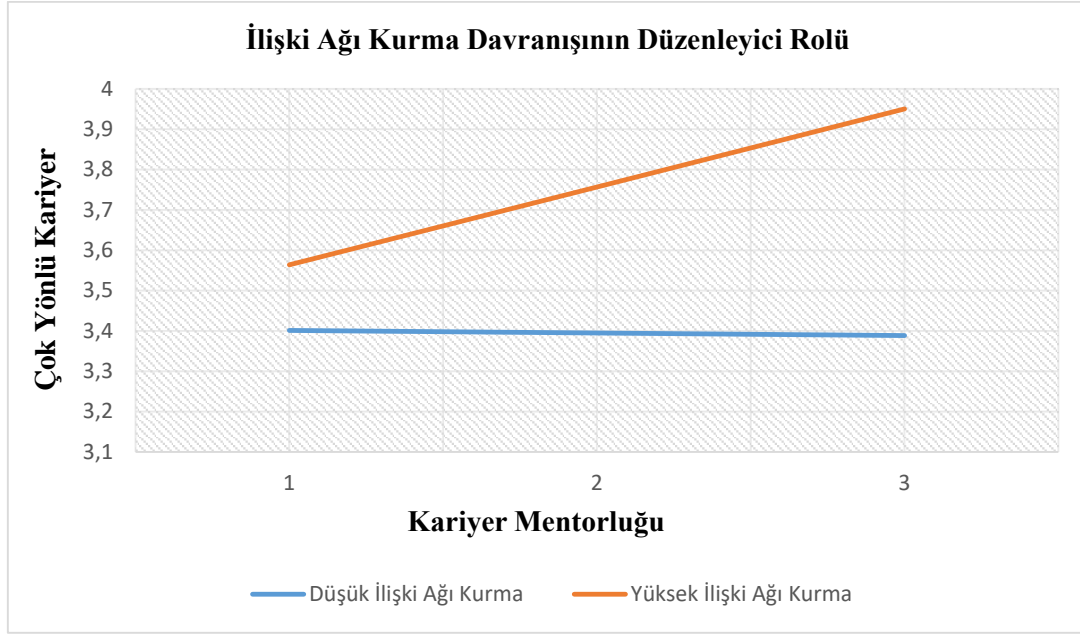
Aşağıda Tablo 4'te görüldüğü üzere, ilişki ağı kurma davranışı değerleri düşük olduğunda yönetici kariyer mentorluğunun çok yönlü kariyere olan etkisinin anlamlı olmadığı ancak ilişki ağı kurma davranışının değerleri arttıkça bu pozitif etkinin anlamlı olduğu ve arttığı görülmektedir.

Tablo-4: İlişki Ağı Kurma Davranışının Değerlerine Göre Yönetici Kariyer Mentorluğunun Çok Yönlü Kariyere Etkisi

İAKD	β	S.H.	t	p
-1,3044	0,003	0,039	0,037	0,922
0,000	0,057	0,026	2,151	0,031
1,3044	0,118	0,037	3,197	0,001

Not= n=351, İAKD=İlişki Ağı Kurma Davranışı

Yönetici kariyer mentorluğu ve ilişki ağı kurma davranışıyla olan etkileşimli etkinin grafiksel açıklaması aşağıda Şekil 3'de gösterilmektedir.



Şekil-3: Yönetici Kariyer Mentorluğu x İlişki Ağı Kurma Davranışı etkileşiminin çok yönlü kariyeri tahmin etmedeki grafiksel gösterimi

İlişki ağı kurma davranışının düşük olduğu durumlarda yönetici kariyer danışmanlığı ve çok yönlü kariyer arasındaki pozitif ilişki istatistiksel olarak anlamlı değildir. Yukarıda ifade edilen bulgular ve etkileşimli etkinin grafiksel açıklamalarına da bağlı olarak; ilişki ağı kurma davranışı ne kadar yüksek olursa yönetici kariyer mentorluğunun çok yönlü kariyer üzerine olan pozitif etkisi o kadar artacağını öne süren H₂ kabul edilmiştir.

SONUÇ

Bu çalışmada kariyer mentorluğu ve çok yönlü kariyer arasındaki ilişkide ilişki ağı kurma davranışının düzenleyici rolü incelenmiştir. Yönetici tarafından gerçekleştirilen kariyer mentorluğunun çift yönlü kariyeri anlamlı ve pozitif etkilediği bulunmuştur. İlişki ağı kurma davranışının ise yönetici kariyer mentorluğu ve çok yönlü kariyer arasındaki pozitif ilişkide düzenleyici rolünün olduğu tespit edilmiştir.

Mevcut çalışma çok yönlü kariyer üzerine gerçekleştirildiği için kariyer araştırmaları bağlamında büyük önem taşımaktadır. Çünkü çok yönlü kariyerin daha iyi anlaşılması ve sınır koşullarının belirlenmesi bağlamında daha fazla yapılacak ampirik çalışmaya ihtiyaç vardır. Bu

çalışma ile Wong vd. (2017)'nin çağrısına cevap verilerek kariyer geliştirme stratejilerinin kariyer araştırmalarındaki düzenleyici rolü incelenmiştir.

Sonuç olarak, yöneticisi tarafından kariyer mentorluğu alan çalışanların bu mentorluk formunu almayanlara göre kariyer geliştirme fırsatları elde etme olasılığı daha yüksektir. Yani kariyer mentorluğu ile çalışanların kariyer gelişimini sağlayacak gerekli yetenek ve beceri setinde ustalaşması sağlanabilecektir. Bu da çalışanların çok yönlü kariyer yaklaşımı sergilemesine ve kendi kariyerini yönetmesini açıklayabilmektedir. Kariyer mentorluğu ile birlikte çalışanların yüksek düzeyde ilişki ağı kurma davranışını sergilemesi kişinin kendi kariyerini yönetmesine imkan vermektedir.

Bu çalışmada veriler tek bir kaynaktan elde edilmesinden dolayı muhtemel ortak yöntem varyansı sorununu doğurabilir. Bu çalışmada her ne kadar Harman tek faktör testi yapılsa da tek başına yeterli değildir. Gelecekteki çalışmalarda ortak yöntem varyansı için farklı prosedürel ve istatistiksel yöntemler kullanılabilir. Aynı zamanda bu çalışma Türkiye'de Ankara ili özelinde üretim sektöründe çalışanlar üzerine gerçekleştirilmiştir. Mevcut çalışmada kesitsel bir araştırma tasarımı kurularak gerçekleştirildiği için çıkarımsal sonuçlar elde edilemez. Çalışmada elde edilen sonuçların genelleştirilebilmesi ve çıkarımsal sonuçlar ortaya koymak için boylamsal çalışmaların yapılması gereklidir.

Bu çalışmada mentorluk formlarından kariyer mentorluğu incelenmiştir. Gelecekteki çalışmalarda sadece kariyer mentorluğu değil bununla birlikte mentorluğun farklı formları da kullanılabilir. Bununla birlikte kariyer geliştirme stratejileri içinde sadece ilişki ağı kurma davranışı kullanılmıştır. Bu nedenle kariyer fırsatları yaratma, işe katılımı genişletme, kariyer rehberliği arama gibi farklı kariyer geliştirme uygulamalarının da düzenleyici etkileri araştırılabilir.

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The Effect of Corporate Values on Job Satisfaction

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ABSTRACT

The corporate values play an important role in attaining organizational goals by creating a framework of behavioral norms for the interaction of all organization members with each other and stakeholders, and creating foundations of the corporate culture. In addition to playing a regulatory and norm-setting role in organizational members' relationships with each other and all the stakeholders, the corporate values also ensure that these relationships are stable and continuous, the occurrence and root causes of conflicts are reduced, and the long term organizational performance is increased.

Job Satisfaction, which affects the employees perspective and perception of their jobs, and relationships with colleagues, their psychological and physical health, and hence their performance, is also an indicator of how healthy the relationships and hierarchical structure within the organization.

In this study, the relationship between these two essential Organizational concepts and the effect of corporate values on job satisfaction were examined with a total of 352 participants. Four dimensions of corporate values, namely quality, innovativeness, participation, and collaboration, and three dimensions of job satisfaction, namely intrinsic (introvert & extrovert), extrinsic, and general job satisfaction, were included in the analyses.

The research results show that participation and collaboration affect all dimensions of job satisfaction while innovativeness only general job satisfaction. Despite the literature, no effect of quality is determined on dimensions of job satisfaction.

Keywords: Corporate Values, Job Satisfaction, Participation, Innovativeness, Collaboration, Quality

INTRODUCTION

During their working life, employees develop a perception of the organizations they have been a member. Employees' developed perceptions are including but not limited to the human resources practices, working conditions, the decision-making process, business practices, and organizational culture. These perceptions cause employees to form judgment toward both the organizations they have worked for in the past and the organization they currently work for and develop certain attitudes towards their organization. Job satisfaction is a general result of these attitudes and the expression of the employee's well-being both physically and psychologically (Oshagbemi, 2000; Gülmez, 2010).

Corporate values, on the other hand, are one of the essential organizational culture components and define what is important for an organization, its management, and employees. Corporate values also shape the organizational practices and the behavior of all stakeholders and their interactions. When the values of employees and organizations overlap with each other, the employee feels integrated with their organization, and they make more effort to achieve organizational goals.

The main goal of this study to examine and reveal the effects of corporate values on job satisfaction.

1. JOB SATISFACTION

Job satisfaction is the emotional responses of employees to their jobs and their responsibilities and positions (Vroom, 1967). Job satisfaction is also an indicator of the extent to which his job expectations are met (Weiss, 2002). The positive mental state of an employee at his or her job indicates job satisfaction, and the negative mental state indicates job dissatisfaction (Spector, 2000). Luthans (2011) states that since job satisfaction is the emotional response of the employee to his job, it cannot be seen. It is a concept that can only be expressed by, generally, to what extent the work outputs meet the expected, and it brings many interrelated attitudes and behaviors that are generally related to job, wage, promotion opportunities, management style, colleagues. Job satisfaction has three dimensions: intrinsic, extrinsic, and general job satisfaction.

Although there are several factors affecting job satisfaction (e.g., age, salary, work conditions, level of responsibility), all factors can be listed under two categories: individual and organization-related factors. We believe that corporate values, as an organization-related factor, have a significant effect on job satisfaction.

2. CORPORATE VALUES

Institutional values are defined as the answers given to the questions “Who are we?” “What do we represent?” “How far are we from the goals we want to reach?” While answering these questions, corporate values also help define the principles explicitly or indirectly announced to all stakeholders, including members of the organization.

These values and principles provide a holistic understanding of how the organization formulates strategies and decisions (Scott et al., 2000; Thornton, 2002; Thornton et al., 2005) and are the fundamental rules that the organization has adopted to abide-by while achieving organizational goals. This set of values also indicates the goals, philosophy, and standards of the organization, as well as the limits and standards of its activities, interaction with all stakeholders, including its members, and with its environment (Sabuncuoğlu & Tuz, 2001). In other words, corporate values are a compass that the organization uses while carrying out its activities (Erengül, 2007). In this research, *quality*, *innovativeness*, *participation*, and *collaboration* are taken as corporate values.

Innovativeness is defined by Hult, Hurly & Knight (2004:430) as “*the capacity to introduce of some new process, product, or idea in the organization,*” and because of the increasing competition and rivalry, innovativeness became one of the most crucial factors for all businesses but especially for start-ups, SMEs to outperform competitors and survive (Audretsch, 1995; Vyas, 2005; Rannikko, 2019; Giovannetti et al., 2011). Many researchers have studied the relationship between innovation and job satisfaction, but mostly job satisfaction was treated as the independent variable (Hrnjic et al., 2018; Al Idrus et al., 2019; Azis et al., 2018; Chung, 2018; Jensen et al., 2017) while we think that it should be the dependent.

Wagner (1994) defines *participation* as “... *a process in which influence is shared among individuals who are otherwise hierarchical unequals. Participatory management practices thus balance the involvement of managers and their subordinates in information-processing, decision-making, or problem-solving endeavors.*” Employee participation has a significant positive effect on task performance and job satisfaction (Wright and Kim, 2004; Wagner, 1994; Van Dyne et al., 1994) and causes to “*attach and perform participative citizenship behaviors*” (Van Dyne et al., 1994:773).

Organizations that aim for *quality* in their works adopt a participative system that empowers employees to take responsibility (Luthans, 2011), and this helps employees increase job satisfaction, feelings of belongingness and reduces their work stress (Liu & Liu, 2014).

Collaboration between employees also increases job satisfaction (Reeves, Pun, & Chung, 2017).

As per the relations between corporate values and job satisfaction listed above, our hypothesis is formulated below and illustrated in Figure 1.

H₁: Corporate values of (a) quality, (b) innovativeness, (c) participation, and (d) collaboration significantly and positively affect (1) intrinsic, (2) extrinsic, and (3) general job satisfaction.

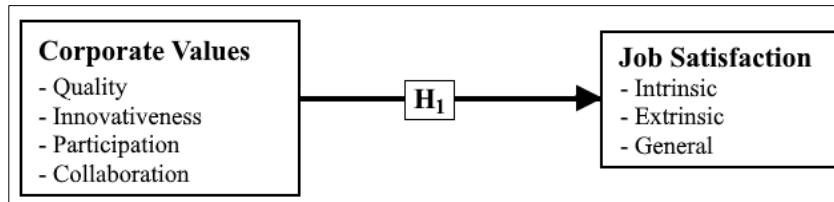


Figure 1. Research Model

3. METHODOLOGY

3.1. Measures

The main goal of this research is to assess the effect of corporate values on job satisfaction. Two different scales were used to measure the variables in the research model. Questions to determine the participants' demographics (e.g., age, gender, tenure, education level) were also asked.

The questionnaire developed by Van Dyne et al. (1994) and adapted to the Turkish language by Güğərçin (2015) was used to measure corporate values. The scale has 12 items and four dimensions: innovation, quality, participation, and collaboration.

Minnesota Job Satisfaction Questionnaire Short Form that developed by Weiss et al. (1967) and adapted to Turkish by Baycan (1985), was used to measure job satisfaction. The scale has 20 items and three dimensions: Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, and General Job Satisfaction.

3.2. Sampling

The universe of this research is the employees working for organizations in Istanbul. The convenience sampling method was adopted to reach the participants. The questionnaires were delivered to participants in electronic form. A total of 398 employees from different organizations participated in this research, but 46 questionnaires were not included within the analyses due to the discrepancies in the answers.

The participants' demographics are given in Table 1.

Table 1. Participants' Demographics

		f	%	Cumulative %
Age	Below 30	58	16,50%	16,50%
	30 And Over Below 40	132	37,50%	54,00%
	40 And Over Below 50	139	39,50%	93,50%
	50 And Over	23	6,50%	100,00%
Gender	Male	198	56,30%	56,30%
	Female	154	43,80%	100,00%
Education Level	Primary School	16	4,50%	4,50%
	High School	82	23,30%	27,80%
	Undergrade	190	54,00%	81,80%
	Graduate School	64	18,20%	100,00%

Tenure	Below 3 Years	85	24,10%	24,10%
	3 Years And Over Below 10 Years	169	48,00%	72,20%
	10 Years And Over	98	27,80%	100,00%

4. FINDINGS AND DISCUSSION

4.1. Data Analyses

Confirmatory factor analyses were performed by using SPSS 21 statistical software package, and SmartPLS 3.2.9 statistical software package used (Ringle et al., 2015) to test the research model by conducting partial least squares (PLS) analysis, which is a structural equation modeling (SEM) technique.

As reported by several studies (Hancer and George, 2004), the job satisfaction factor structure was found different than the original scale. Factors were named as per items listed under each of them: *Intrinsic-Introvert*, *Intrinsic-Extrovert*, *Extrinsic*, and *General Job Satisfaction*.

4.2. Measure Validity and Reliability

The validity and reliability analyses were performed before path analysis. Internal consistency and reliability, convergent validity, and discriminant validity were evaluated as validity and reliability tests.

Cronbach's Alpha and Composite Reliability (CR) coefficients were examined for internal consistency and reliability,

For the convergence validity following criteria used: Factor loadings ≥ 0.708 ; Cronbach Alpha ≥ 0.60 (Lyberg et al., 1997), composite reliability (CR) coefficients ≥ 0.70 (Hair et al., 2019), and the AVE value ≥ 0.50 (Fornell and Larcker, 1981; Hair et al., 2006; Hair et al., 2014; Hair et al., 2019). As per Hair et al. (2014), the factor loads of each item should be ≥ 0.70 . Items with a factor loading < 0.40 should be removed from the model, and those between 0.40 and 0.70 should be excluded as well if AVE or CR values are below the threshold value.

Cronbach's Alpha, AVE, and CR values of the final run are presented in Table 2.

Table 2. Construct Reliability and Validity

Variable	Item	Factor Loadings	Cronbach Alpha	CR	AVE
Collaboration	CorpVal10	0,892	0,764	0,894	0,809
	CorpVal12	0,906			
Extrinsic	JobSats5	0,911	0,846	0,908	0,768
	JobSats6	0,924			
	JobSats7	0,787			
General Job Satisfaction	JobSats13	0,766	0,910	0,927	0,614
	JobSats14	0,777			
	JobSats15	0,831			
	JobSats16	0,800			
	JobSats17	0,797			
	JobSats19	0,837			
	JobSats20	0,752			
Innovativeness	CorpVal4	0,896	0,834	0,900	0,751
	CorpVal5	0,837			
	CorpVal6	0,865			
	JobSats10	0,866	0,897	0,924	0,708

Intrinsic Introvert	JobSats11	0,874	0,760	0,847	0,582
	JobSats12	0,812			
	JobSats4	0,800			
	JobSats9	0,851			
Intrinsic Extravert	JobSats18	0,742	0,697	0,829	0,624
	JobSats2	0,803			
	JobSats3	0,802			
	JobSats1	0,701			
Participation	CorpVal7	0,867	0,795	0,905	0,827
	CorpVal8	0,610			
	CorpVal9	0,864			
Quality	CorpVal1	0,884	0,795	0,905	0,827
	CorpVal3	0,934			

As per Table 2, all constructs have acceptable internal consistency, with all reliability scores being above thresholds.

The discriminant validity is verified with the heterotrait-monotrait (HTMT) ratio of the correlations (Voorhees et al., 2016). The HTMT is the mean value of the item correlations across constructs relative to the geometric mean of the average correlations for the items measuring the same construct. The criteria for HTMT values is that the value should not be more than 0.90 for the constructs that are conceptually very similar, and not more than 0.85 for those that are distinct (Henseler et al., 2015).

One item from both *collaboration* and *quality* was removed to satisfy discriminant validity.

Table 3. Heterotrait-Monotrait Ratio (HTMT)

	1	2	3	4	5	6	7	8
Collaboration								
Extrinsic	0,645							
General Job Satisfaction	0,711	0,792						
Innovativeness	0,809	0,566	0,696					
Intrinsic - Introvert	0,669	0,764	0,839	0,562				
Intrinsic-Extravert	0,781	0,771	0,824	0,638	0,808			
Participation	0,711	0,727	0,802	0,689	0,690	0,710		
Quality	0,759	0,563	0,658	0,826	0,573	0,615	0,612	

1- Collaboration; 2- Extrinsic; 3- General Job Satisfaction; 4- Innovativeness; 5- Intrinsic – Introvert; 6- Intrinsic-Extravert; 7- Participation; 8- Quality

It is concluded that, as per Table 3, the discriminant validity has been established.

Standard assessment criteria for the research model is determined as the coefficient of determination (R^2), the blindfolding-based cross-validated redundancy measure Q^2 , and the statistical significance and relevance of the path coefficients as suggested by Hair et al. (2019). R^2 and Q^2 values of the research results are presented in Table 4.

Table 4. Q^2 And R^2 Values of The Model

	Q^2	R^2	R^2 Adjusted
Extrinsic	0,293	0,411	0,395
General Job Satisfaction	0,326	0,559	0,547
Intrinsic - Introvert	0,279	0,432	0,416
Intrinsic-Extravert	0,243	0,450	0,435

Because estimation power coefficients (Q2) calculated for endogenous variables are greater than zero (Table 4), it is concluded that the research model has predictive power for those endogenous variables (Hair et al., 2014).

It is concluded that the research model is acceptable as per results given in Table 3 and Table 4, all VIF values are below 5, and R² statistics values for Job Satisfaction are higher than the recommended value of 0.10 (Falk and Miller, 1992; Hair et al., 2019).

4.3. Hypothesis Testing

To reveal the effects of corporate values on job satisfaction, partial least squares path analysis (PLS-SEM) along with the bootstrap resampling method (Chin, 1998).

The effects of dimensions of corporate values on the dimensions of Jobs Satisfaction were analyzed. The paths that have no significant effect on dependent variables have been deleted, and the results were reported in Table 5.

Table 5. Path Analysis Results

Path	β	μ	σ	t	p
Collaboration -> Extrinsic	0,292	0,293	0,088	3,309	0,001
Collaboration -> General Job Satisfaction	0,226	0,225	0,090	2,503	0,013
Collaboration -> Intrinsic - Introvert	0,361	0,367	0,081	4,455	0,000
Collaboration -> Intrinsic-Extravert	0,447	0,452	0,074	6,053	0,000
Innovativeness -> General Job Satisfaction	0,251	0,253	0,089	2,810	0,005
Participation -> Extrinsic	0,423	0,426	0,079	5,393	0,000
Participation -> General Job Satisfaction	0,395	0,398	0,082	4,800	0,000
Participation -> Intrinsic - Introvert	0,374	0,378	0,075	4,986	0,000
Participation -> Intrinsic-Extravert	0,309	0,310	0,069	4,491	0,000

As per results given in Table 5, hypotheses H_{1c} and H_{1d} are fully supported, while H_{1b} is supported only for the effect of innovativeness on general job satisfaction. Despite the literature, no effect of quality on job satisfaction could be determined. Therefore, H_{1a} is rejected.

The effect sizes (f²) of all dimensions of the corporate values are given in Table 6.

	Extrinsic	General Job Satisfaction	Intrinsic - Introvert	Intrinsic-Extravert
Collaboration	0,036	0,041	0,066	0,119
Innovativeness	0,001	0,028	0,000	0,004
Participation	0,156	0,211	0,123	0,084
Quality	0,015	0,028	0,022	0,009

The variable's effect is considered low if the effect size coefficient (f²) is between 0,02 and 0,15, and medium between 0.15 and 0.35, and high 0,35 and above (Cohen, 1988). It is not possible to talk about an effect if the coefficient is less than 0.02 (Sarstedt et al., 2017).

As per results given in Table 6, only participation significantly affects *general* and *extrinsic* dimensions of *job satisfaction*. *Collaboration's* effect on *intrinsic-extrovert* and *participation's* effect on *intrinsic-introvert* is close to medium while the effect sizes of the rest of the dimensions of corporate values are at a low level.

CONCLUSION

The corporate values create a framework to comply during interactions of all stakeholders and all organizational activities while achieving the organizational goals. Furthermore, corporate

values reduce conflicts and cause constructive relationships within the organization by setting this framework of interactions.

Job satisfaction, on the other hand, is an indicator of how well the relationships and hierarchical structure of the organization are established and the employee's perception of the job, the workplace relationships, and the organization in general. For these reasons, job satisfaction is an important concept for organizations and an important indicator for managers. Organizations aim to keep job satisfaction at the highest possible level to ensure the maximum performance of their employees and to minimize all negative attitudes, including the intention to leave.

Implications for Theory Development

In this study, the effect of organizational values on job satisfaction was investigated. It was determined that two out of four corporate values included in this study have significantly affected all dimensions of job satisfaction, while innovation affects only one. Despite the literature, no effect of organizations' quality on job satisfaction. This study showed that corporate values estimate more than 50% of general job satisfaction.

The effect size (f^2) revealed that *participation* affects all three dimensions of job satisfaction more than any other corporate values that are included in this study. Therefore, the most critical variable estimates Job Satisfaction is Participation. Participation in decision-making procedures may be causing employees to feel ownership of the goals set, and the organization serves as a tool to realize those goals. The target or goal adopted by the employee is seen as an extension of the person himself and can become very rooted in one's self; hence, ownership and self are very much related (Uçar, 2017).

Participation's effect on job satisfaction may also be interpreted with Locke's (1968) goal-setting theory of or motivation framework, which states that goals have influences on employees' behavior, employee's participation in specific and challenging goals, and with appropriate feedback provided, make the goals more acceptable and leads to increase employees' involvement, and increase individual task performance. It is also reported that the characteristics of autonomy in decision making, the organization that values ideas, and participation in decision-making processes have a positive effect on job satisfaction (Erdil, Keskin, İmamoğlu, Erat, 2004; Alsat, 2016; Özpehlivan, 2018).

Nevertheless, this research showed that the effect of participation on job satisfaction is much higher than any other corporate values included in this research (e.g., collaboration, innovation, and quality).

Managerial Implications

Due to the importance of job satisfaction for organizations, and the effect of participation on job satisfaction revealed in this study, managers advised to have employees to participate in decision-making processes related to their tasks. Organizations should pay more attention to corporate values, formulate them carefully, and share with all stakeholders.

Limitations and Future Research

This study also has some limitations. The data required for both dependent and independent variables were collected and evaluated from the same participants, i.e., from a single source. Therefore, the way of evaluation is subjective. To rule out the possibility of this common method variance, we used the Harman one-factor test (Podsakoff and Organ, 1986). The result of the one-factor test was 32%, which is less than 50%. Therefore, it is concluded that a single (global) factor does not account for the majority of the variance.

Another constraint in this study was the general opinion of the participants regarding the corporate values of the organization they work. This is also subjective since the perceived quality, innovation, participation, and collaboration may vary from person to person.

For future researches, this study may be carried on in certain sectors to eliminate the second constraint mentioned above. Other variables, such as organizational culture, psychological

capital, cooperation, or person-organization-fit, may be added to the research model to assess the effects of each variable better.

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Çevre Teknolojileri ve Gelir Eşitsizliğinin Karbon Emisyonu Üzerindeki Etkisi: MIST Ülkeleri Üzerine Ampirik Bir Analiz

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ÖZET

Sürdürülebilir kalkınmanın sağlanmasında önemli olduğu ifade edilen çevresel sorunların giderilmesi amacıyla ortaya konan politika önerilerinin başında çevrenin korunmasına yönelik teknolojilerin kullanılması ve gelir eşitsizliği ile ilgili olarak çeşitli düzenlemelerin yapılması gerektiği üzerine vurgu yapılmaktadır. Bu politika önerilerinin MIST ülkeleri (Meksika, Endonezya, Güney Kore ve Türkiye) için geçerliliğinin test edilmesi amacıyla mevcut çalışmada, çevre teknolojileri, gelir eşitsizliği ve ekonomik büyümenin karbon emisyonu üzerindeki etkisi 1992-2016 dönemi kapsamında analiz edilmektedir. Yapılan çalışmanın analiz kısmında, Panel ARDL/PMG yöntemi yardımıyla değişkenler arasındaki uzun ve kısa dönemli ilişki ele alınmaktadır. Elde edilen bulgulara göre, kısa dönemde değişkenler arasında herhangi bir ilişkinin olmadığı sonucuna ulaşılmaktadır. Değişkenler arasındaki uzun dönemli ilişki incelendiğinde ise çevre teknolojileri ve gelir eşitsizliğindeki artışın karbon emisyonunu azalttığını, ekonomik büyümedeki artışın ise arttırdığı yönünde bulguların elde edildiği görülmektedir. Gelir eşitsizliğindeki artışın uzun dönemde karbon emisyonunu azaltması gelir eşitsizliğine paralel olarak bu ülkelerde çevresel düzenlemelerin önem kazandığının bir göstergesi olarak yorumlanabilir. Ayrıca elde edilen bulgulara göre, bahsi geçen ülkelerde çevresel korumanın sürdürülmesi amacıyla çevre teknolojilerinin desteklenmesi ve ekonomik büyümenin sağlanması sürecinde çevresel kaygıların göz ardı edilmemesi gerektiği önerilerinde bulunulabilir.

Anahtar Kelimeler: Çevre Teknolojisi, Ekonomik Büyüme, Gelir Eşitsizliği, Karbon Emisyonu

Impact of Environmental Technologies and Income Inequality on Carbon Emissions: An Empirical Analysis on MIST Countries

ABSTRACT

At the beginning of the policy recommendations put forward to eliminate environmental problems, which are stated to be important in ensuring sustainable development, it is emphasized that the use of technologies to protect the environment and that various regulations should be made regarding income inequality. MIST countries (Mexico, Indonesia, South Korea, and Turkey) of these policy proposals for the present study to test the validity, environmental technology, are analyzed within the scope of income inequality and its impact on the carbon emissions of economic growth in 1992-2016 period. In the analysis part of the study, the long and short-term relationship between variables is discussed with the Panel ARDL/PMG method's help. According to the findings, it is concluded that there is no relationship between the variables in the short term. In contrast, it is concluded that the increase in environmental technologies and income inequality in the long term decreases carbon emission while economic growth increases. The fact that the rise in income inequality reduces carbon emission in the long term can be interpreted as an indicator that environmental regulations gain importance in these countries in parallel with income inequality. Also, according to the findings, suggestions can be made that environmental concerns should not be ignored in supporting environmental technologies and ensuring economic growth in the mentioned countries to ensure environmental protection.

Keywords: Environmental Technology, Economic Growth, Income Inequality

GİRİŞ

Son dönemlerde sürdürülebilir kalkınma üzerine yapılan değerlendirmelerin odaklandığı önemli bir noktardan biri çevre kirliliğindeki artış hızıdır. Özellikle ülke ekonomilerinde artan büyüme ve nüfus trendi bu durumun hız kazanmasında etkili olan en temel faktörler olmuştur (OECD, 2012). Çevre kirliliğinin önemli bir göstergesi olan karbon emisyonundaki artış oranı bu durumu destekler niteliktedir. Küresel ölçekte, 2018 yılında 35,3 milyar metrik ton değerine ulaşan karbon emisyonunun 2050 yılına kadar 43,08 milyar metrik tona ulaşabilecek olması (Statista, 2020) çevre kirliliğinin ortaya çıkış nedenleri ve artış hızını düşürebilecek uygulamaların neler olması gerektiği hususunda vurgu yapılmasına neden olmaktadır. Çevresel kirliliğin artmasında en fazla etkili olan unsurlar kömür, doğal gaz ve petrol ürünleri gibi enerji kaynaklarının kullanımındaki artışlardır. Dünya genelindeki ülkeler ekonomik büyüme sağlamak için ihracat, ithalat ve enerji tüketimine yönelmektedirler (Raza, vd. 2015). Bu faaliyetler sonucunda ortaya çıkan zararlı gazların (sera gazı emisyonları, özellikle karbondioksit (CO₂) emisyonları) yayılması küresel ısınmanın temel nedenlerinden biri olarak kabul edilmektedir. Küresel ısınmayı ve sonuçlarını önlemek için birçok ülke Kyoto Protokolü'nü imzalayarak dünya genelindeki emisyon seviyelerinin düşürülmesi hususunda anlaşmaya varmıştır. Ayrıca, 2015 yılında Paris'te düzenlenen Birleşmiş Milletler Taraflar Konferansı'nın (COP21) 21. oturumu, sera gazı emisyonlarını azaltma ve küresel ısınmayla mücadele çabalarında önemli bir kilometre taşı olarak kabul edilmektedir (Esso ve Keho, 2016). Ancak dünya ülkelerinin işbirliği çerçevesinde gerçekleşen faaliyetlere rağmen hala çevresel kirlilik göstergelerinin artış eğilimi göstermesi uygulanan politikaların kapsamı üzerinde soru işaretleri yaratmaktadır.

Gelir eşitsizliğinin çevre üzerindeki etkisi üzerine yapılan değerlendirmelerin Kuznets (1955) tarafından geliştirilen Kuznets Eğrisi Hipotezi çerçevesinde ele almak mümkündür. Kuznets (1955) çalışmasında ortaya konan bu hipotez, ekonomik kalkınmanın sağlandığı ilk dönemlerde ortaya çıkan ekonomik büyümenin gelir eşitsizliğini arttırdığını, belirli bir eşik değeri sonrasında gerçekleşen ekonomik büyümenin ise gelir eşitsizliğini azalttığını ifade etmektedir. Ekonomik büyüme ve gelir eşitsizliği arasında ortaya konan bu eğilim Grossman ve ve Kruger (1991) tarafından çevre kirliliği ve büyüme arasındaki ilişki bağlamında ele alınmıştır. Bu çalışmada, her iki değişken arasında ters-U şeklinde bir bağlantı (Çevresel Kuznets Eğrisi Hipotezi) olduğu üzerinde vurgu yapılmaktadır. Mevcut literatürde, her iki hipotez çerçevesinde gelir eşitsizliğinin karbon emisyonunu arttırdığı yönünde sonuçlar elde eden çalışmalarla [Zhang ve Zhao (2014), Liu vd. (2019)] birlikte azalttığı yönünde bulgular elde eden [Guo (2014), Grunewald, vd. (2017) ve ilişki olmadığını savunan [Wolde-Rufael ve Idowu (2017)] çalışmalarda söz konusudur. Genel olarak bu çalışmalarda her iki değişken arasındaki ilişki üzerine yapılan değerlendirmeler birçok hususa dayandırılmaktadır. Bunlar; Çevresel Kuznets Eğrisi Hipotezinin kanallarını ifade eden ölçek, kompozisyon, teknik ve globalizasyon etkisi ile sızıntı olgusunu ortaya çıkarabilecek çevresel politikalarının belirlenmesi şeklinde sıralanabilir. Gelir eşitsizliğinin karbon emisyonu üzerindeki etkisini açıklayan ve görüş ayrılıklarının söz konusu olduğu bu etkiler, gelir eşitsizliğine bağlı olarak çalışma saatlerinin artışıyla birlikte artan enerji kullanımının karbon emisyonunu da yükselttiğini, ayrıca gelir eşitsizliğine bağlı olarak azalan yatırım ve uluslararası ticaret faaliyetlerinin emisyonu da azalttığını savunmaktadır (Liobikienė, 2020, 8985).

Çevresel kirliliği etkileyen diğer bir önemli unsur ise çevre teknolojilerinin ülke ekonomilerinde artış göstermesidir. (Weina, vd. 2016, Du vd. 2019). Bu doğrultuda son dönemlerde yükselen ekonomiler sınıfı içerisinde ismi sıklıkla duyulan MIST ülkelerinde (Meksika, Endonezya, Güney Kore ve Türkiye) ekonomik büyüme, gelir eşitsizliği ve çevre teknolojilerinin gelişimine paralel olarak karbon emisyonlarının nasıl hareket ettiği de ayrıca incelenmesi gereken bir alanı temsil etmektedir. Bu çerçevede mevcut çalışmada, MIST ülkeleri için 1992-2016 dönemi için çevre teknolojileri, gelir eşitsizliği ve ekonomik büyümenin karbon emisyonu üzerindeki etkisi analiz edilmektedir. Gelir

eşitsizliğinin karbon emisyonu üzerindeki etkisi üzerine farklı görüşlerin söz konusu olması ve bu konu üzerine bahsi geçen ülkeler için yapılan çalışmaların azınlıkta olması mevcut çalışmanın diğer çalışmalardan farklı olan yönünü ortaya koymaktadır. Ayrıca yapılan analiz kısmında kurulan modelde yer alan çevre teknolojilerinin karbon emisyonu üzerindeki etkisine yönelik elde edilen bulgular yardımıyla karbon emisyonunun azaltılmasına yönelik olarak sıklıkla önerilen çevresel teknolojik gelişmelerin çevre kirliliği üzerindeki etkisinin de ortaya konulması hedeflenmektedir.

1.LİTERATÜR ÖZETİ

Mevcut literatürde çevresel kirliliği etkileyen önemli faktörlerden olan gelir eşitsizliği, teknolojik gelişme ve ekonomik büyümenin çevre kirliliğini hangi yönde etkilediği hususunda yer alan çalışmalarının farklı gelir grupları ve zaman periyodunu ele aldığı görülmektedir. Tablo 1’de yapılan konu üzerine yapılan bazı çalışmaların özeti verilmektedir.

Tablo-1: Literatür Özeti

Yazar	Yıllar	Uygulanan Ülke/ler	Bulgular
Çevre Teknolojileri İle Çevre Kirliliği Arasındaki İlişki			
Zhang vd. (2016)	1990-2012	Çin	Çevre teknolojileri, karbon emisyonu azaltmaktadır.
Zhang vd. (2017)	2000-2013	Çin	Çevre teknolojileri, karbon emisyonu azaltmaktadır.
Hussain vd. (2020)	1990-2016	Çin, Hindistan, Brazilya, Meksika, Rusya, Endonezya, Türkiye	Çevre teknolojileri, karbon emisyonu azaltmaktadır.
Paramati vd. (2020)	1991-2016	OECD ülkeleri	Çevre teknolojileri, karbon emisyonu azaltmaktadır.
Ekonomik Büyüme ve Çevre Kirliliği Arasındaki İlişki			
Ali vd. (2015)	1980-2012	Pakistan	Ekonomik büyüme çevre kirliliğini arttırmaktadır.
Saboori vd. (2012)	1980-2009	Malezya	Ekonomik büyüme çevre kirliliğini arttırmaktadır.
Ahmed ve Long (2012)	1972-2008	Pakistan	Ekonomik büyüme çevre kirliliğini arttırmaktadır.
Jalil ve Feridun (2011)	1953-2006	Çin	Ekonomik büyüme çevre kirliliğini arttırmaktadır.
Gelir Eşitsizliği İle Karbon Emisyonu Arasındaki İlişki			
Jun vd. (2011)	1996-2008	Çin	Gelir eşitsizliği karbon emisyonunu negatif yönde etkilemektedir.

Jorgenson vd., (2015)	1990-2012	USA	Gelir eşitsizliği karbon emisyonunu pozitif yönde etkilemektedir.
Hao vd. (2016)	1995-2012	Çin	Gelir eşitsizliği karbon emisyonunu pozitif yönde etkilemektedir.
Knight vd. (2017)	2000-2010	26 farklı gelişmiş ülke	Gelir eşitsizliği karbon emisyonunu pozitif yönde etkilemektedir
Khan vd. (2018)	1980-2014	Asya Ülkeleri	Pakistan ve Hindistan'daki gelir eşitsizliği karbon emisyonunu azaltırken Bangladeş'de arttırmaktadır.
Hailemariam vd. (2020)	1945-2010	17 OECD Ülkesi	Gelir eşitsizliği karbon emisyonunu pozitif yönde etkilemektedir
Huang ve Duan (2020)	1991-2015	92 seçilmiş ülke	Gelir eşitsizliği karbon emisyonunu negatif yönde etkilemektedir

Kaynak: Yazar tarafından oluşturulmuştur.

Ele alınan çalışmalarda elde edilen bulguların incelenmesi sonucunda, gelir eşitsizliği ile karbon emisyonu arasındaki ilişki hususunda farklı bulgular elde edilmesine rağmen, genel olarak çevre teknolojilerinin karbon emisyonunu azalttığı, ekonomik büyümenin ise arttırdığı görülmektedir.

2. VERİ, MODEL VE YÖNTEM

Bu çalışmada, 1992-2016 dönemine ait verilerden faydalanılarak MIST ülkeleri (Meksika, Endonezya, Güney Kore ve Türkiye) için çevre teknolojileri, gelir eşitsizliği ve ekonomik büyümenin karbon emisyonu üzerindeki etkisi araştırılmaktadır. Değişkenler arasındaki ilişkinin analiz edilebilmesi için kurulan modelin belirlenmesinde Bai vd. (2020) çalışması takip edilmiştir. Kurulan model;

$$\ln(CO_2) = \delta_0 + \delta_1 \ln ET_t + \delta_2 \ln GDP_t + \delta_3 \ln GINI + \varepsilon_t \quad (1)$$

şeklinde oluşturulmuştur.

(1) nolu denklemde yer alan $\ln CO_2$, çevresel bozulmayı gösteren karbon emisyonunu (kişi başına düşen metrik ton cinsinden), $\ln ET$ çevrenin korunmasına yönelik olarak gerçekleştirilen teknolojik gelişmeleri (tüm teknolojik gelişmeler içerisinde çevreyi korumaya yönelik olarak gerçekleşen teknolojik gelişmelerin yüzdesel payı), $\ln GDP$, ekonomik büyüme göstergesi olarak (2010 yılı sabit fiyatları ile kişi başına düşen GSYİH), $\ln GINI$ gelir eşitsizliğini gösteren değişkeni ifade ederken son olarak modelde yer alan ε_t hata düzeltme katsayısını göstermektedir. Kurulan modelde yer alan serilerden karbon emisyonu ve ekonomik büyümeye ait veriler Dünya Bankası, çevre teknolojileri OECD veri tabanı ve son olarak gelir eşitsizliği veri setleri Gygli vd. (2019) ve Dreher (2006)'in çalışmalarında geliştirilen KOF Swiss Economic Institute'den, elde edilmiştir.

Yapılan ampirik analizin ilk aşamasında, seriler arasında yatay kesit bağımlılığı olup olmadığı üzerine bir sonuca varılması gerekmektedir. Bu çerçevede Breusch Pagan (1980) ve Pesaran (2004) tarafından geliştirilen yatay kesit bağımlılığı testlerinden faydalanılmıştır. Breusch ve Pagan (1980) tarafından geliştirilen Lagrange Çarpımı (LM) testinin hipotezleri; (*i yatay kesit boyutunu ve t zaman boyutunu göstermektedir.*)

$H_0: Cov(\varepsilon_{it}, \varepsilon_{jt}) = 0$, modelde yer alan ülkeler arasında bağımlılığının olmadığını,

$H_1: Cov(\varepsilon_{it}, \varepsilon_{jt}) \neq 0$, ülkeler arasında bağımlılığın olduğunu ifade etmektedir (Tatoğlu, 2017: 23).

LM testine alternatif olması amacıyla temel hipotezi [$H_0: Cov(u_{it}, u_{jt}) = 0$, tüm t'ler için $i \neq j$] aynı şekilde olan Pesaran (2004) tarafından geliştirilen CD testi de yapılan analiz de yer almaktadır (Pesaran, 2004:5). Modelde yer alan seriler için yapılması gereken birim kök testinin belirlenmesinde yatay kesit bağımlılığı testi dışında homojenlik testinin de yapılması gerekmektedir. Homojenlik sınavında temel hipotezi, [$H_0: \beta_i = \beta$] eğim katsayılarının homojen olduğuna yönelik olan ve Pesaran ve Yamagata (2008) tarafından geliştirilen $\bar{\Delta}$ testinden faydalanılmaktadır (Pesaran ve Yamagata, 2008:52). Yapılan önsel testler sonucunda serilerin birim kök sınavı için amacıyla yatay kesit bağımlılığının olmadığı ve heterojenlik özelliği varsayımlarında kullanılan ikinci grup birim kök sınavı yöntemlerinden birinin kullanılması gerektiği sonucuna varılmıştır. Bu çerçevede Im, Pesaran ve Shin (2003) tarafından geliştirilen IPS (Im, Pesaran, Shin) birim kök testinden faydalanılmıştır. Ayrıca seriler arasındaki uzun ve kısa dönemli ilişkinin analiz edilmesinde serilerin farklı düzeyde durağanlık göstermesine bağlı olarak Panel ARDL (Autoregressive Distributed Lag) yöntemi kullanılmıştır. Panel ARDL modeli grup tahmincisinin; havuzlanmış grup tahmincisi (Pooled Mean Grup-PMG) ve grup tahmincisi (Mean Grup-MG) olmak üzere çeşitli tahmincileri söz konusudur. Pesaran ve Smith (1995) tarafından ortaya konulan MG yöntemi, serilerin uzun ve kısa dönemde farklı özelliklere sahip olduğunu kabul ederken, PMG tahmincisi, uzun vadede her ülkenin aynı dinamiklerden oluştuğunu varsayan bir tahmincidir (Pesaran, vd., 1999: 621). Değişkenler arasındaki uzun ve kısa dönemli ilişkinin yorumlanması esnasında hangi tahminci bulgularının kabul edilmesi gerektiğine yapılan Hausman testi bulgularına göre karar verilmektedir. (1) nolu model Panel ARDL formatında,

$$LnCO_{2it} = \alpha_i + \sum_{j=1}^p \beta_{ij} LnCO_{2it-j} + \sum_{j=0}^q \delta_{ij} LnET_{it-j} + \sum_{j=0}^l \gamma_{ij} LnGDP_{it-j} + \sum_{j=0}^m \phi_{ij} LnGINI_{it-j} + \varepsilon_{it} \quad (2)$$

($i = 1, 2, 3, \dots, N \rightarrow$ yatay kesit sayısını, $t = 1, 2, 3, \dots, T$ ise zaman boyutunu göstermektedir.) şeklinde yazılmaktadır.

Ayrıca, Panel ARDL modelinin hata düzeltme formları ise aşağıdaki şekilde ifade edilebilir:

$$\Delta(LnCO_2)_{it} = \alpha_i + \beta'_i LnCO_{2it-1} + \delta'_i LnET_{it} + \gamma'_i LnGDP_{it} + \phi'_i LnGINI_{it} + \sum_{j=1}^{p-1} \beta''_{ij} \Delta LnCO_{2it-j} + \sum_{j=0}^{q-1} \delta''_{ij} \Delta LnET_{it-j} + \sum_{j=0}^{l-1} \gamma''_{ij} \Delta LnGDP_{it-j} + \sum_{j=0}^{m-1} \phi''_{ij} \Delta LnGINI_{it-j} + \varepsilon_{it} \quad (3)$$

Modelde yer alan, birinci farklar (Δ) ile ifade edilen parametreler kısa dönemli ilişkiyi, β'_i ise hata düzeltme teriminin katsayısını temsil etmektedir.

3.BULGULAR

Yapılan analizin ilk aşamasında uygulanan yatay kesit bağımlılığı ve homojenlik testi bulguları tablo 2'de verilmektedir.

Tablo-2: Kurulan Modelin Yatay Kesit Bağımlılığı ve Homojenlik Testi Bulguları

	Yatay Kesit Bağımlılığı Testi	
	İstatistik	Olasılık
LM (Breusch Pagan, 1980)	1.036	0.1103
CD_{LM} (Pesaran 2004)	0.024	0.9805
	Homojenlik Testi	
$\bar{\Delta}$	4.695	0.000
$\bar{\Delta}_{adj}$	5.224	0.000

Tablo 2'de elde edilen bulgulara göre kurulan modelde yer alan kesitler kendi içinde bir bağımlılık özelliğine sahip değildir. Diğer bir ifadeyle seçilen ülke grubunu oluşturan kesitlerden birinde ortaya çıkan bir şok diğer bir kesit üzerinde etki yaratmamaktadır. Ayrıca homojenlik testi bulguları serilerin tamamının kendi bireyselinde çeşitli özellikler taşıdığını

yani heterojen olduğunu göstermektedir. Kurulan modelde yer alan serilerin birim kök sınamasında kullanılan IPS birim kök testi bulguları tablo 3’de yer almaktadır.

Tablo-3: IPS Birim Kök Testi Bulguları

IPS Birim Kök Testi						
Düzye						
Birinci Fark						
Değişkenler	Model	İstatistik	Değişkenler	Model	İstatistik	Sonuç
LnCO ₂	Sabitli	0.271	LnCO ₂	Sabitli	-	I(0)
	Sabitli+Trendli	-1.859**		Sabitli+Trendli	-	
LnET	Sabitli	-4.650***	LnET	Sabitli	-	I(0)
	Sabitli+Trendli	-5.116***		Sabitli+Trendli	-	
LnGDP	Sabitli	1.762	LnGDP	Sabitli	-6.834***	I(1)
	Sabitli+Trendli	0.591		Sabitli+Trendli	-5.514***	
LnGINI	Sabitli	0.150	LnGINI	Sabitli	-	I(0)
	Sabitli+Trendli	-1.642**		Sabitli+Trendli	-	

Not: *, ** ve *** sırasıyla %10, %5 ve %1 düzeyinde istatistiki anlamlılığı ifade etmektedir

IPS birim kök testi bulgularına göre, karbon emisyonu, çevre teknolojileri ve gelir eşitsizliği değişkenleri düzeyde durağanlık gösterirken [I(0)], ekonomik büyüme parametresi, düzeyde birim kök içerirken farkı alınarak birinci düzeyde [I(1)] durağan hale gelmiştir. Elde edilen birim kök testi bulguları serilerin farklı düzeyde durağanlık gösterdiğini desteklemektedir. Bu sebeple değişkenler arasındaki uzun ve kısa dönemli ilişkinin analiz edilmesi amacıyla serilerin farklı düzeyde durağan olması durumunda kullanılabilen Panel ARDL testi kullanılarak bulgularına tablo 4’de yer verilmektedir.

Tablo-4: Panel ARDL/PMG Testi Bulguları

Değişkenler	Uzun Dönem		Kısa Dönem	
	Katsayı	Olasılık	Katsayı	Olasılık
LnET	-0.031	0.048	-0.039	0.497
LnGDP	0.747	0.000	0.647	0.193
LnGINI	-1.560	0.000	-1.269	0.561
Hausman Testi Chi ² (Olasılık)	4.11 (0.249)		ECT(-1)	-0.520**

Elde edilen Hausman testi olasılık değerinin 0.05’den büyük olması dolayısıyla Panel ARDL/PMG testi bulgularının yorumlanması gerektiği sonucuna ulaşılmıştır. Tablo 4’de yer alan bulgulara göre, değişkenler arasında kısa dönemde anlamlı olarak kabul edilebilen bir ilişki olmamakla birlikte uzun dönemde çevre teknolojilerinde oluşan bir birimlik artışın karbon emisyonunu azalttığı yönde bir sonuca ulaşılmaktadır. Ayrıca ekonomik büyümede ortaya çıkan bir artış karbon emisyonunu artırırken, gelir eşitsizliği arttıkça karbon emisyonunun azaldığı yönünde bir bulgu elde edilmiştir. Çevre teknolojilerindeki artışın karbon emisyonunu azaltması teknolojik gelişmelere bakış açısının çevresel boyutta ele alınması gerektiğini destekler niteliktedir. Ayrıca seçilen ülkelerde gelir eşitsizliği arttıkça yatırım ve üretim gibi faaliyetlerin azalmasına bağlı olarak bu ülkelerde karbon emisyonunun azaldığı şeklinde bir yorum yapılabilir. Ayrıca bu durum gelir eşitsizliğine bağlı olarak oluşan sermaye birikiminin gelir eşitsizliğini azaltmaya yönelik politikalar için kullanılmasına da bağlanabilir.

SONUÇ

Çevresel kirliliğin önemli göstergelerinden biri olan karbon emisyonu üzerinde birçok faktörün etkili olduğu görülmektedir. Bu çalışmada, ekonomik büyüme, çevre teknolojileri ve gelir

eşitsizliğin karbon emisyonu üzerindeki etkisi 1992-2016 periyodu için MIST ülke grubu örnekleminde Panel ARDL/PMG yöntemi ile ele alınmaktadır. Elde edilen bulgulara göre, değişkenler arasında kısa dönemde herhangi bir ilişki söz konusu değilken uzun dönemde seçilmiş ülkelerdeki ekonomik büyüme karbon emisyonunu arttırmaktadır. Bu durum ekonomik büyümenin sağlanması amacıyla gerçekleşen üretim faaliyetlerinde çevresel kirliliği arttıracak fosil enerji kaynaklarının ağırlıklı olarak kullanılma durumu ile açıklanabilir. Ayrıca gelir eşitsizliğinde ortaya çıkan bir artışla birlikte seçilen ülkelerde karbon emisyonunun azaldığı görülmektedir. Bu durum, artan gelir eşitsizliğine bağlı olarak gelir düzeyi yüksek olan kesimlerin çevre kirliliğinin artışının engellenmesi hususunda bilinçli olarak davrandığını ve gelir düzeyi düşen kesimin faaliyetlerinin azalmasına bağlı olarak bu ülkelerde emisyon oranının azaldığı sonucuna ulaşılmaktadır. Yapılan analiz ile toplam teknolojik gelişmeler içerisinde çevresel korumaya yönelik olarak gerçekleşen çevre teknolojilerinin oranının artmasına bağlı olarak karbon emisyonunu azaldığı sonucuna da ulaşılmaktadır. Bu durum seçilmiş ülkelerde karbon emisyonunun azaltılması ve küresel ısınmanın önlenmesi amacıyla çevre teknolojilerinin payının artırılması gerektiğini ortaya koymaktadır.

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COVID-19 Pandemi Sürecinde Bilgi Arama İhtiyacı Nasıl Karşılandı? (Türk Gazetelerinin Kurumsal Instagram Hesaplarındaki Covid-19 Haberlerine Yönelik İçerik Analizi)

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ÖZET

Dünya çok hızlı bir şekilde yayılan Covid-19 virüsü ile karşılaştı ve milyonlarca insan solunum sistemi ile ilgili hastalık yaşadı ve yaşamaktadır. Coronavirüs birçok ülkede sadece sağlığı ve sağlık sistemini değil, ekonomi, eğitim, kişilerarası ilişkiler vb. çok sayıda alanı da olumsuz etkiledi. Bu süreçte özellikle ilk haftalarda yeni ve belirsiz bir bilgi ile karşı karşıya kalan kişiler bilgi arama ihtiyacını yoğun olarak hissetmişlerdir. Özellikle kriz dönemlerinde yanlış bilginin yayılma hızı da oldukça yüksek olduğundan kişiler doğru bilgiye ulaşma çabası göstermişlerdir. Bilgi, iletişim sürecinin bir parçasıdır. Edinilen bilginin nasıl yorumlanacağı kişinin içinde yer aldığı coğrafyadan, sosyal, eğitim, kişisel çok sayıda faktörden etkilenmektedir (Madden 2000). Bilgi ihtiyacı, eksiklik duyulan ya da belirsiz olan bir konu ile ilgili kişiyi anlama ve yorumlamasına katkıda bulunacak bilgi arama davranışına yönlendirmektedir (Kuhlthau, 1993). Bilgi arama davranışı, sosyal, iletişimsel ve etkileşimsel bir davranış bütünü olarak karmaşık bir süreçtir (Fourie, 2004:70). Kuhlthau (1991) bilgi arama davranışının belirli bir konu hakkında amaçlı bir şekilde bilgi durumunda değişiklik yaratmayı hedeflediğini belirtmektedir. Bu noktada medyanın doğru bilginin kişilere ulaştırılmasında ve endişenin azaltılmasında rolü büyüktür. Covid-19 pandemisinin başladığı ilk haftalarda kişilerin bilgi ihtiyacının yoğunluğu nedeni ile bilgi arama davranışının da oldukça fazla olduğu görülmektedir. Bu nedenle bu çalışmada, Türkiye’de covid-19 pandemisinin başladığı ilk haftalarda, kişilerin bilgi ihtiyaçlarını gidermek amacı ile yöneldikleri gazetelerin sosyal medya hesaplarında, covid-19 ile ilgili bilginin hangi konularda yoğunlaştığı ve nasıl aktarıldığının belirlenmesi amaçlanmaktadır. Bu amaçla Türkiye’de en yüksek tiraja sahip ilk üç gazetenin 11 Mart-25 Mart 2020 tarihleri arasında kurumsal Instagram hesapları üzerinden yaptıkları Corona virüs/Covid-19 içerikli haber paylaşımları, içerik analizi yöntemi ile analiz edilmiştir. Sonuçta ise bu süreçte haberlerin hangi konularda yoğunlaştığı ve bilginin nasıl aktarıldığı ortaya konulmuştur.

Anahtar Kelimeler: Bilgi Arama İhtiyacı, Bilgi Arama Davranışı, Covid 19, Pandemi, İçerik Analizi

How was The Need for Information Seeking Met During The COVID-19 Pandemic Process? (Content Analysis for Covid-19 News in Turkish Newspapers' Corporate Instagram Accounts)

ABSTRACT

The world encountered the Covid-19 virus, which spread very rapidly, and millions of people suffered respiratory diseases and lives. Coronavirus has negatively impacted not only the health and health system in many countries, but also many areas such as economy, education, and interpersonal relations. During this process, especially in the

first weeks, people who were faced with new and uncertain information, felt the need to seek information intensely. Especially since the rate of misinformation spreading is very high during crisis periods, people have spent efforts to reach the correct information.

Information is part of the communication process. How the acquired knowledge is interpreted is influenced by the geography, social, educational and personal factors (Madden 2000). The need for information leads to information-seeking behavior that will contribute to the understanding and interpretation of the person regarding a missing or uncertain subject (Kuhlthau, 1993). Information seeking behavior is a complex process as a social, communicative and interactional behavior set (Fourie, 2004: 70). Kuhlthau (1991) states that information-seeking behavior aims to create a change in the state of information about a specific subject purposefully. At this point, the media has a great role in delivering the right information to people and reducing anxiety.

In the first weeks of the Covid-19 pandemic, it is seen that due to the intensity of people's need for information, information seeking behavior is also quite high. Therefore, in this study, which began in the first week of Covidien-19 pandemics in Turkey through the social media accounts of the newspapers they refer to in order to meet the information needs of people. It is aimed to determine on which subjects the information about covid-19 is concentrated and how it is transferred. For this purpose, the first three of the newspaper's with the highest circulation in Turkey, news shares on Corona virus-Covid-19 content published on their corporate Instagram accounts between March 11 and March 25, 2020 were analyzed using content analysis method. With regard to covid-19, it is aimed to determine on which subjects the information is concentrated and how it is transferred.

Keywords: Need for Information Search, Information Search Behavior, Covid 19, Pandemic, Content Analysis

INTRODUCTION

The Covid-19 pandemic that emerged in 2020 caused the whole world to face a global health problem and consequently to experience socio-economic problems. The impact of Covid-19 on life is still continuing, and the whole world is fighting this virus and its effects. Most importantly, those who encounter an unknown truth need information on the subject. For this reason, when people encounter a problem that threatens them, they want to reach the right information by seeking information on this subject, thus trying to protect their psychological resilience. In this process, the most important task is on the media. The role of mass media is to inform and educate the society on many issues as political, social, economic, scientific, health and so on. The importance and priority of the issues vary according to the determination of the media.

As media news sites' main function are; informing, socializing, informing, gathering fans, entertaining; informing, socializing, informing, gathering fans, entertaining, when the publications on health are examined; It is seen that it always contains 'messages' and these messages also have a 'target' audience. People tend towards many different media channels to meet the need for information seeking. It is seen that in the Covid-19 process, people prefer social media as a communication channel because they want to access information quickly. However, the fact that social media meets the need for information on a health-related issue has caused misinformation problems. In this case, by false or exaggerated information reached the target audience, the stress and anxiety in the society has been increased. In this process, the mass who wants to reach the right information, followed up information about covid -19 from social media channels of high circulation newspapers. In this study, how people meet their need to seek information in the Covid-19 process is examined within the scope of the need for information seeking, stimulus-response theory, resilience theory. A content analysis was made for the shares of Turkish newspapers on covid-19 news on social media.

1. LITERATURE REVIEW

The Novel Coronavirus 2019 first appeared in Wuhan, China. Spreading to the whole world at the end of 2019 and becoming a global problem that caused millions of people to die. It was

announced by WHO as a COVID-19 pandemic on 11 March 2020 (WHO, 2020). During this period, the role of media in conveying information gained great importance. According to Statista (2020) "In 2020, over 3.6 billion people were using social media worldwide, a number projected to increase to almost 4.41 billion in 2025". For this reason, social media has played a major role in meeting people's need for information. Local and global information about the pandemic was constantly shared on social media platforms (Facebook, Instagram, Twitter, Blogs etc.) (Mourad et.al.2020). For this reason, for the first time in the 21st century, a pandemic was called "social media pandemic" in a sense. Therefore, it was evaluated as massive disaster (Rosenberg, et.al, 2020).

The specification of social media, which also transmits fake or misinformation news, has caused the transmission of false information to people who have been seeking information during the Covid-19 process. Wardle and Derakshan (2017) define it as false information that is shared unconsciously and without the intention of harming others. Chou et.al. (2018), health misinformation "health-related claims fact that is currently false due to a lack of scientific science". It is observed that people who want to reach accurate information on health-related issues are seeking information through the social media of main news channels.

Information needs increase when people who need to seek information encounter a problematic situation and when there is a lack of information / uncertainty. Information need leads to information seeking. The concept of information need defines the need for individuals to achieve satisfaction by using information on a subject (Wilson 1981: 5-6). In other words, as a person's attitude towards uncertain information; explains obtaining, understanding and interpreting information (Doraswamy, 2017). Information seeking behavior, on the other hand, refers to the process that includes many actions such as the need for information, searching for information, evaluating information and selecting information, and ultimately enables a person to access information (Sultana, 2016). As a result of the information seeking process, the person obtains new information or there can be a change in the knowledge that he/she has. Information seeking behavior enables the person to learn with a certain level of cognitive process or gain the ability to solve problems. A new knowledge is acquired through new information resources or tools, and the way in which this information is acquired varies depending on the new information access tools and skills (Kaushik, 2011).

In the Covid-19 process, information seeking behavior has emerged intensely. People want to both understand the disease and know what to do about it, so they have made efforts to access information. Especially at this point, the information has gained importance which disclosed by scientists, healthcare professionals and public health professionals (Lee & Basnyat, 2013). In this regard, people's meeting their need for information by showing an orientation towards information seeking behavior can be explained by the stimulus response theory and psychological resilience theory.

Stimulus Response Theory, when people encounter any stimulus / stimulant, develop a cognitive or emotional expression (organism) and explains that these expressions can turn into behaviors (reaction) in the future (Mehrabian and Russell, 1974; Lee, Ha, & Widdows, 2011). At this point, while the organism expresses the internal process that takes place in the mind of the person between stimulus and reaction,

In this process, the person transforms the information that will help him to make a decision in his mind into meaningful (Koo & Ju, 2010). At the end of this process, the person reacts, that is, behavior or attitude, and this behavior or attitude can be in the form of getting closer or moving away (Chang et al.2011). The stimulus-response theory is associated with the hypothesis that explains the powerful effects of mass media on masses (Spence, 1936; Thorndike, 1898). For this reason, it is stated that "hypodermic needle theory," "transmission belt theory," or "magic bullet theory," works in the same way as the stimulus-response theory, which explains the effects of mass media (Esser, 2008). In the hypodermic needle theory,

messages sent to the masses using mass media have an immediate and direct effect on individuals, such as subcutaneous injection (Lowery and DeFleur, 1995). The theory also explains that people are vulnerable in ambiguous situations and when they need information, it is quite possible for them to react by accepting the information transmitted to them through the media.

The Resilience Theory explains what factors should be provided or which strategies should be defined to immunize or protect individuals to respond to a particular situation (Zimmerman, et al., 1998). In other words, as in the protective factor model, which is one of the resilience theories, it explains the minimization of risks by identifying the resources that provide the relationship between risk factors and their results (Zimmerman, 2013). On the other hand, the challenge model of resiliency implies that the person should develop the mechanism of overcoming the next exposure effect in order to overcome the difficulties they face and not be vulnerable to negative consequences (Rutter, 1987). At this point, the risk, uncertainty and danger faced by people in the covid-19 process can be explained with the concept of psychological resilience. Generally, psychological resilience is explained as the ability of a person to cope with negative and stressful situations (Luthans et.al, 2007) or the adaptation process (Hunter, 2001). In other words, Psychological resilience can be defined as the ability to develop in high risk situations and to maintain competence even under stress (Werner, 1995). In the process of Covid-19, people who are faced with a health-threatening situation, or even the risk of death, show information-seeking behavior, try to provide psychological resilience by acting with meaningfulness and tendency to participate in life events. In other words, people want to create a source of strength to cope with this stressful situation that includes social, work and family environment, that is existing in all areas of life (Kobasa et.al., 1982). In this respect, he/she wants to meet the need to believe that he/she has the control of the events (Kobasa, 1982) by reaching the correct information about covid-19.

In the Covid-19 process, people have made major efforts at stages such as receiving, interpreting, understanding, and interpreting the information conveyed to them by people in different professions such as doctors, writers, journalists, and editors regarding issues that threaten their health. (Mourad et.al.2020). In addition, whether the information they acquired reflects the facts, in other words, they wanted to be sure that they had access to credible and reliable information. At this stage, the social media environment also caused an increase in anxiety and stress about the issue. Social media environments and online communication channels have been determinant in the spread of misinformation and fake news about Coronavirus. In this case, traditional media (Tv and newspapers) played a big role in correcting misinformation and conveying real information. Traditional media tools have conveyed credible and reliable information through experts and institutions (Ong'ong'a and Demuyakor, 2020).

2. METHODOLOGY

The research method of this work is the content analysis method. According to Berelson (1952), the uses of content analysis have some technical assumptions:

- (1) Content analysis assumes that inferences about the relationship between interest and content or between content and impact can be valid.
- (2) the content analyst assumes that the "meanings" which attributes to the content correspond to "meanings" by assigning the content to specific categories; Designed by Communicator and understood by the audience;
- (3) and this content analysis assumes that the quantitative definition of communication content is meaningful.

According to Bilgin (2016), content analysis is a set of methodological tools and techniques applied to various discourses. These tools and techniques are expressed as a reading that

includes interpretation and inference. Accordingly, instead of the perceived first content of the discourse on the surface, it is called a secondary reading.

The data which is the core of the work was retrieved from the Turkish Newspapers' Official Instagram account based on the sale rate. The first three of the newspaper's with the highest circulation in Turkey, news shares on Corona virus-Covid-19 content published on their corporate Instagram accounts between March 11 and March 25, 2020 were analyzed using content analysis method. With regard to covid-19, it is aimed to determine on which subjects the information is concentrated and how it is transferred.

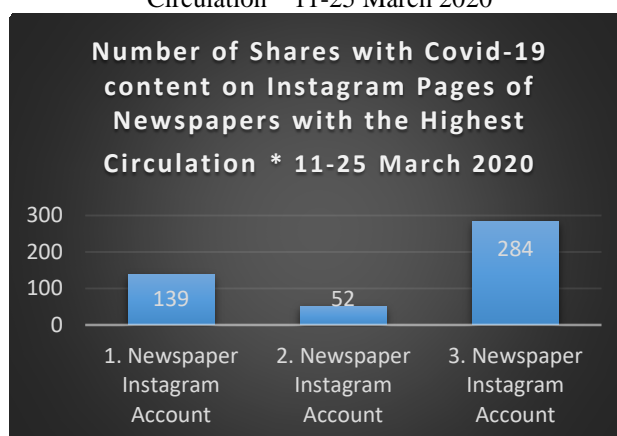
2.1. Data Analysis Method

The contents of the posts were analyzed using the thematic analysis method. In general, this method consists of these six steps: 1- familiarization with data, 2- preliminary coding, 3- finding themes, 4- reviewing themes, 5- defining and naming themes, and 6- producing report (Niknam, Samadbeik, Fatehi et al., 2020).

After investigating Turkey's the most circulation newspapers' instagram accounts, the news contents were evaluated according to topics and subjects they had. The data were collected and separated among these bases.

3. Findings

Tablo-1: Number of Shares with Covid-19 content on Instagram Pages of Newspapers with the Highest Circulation * 11-25 March 2020



Reference: Instagram Pages of Newspapers with the Highest Circulation

As it can be seen above on Table-1 Turkey's the first three the most circulated newspapers' instagram accounts have 475 shares totally which are about Covid-19 and pandemi. The first newspaper's intagram account according to the not only based on the sales rates but also the instagram follower number has 139 shares about the Coronavirus. The second one has 52 new shares. On the otherhand the third one has the most share number with 284 shares. These shares numbers gives a clue about the peoples' need for information. The content producers created these news according to peoples' expectation which can be related with the Information seeking behavior and The Resilience Theory.

Table-2: Themes of the Newspapers' Instagram Accounts' Shares and examples between 11-25 March 2020

Theme	Number of Shares	Examples of the Theme
Experiences of Patiens	10	The British person living in China talked about how he defeated the coronavirus in 3 stages!

		<p>Before the national quarantine, local solutions were also produced. In addition, people had to overcome what happened individually.</p> <p>From Burak Akkul, the host of the quarantined program named "Traveling a lot" new statement: They are currently treating me with corona positive treatment</p>
Education	16	<p>How will distance education be conducted at universities? President of YÖK Sarac has announced!</p> <p>What should parents do during distance education?</p> <p>Online lesson bell rang!</p> <p>After a one-week break for face-to-face education, "distance education" courses for primary, secondary and high school students started on TRT-EBA TV and the Education Information Network (EBA).</p>
Sociocultural impacts and precautions	76	<p>Concert by teleconference from artists during the Corona days</p> <p>Artists from around the world sang the ciao Bella anthem via teleconference.</p> <p>Images of the interesting Sunday concert in Corona days ...</p> <p>Although people's daily habits change after the Corona virus, some customs are adapted to today.</p> <p>The coffee conversation of the neighbors after Corona was viewed like this ...</p> <p>Cinemas, theaters and cafes were closed within the scope of coronavirus measures!</p>
Religious	15	<p>The 'corona' prayer from the old aunt to President Erdogan!</p> <p>500 years later, the voice of Azan is rising in the streets of Granada!</p> <p>Muslims in Spain prayed for support to those working against the coronavirus.</p>
Warning people about Misinformation and Coronavirus	66	<p>Why is social isolation important to prevent the spread of the virus?</p> <p>The epilepsy patient, walking on the street in Ağrı, suddenly collapsed. The people around panic when they thought that the person wearing a mask had a corona virus</p> <p>The problem is global, our struggle is national. "</p> <p>Minister of Health Fahrettin Koca: "Compared to other members of the society, you have great responsibilities. Incorrect, purposeful, malicious information is the most active contagious in such events. The problem is global, our struggle is national. I want to say that the media will be a powerful actor here."</p> <p>Young people get infected others faster than the old!</p> <p>"Turkish society continues their life away from the discourses of the state and scientists. If this process continues like this, we cannot overcome this epidemic"</p>
Satire and Humour	43	<p>Disregarding the 'stay home' warnings, the elderly continue to give interesting images. They kept social distance with a cane while swinging on a swing.</p> <p>They disregarded their health</p> <p>When making calls in Turkey as part of measures across the corona virus 'stay at home' some people have flocked to the coast.</p> <p>Some citizens were seen playing okey on the beach, disregarding their health!</p>

Health Professionals	16	<p>All over Turkey, applauded for supporting health care workers.</p> <p>Turkey became one heart for health workers</p> <p>Your rights are not paid, what should we do less ... Turkey applauds the Health Workers</p>
Condition of the healthcare system, and the numerical datas about coronavirus	36	<p>Health Minister Fahrettin Koca reported that coronavirus cases reached the 5 in Turkey, patients of the same family and that the situation was under control</p> <p>COVID-19 medicines purchased from China distributed to 40 cities</p> <p>According to the statement made by the Ministry, medicines purchased from China were distributed to 40 cities by ambulance planes.</p>
Politics and army	21	<p>New corona virus measures in TSK!</p> <p>Corona virus statement from Erdoğan</p> <p>It was seen that President Recep Tayyip Erdogan's party was followed by a thermal camera against the corona virus after the TBMM Group Meeting.</p> <p>İyi Party spokesman Yavuz Ağırlioğlu talked about Corona virus to be seen in Turkey as well, "We will do our best as a İyi party. Our ears in the Ministry of Health. We'll get through this difficult period with hand unity," he said</p>
Quarantine	31	<p>He called out of the quarantine: "They take very good care of us here"</p> <p>Our citizens, who came from abroad and were quarantined in the dormitories, continue to take their dormitory rooms and share them on social media.</p> <p>A woman in quarantine at Taksim First Aid Hospital escaped from the hospital. The fleeing person was caught by police teams in Taksim.</p> <p>Citizens from Europe are in quarantine for corona virus measure ...</p>
Transportation	11	<p>The ship was not allowed to come to Turkey "</p> <p>At the end of the Coronavirus Scientific Board meeting, where three ministers came together, it was stated that some cruise ships wishing to dock at Turkish ports are not allowed.</p> <p>Corona virus evacuation of Turkish citizens from Italy started</p> <p>Turkish citizens living in Italy, where the new type of Corona virus took the most lives in Europe, flocked to the airport to return to Turkey</p>
Effects, symptoms and protection ways of Coronavirus	53	<p>Prof. Akiko Iwasaki warns Istanbul</p> <p>Yale University School of Medicine Immunology Specialist Prof. There is a warning from Akiko Iwasaki to Istanbul: "There are a few things you can do other than washing our hands with soap and using disinfectants ..."</p> <p>How to protect from Corona Virus? What are the effects of Corona Virus?</p> <p>What is the New Coronavirus?</p> <p>The new Coronavirus is a virus that infects the respiratory tract.</p> <p>How Is The New Coronavirus Transmitted?</p> <p>It can be transmitted by the contact of the droplets emitted by sick people with coughing or sneezing to the mouth, nose and eyes of other individuals in the</p>

		environment, and by touching the surfaces to which the droplets adhere, and then bringing hands to the mouth, nose or eyes.
Economic	22	<p>Exemplary action from tradesmen, a tradesman in Kocaeli reacted to the opportunists and started to distribute 400 liters of cologne for free.</p> <p>As the deadly coronavirus spreads, precautions are increased, troubles are increasing.</p> <p>Many businesses in 81 provinces that closely interest the public and constitute their social environment were closed with a circular. Safety of life is of course important, but trade and livelihoods also make people think. Thousands of business owners who have closed their shops do not know how to pay the rent, pay staff salaries, taxes and SGK premiums. Employees are also after their job and salary. Millions expect support and postponement packages from the state for all sectors.</p>
World news	59	<p>The informative video of German Chancellor Angela Merkel with Turkish subtitles for German citizens drew attention.</p> <p>Life in Poland, which was declared "Emergency Epidemic", due to the Corona virus outbreak, has almost come to a stop.</p> <p>A man getting on the metro in Brussels, the capital city of Belgium, pulled down the mask on his face and put his fingers in his mouth. The man, who wet his fingers with saliva, then rubbed the grab bars in the subway.</p>

Resource: Themes of the research are created based on the Niknam, Samadbeik, Fatehi et al. (2020). The datas were retrieved from Turkish newspapers Instagram accounts.

When the Table-2 is considered, in the beginning of Covid-19 pandemi process, Turkey's the most circulated three newspapers' Intagram accounts' have shared 475 news posts totally. In this process people were seeking for information, because there was a unknown situation about their health even their lives. Media has the major place in this kind of times. People are looking for a clue about the disease, newspapers give them professionals', doctor's, politicians' discourses and also the latest situations of the other countries.

Table-3: Number and Percentage of Shares with Covid-19 content on Instagram Pages of Newspapers with the Highest Circulation * 11-25 March 2020

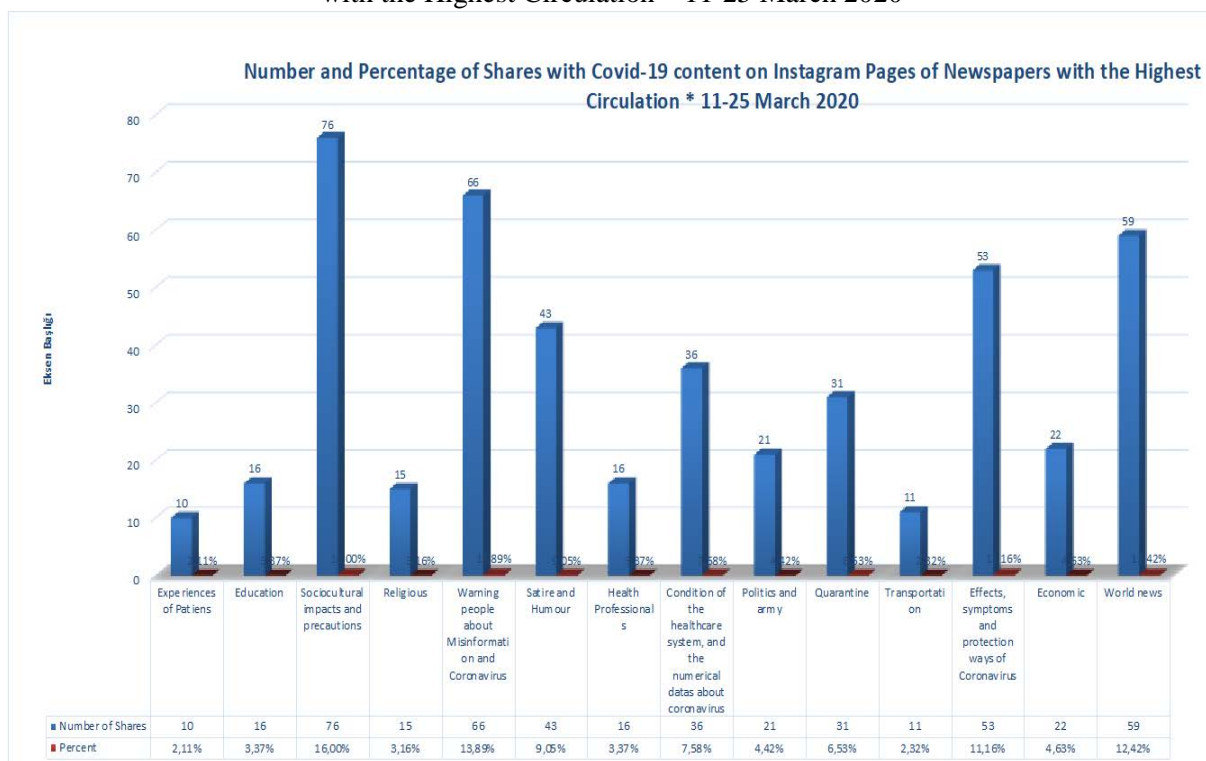


Table-3 has the percentage of the news content with the numbers. According to this, the most shared news topic is about Sociocultural impacts and precautions with the 16 % and 76 shares. The second one is about Warning people about Misinformation and Coronavirus with 13,89 % and 66 news content shares. On the third place, World news is situated with the 12,42 % and 59 shares. When these data considered, it can be said that, media gives people about mostly how the life continues in not only Turkey but also in the World in the Pandemic process. Besides, to warn people about Misinformation has main share considering the contents.

CONCLUSION

As a conclusion media has the major place for people in the Covid-19 Pandemic. Information seeking behaviour is suddenly increased. Same as Stimulus Response Theory points when people encounter any stimulus / stimulant, they create an expression about it. So, if people can reach right information about the Coronavirus they can behave accordingly. At the same time there can be Misinformation in society. Therefore, individuals want to get reliable information. In other words, people want to minimize the risk as in the protective factor model of the resilience theories by learning from news contents.

This work gives information about Turkey's the first three most circulated and followed newspapers' content shares in 11-25 March 2020. According to research results between these date there were 475 news contents shared and the sharing themes are in order of percentage; Sociocultural impacts and precautions, Warning people about Misinformation and Coronavirus, World News, Effects, symptoms and protection ways of Coronavirus, Satire and Humour, Condition of the healthcare system, and the numerical datas about coronavirus, Quarantine, Economic, Politics and army, Health Professionals, Religious, Transportation, Experiences of Patients. Considering the news contents media helps people for being prepared in every aspects of life in the Pandemic process. For the future Works the late times of the Pandemic process can be evaluated or compared with before Coronavirus.

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Organik Arıcılık ve Dünya'daki Mevcut Durumu

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ÖZET

Organik arıcılık, doğada bulunan su, polen, nektar ve propolisin koloniler tarafından toplanarak arı ürünlerine dönüştürülmesi işlemidir. Organik arıcılık faaliyeti tamamen tarım alanlarında ve doğal florada gerçekleştirilir. Üretimden tüketime kadar süren bütün aşamalarda kimyasal ilaç ya da sunu besleme yapılmamaktadır. Organik arıcılığın her aşaması kontrol ve sertifikasyon kuruluşları tarafından denetlenmekte ve sertifikalandırılmaktadır. Organik arıcılıkta balın yanında arı sütü, propolis, polen ve bal mumu gibi arı ürünleri de önemli bir yer tutmaktadır. Bu ürünler tamamen doğal kaynaklardan elde edilmektedir. İnsan sağlığını olumsuz etkilememek adına ilaç yerine naftalin, formik asit, asetik asit, laktik asit, oksalik asit, mentol, timol, okaliptol ve kafur gibi ürünler kullanılmaktadır.

Bu çalışmada organik arıcılık ve dünya'daki mevcut durumu incelenmeye çalışılmıştır. Çalışmadan elde edilen bulgular organik arıcılık faaliyetinin dünya ülkelerinde hızlı bir gelişme gösterdiğini ortaya koymaktadır. Organik bal ve arı ürünlerine talebin sürekli artması organik arıcılığın dünya çapında büyümesini sağlamıştır. 2007 yılında 535 bin olan organik koloni sayısı 2018 yılına geldiğinde yaklaşık beş kat bir artış göstermiş, 2,6 milyon koloni varlığına ulaşmıştır. Ayrıca organik koloni sayısı bölge olarak Latin Amerika'da ve Avrupa'da, ülke olarak Brezilya, Zambiya ve Bulgaristan'da yoğunlaşmıştır.

Anahtar Kelimeler: Organik Arıcılık, Koloni, Bal

Organic Beekeeping And Its Current Status in the World

ABSTRACT

Organic beekeeping is the process of collection of water, pollen, nectar, and propolis by colonies and transformation of these into bee products. Organic beekeeping activities are completely performed in agricultural areas and natural flora. No chemical drugs or artificial feeding are used in all stages from production to consumption. Each stage of organic beekeeping is inspected and certificated by control and certification bodies. Besides honey; bee products such as royal jelly, propolis, pollen, and beeswax take an important place in organic beekeeping. These products are completely obtained from natural resources. Naphthalene, formic acid, acetic acid, lactic acid, oxalic acid, menthol, thymol, eucalyptol, and camphor are used instead of drugs in order to avoid affecting human health negatively.

In this study, organic beekeeping and its current status in the world were tried to be investigated. The findings obtained from the study reveal that organic beekeeping activities rapidly advance in the countries of the world. The ever increasing demand for organic honey and bee products has enabled organic beekeeping to expand worldwide. The number of organic colonies, which was 535 thousand in 2017, increased almost fivefold by the year 2018 and reached a total of 2.6 million colonies. In addition, the numbers of organic colonies are higher in Latin America and Europe regions and in Brazil, Zambia, and Bulgaria.

Keywords: Organic Beekeeping, Colony, Honey

GİRİŞ

Son yıllarda insan ve çevre sağlığını tehdit eden kullanımların artmasına bağlı olarak organik tarıma olan ilgi artmıştır. İnsanların doğal beslenme ihtiyacı, kaliteli ve güvenilir gıda tüketme istekleri sonucunda organik ürünlerin üretiminde artış meydana gelmiştir. Organik tarım

faaliyet içerisinde arıcılık ayrı bir öneme sahiptir. Doğadaki tüm bitkilerin tozlaşmasını büyük ölçüde arılar sağlamakta bu durum bitkisel üretime elde edilen verimi de artırmaktadır. Bu koşullar altında organik arıcılık faaliyeti tüm dünyada artan tüketici isteği doğrultusunda hızla yayılmaktadır. Dünyanın birçok yeri coğrafik yapı, bitki çeşitliliği ve nektar kaynakları bal üretimi ve diğer arıcılık ürünleri için uygun olup, bu açıdan büyük bir potansiyele sahiptir.

Organik arıcılık; doğada yer alan polen, nektar, propolis, bal mumu ve suyun arı toplulukları tarafından taşınıp arı ürünlerine dönüştürülmesi işlemidir. Üretimden tüketime kadar gerçekleşen tüm aşamalarda suni besleme ve kimyasal ilaç kullanmadan, organik tarım ilke ve standartlarına uygun şekilde gerçekleştirilen işlemler organik arıcılık faaliyeti olarak tanımlanmaktadır (Gökçe ve Konak, 2003). Organik arıcılık faaliyeti tamamen doğal florada ve tarım alanlarında gerçekleştirilen, her aşamasının kontrollü ve sertifikalı olduğu, üretimde sadece izin verilen girdilerin kullanıldığı bir model olarak tanımlanmaktadır (Korkmaz, 2001). Organik arıcılık, her aşamasının kontrol ve sertifikasyon kuruluşları tarafından denetlendiği bir faaliyettir. Organik arıcılık faaliyetinde balın yanında propolis, polen, bal mumu ve arı sütü gibi arı ürünlerine de yer verilmektedir (Uygur, 2004: 104). Arı ürünlerinden bal, polen ve propolis doğadan toplanmakta, arı sütü, arı zehri ve bal mumu ise bal ve polen kullanılarak arıların metabolizmalarından elde edilmektedir. Elde edilen arı ürünlerinin organik niteliğe sahip olması; arı ürünlerin üretimden tüketime kadar olan her aşamasının organik tarım standartlarına uygunluk göstermesine bağlıdır (Merdan, 2018: 70). Bu ürünlerin elde edilmesinde ilaç yerine naftalin, formik asit, laktik asit, asetik asit, oksalik asit, timol, mentol, okaliptol ve kafur gibi insan sağlığına zarar vermeyen ürünler kullanılmaktadır. Organik ürünlerin elde edilmesinde kovanların özellikleri, çevre kalitesi, işleme ve depolama koşulları da önemli görülmektedir.

Bu çalışmayla organik arıcılık ve dünyadaki mevcut durumu elde edilen veriler ışığında ortaya konulmaya çalışılmıştır. Çalışmanın bilimsel çerçevesinin oluşturulmasında, FiBL & IFOAM – Organics International (2020)'dan yazılı ve görsel basında yayımlanmış makale ve bildirimlerden yararlanılmıştır.

1. ORGANİK ARICILIK KURALLARI

Organik arıcılık yapabilmek için bazı şartların sağlanması gerekir. Arıcılık ürünlerinin organik olarak nitelendirilebilmesi çevre koşullarına, kovanların özelliklerine, arıcılık ürünlerinin elde edilmesine, ürünlerin işlenmesi ve depolanması koşullarına bağlıdır. Organik bal üretiminde her türlü sentetik kovucu maddelerin kullanımı yasaktır.

Organik arıcılıkta dikkate alınacak özellikler şunlardır (www.ankaratb.org.tr):

1. Geçiş dönemi

Geçiş dönemi, organik üretime karar verildikten sonra bu üretim için hazırlıkların yapılmaya başlamasından, ürünün üretilip belgelendirilmesine kadar geçen dönemi kapsamaktadır. Geleneksel arıcılıktan organik arıcılığa geçiş dönemi 1 yıl sürmektedir. Geçiş döneminde, arılar organik kovanlara aktarılmakta, kovan içerisine organik petekler yerleştirilmektedir. Geçiş döneminde elde edilen ürünler organik ürün kategorisinde değerlendirilmemektedir.

2. Arıların Orijini (İrki)

Organik arıcılık üretiminde kullanılacak koloni topluluğunun, üretim yapılacak çevreye uyum göstermesi gerekmektedir. İşletmeler anı kolonisini oluştururken suni oğul ile çoğaltma yolunu tercih etmektedirler. Organik arıcılık yönetmeliğine göre ana arı ihtiyacı kolonilerin sadece %10'unu karşılayacak miktarda yapay tohumlamadan veya geleneksel üretimlerden elde edilmelidir. Ayrıca bu sistemde ana arıların kanatlarının kesilmesi de yasaktır.

3. Arı Kolonilerinin Bulunduğu Bölge

Organik arıcılık faaliyeti geleneksel arıcıların bulunduğu yerlerde ve karantina tedbirlerin uygulandığı alanlarda yapılmamaktadır. Organik arıcılık sahası içerisinde bulunan arıcılık

ürünlerinin organik olma niteliğini etkilemeyecek bir bitki örtüsüne sahip olması gerekir. Organik arıcılık faaliyeti 3 kilometre yarıçap alan içerisinde gerçekleştirilmelidir.

4. Arıların Beslenmesi

Organik arıcılıkta kolonilerin beslenmesi, koloniler içerisinde bulunan balla yapılmalıdır. Fakat zorunluluk arz eden durumlarda organik olarak üretilmiş bal, polen organik şurup veya organik şeker melası da yapılabilir. Beslenme ile ilgili kayıtlara ürünün kullanıldığı kovanlar, miktarı, tipi ve uygulama tarihi de yazılmalıdır. Beslenme işlemi nektar ve balözü dönemine girmeden önceki 15 gün içerisinde yapılmaktadır.

5. Kovanların ve Diğer Arıcılık Malzemelerinin Özellikleri

Organik arıcılıkta kullanılacak kovanların arıcılık ürünlerine risk getirmeyen doğal malzemeden yapılmış olması ve kimyasal boya içermemiş olması gerekmektedir.

6. Hastalıklara Karşı Alınan Tedbir ve Mücadelesi

Organik arıcılıkta arıların hastalanmasını önlemek ve hastalık esnasında mücadele şu şekilde yapılabilir:

- Ana arılar her yıl yenilenir
- Kovan içerisinde yeterli miktarda bal ve polen bulundurulur.
- Kovan içerisindeki petekler her yıl yenilenir.
- Soğuğa dayanıklı ve güçlü ırklar tercih edilir.
- Koloniler ani ısı değişimlerinden, nemden ve stresten korunmalıdır.
- Kolonilerin bakımı için kullanılan malzemeler, organik yöntemlerle dezenfekte edilir.
- Kolonilere zarar verebilecek her türlü madde imha edilir.
- Kolonilerin sağlığı için sistematik bir denetleme yapılır.

7. Kontrol ve Sertifikasyon İşlemi

Organik arı ürünleri hem üretim aşamasında hem de tüketim aşamasında denetimi tabi tutulmaktadır. Arı ürünlerinin organik nitelendirilebilmesi için, üretim aşamasında bu ürünlerin kontrol ve sertifikasyon kuruluşunca denetlenmesi, tüketim aşamasında ise bu ürünlerin organik ürün sertifikasına sahip olması gerekir.

2. ORGANİK ARICILIKTA KULLANILACAK ARILAR

Organik arıcılıkta kullanılacak arı ırkları çevreyle uyumlu olmalıdır. Hastalık ve zararlılara karşı dirençli afis mellifera türleri ve ekotipleri tercih edilmelidir. Alınan tüm tedbirlere rağmen koloniler hastalanır ve zarar görürse, hemen tedavi işlemlerine başlanmalı ve gerekirse koloniler ayrı kovanlarda izole edilmelidir. Arı ürünleri hasat edildikten sonra petekler içerisindeki arıların yok edilmesi yasaktır. Aynı zamanda kimyasal sentetik sinek kovucu maddelerin kullanımına izin verilmemektedir.

Arı kolonileri en büyük zararı varroa türü böceklerden görmektedir. Varroanın tedavisinde formik asit, laktik asit, oksalik asit, asetik asit, timol, mentol, okaliptol veya kafur kullanılabilir. Yine kış dönemlerinde arı kovanlarında yeteri miktarda bal ve polen bulunmalıdır. Öncelikle koloni topluluğu kendi ürettiği balla beslenmelidir. Ancak balın yetersiz kaldığı durumlarda organik üretilen şeker şurubu da ilave olarak kullanılabilir.

3. DÜNYADA ORGANİK ARICILIK

Tüm dünyada yapılan tarımsal faaliyetler içerisinde en yaygın olarak arıcılık yer almaktadır. Dünya genelinde yaklaşık olarak 56 milyon koloni bulunmakta ve bu kolonilerden ortalama 1.2 milyon ton bal üretilmektedir. Üretilen bu balın yaklaşık dörtte bir ticarete konu olmaktadır. Dünya bal ticaretinin % 90'ı Çin, Arjantin, Meksika, Avustralya, Macaristan ve Kanada gibi ülkeler tarafından gerçekleştirilmektedir. Bu ülkeler bal ihraç eden ülkeler arasında yer almaktadır. Bal ithal eden ülkeler arasında ise Fransa, Almanya, İngiltere, İtalya, ABD, İsviçre ve Avusturya yer almaktadır. Kovan başına dünya bal üretimi ortalama 20 kg civarında gerçekleşmektedir. 65 milyon kovan varlığı ile Çin ilk sırada yer almaktadır. Kovan başına bal verimliliği ise Kanada'da 64, Macaristan'da 40, Çin'de 33 ve Meksika'da 27 olarak tespit edilmiştir (Merdan, 2018: 76-77). Bal ürünlerinin dışında ana sütü, polen, bal mumu ve propolis

gibi arı ürünleri de dünya ticaretinde önemli bir yer tutmaktadır. Arıcılık faaliyeti tarımsal faaliyetin geliştiği ülkelerde daha çok bitkisel üretimin kalitesini ve miktarını artırmak için yapılmaktadır. ABD’de gerçekleştirilen bir araştırmada, üreticiler daha fazla verim elde edebilmek için arıcılara 4 milyon \$ arı kirası ödedikleri, bu işlemin karşılığında 3.2 milyar \$ kazandıkları tespit edilmiştir (www.ankaratb.org.tr).

2018 yılı verilerine göre dünyada 2,6 milyon organik arı kovanı bulunmaktadır. Organik arı kovanı sayısı en fazla Brezilya’dadır (629.939). Ardından Zambiya (399.067) ve Bulgaristan (264.069) gelmektedir. 2007 yılında 535 bin olan organik kovan sayısı 2018 yılında 2.6 milyon kovana ulaşmıştır. Bu zaman aralığı içerisinde arı kovanı sayısı yaklaşık olarak 5 kat artış göstermiştir. Bu dönem içerisinde en büyük artış 2014-2015 yılları arasında yaşanmıştır. Bu artışın nedeni olarak Brezilya gibi bazı ülkelerin ilk kez veri paylaşımında bulunması gösterilebilir (FiBL & IFOAM, 2020: 74).

Organik arıcılık bölgelere göre daha çok Afrika ve Avrupa’da yoğunlaşmıştır. Afrika 11.529.725 hektarlık vahşi toplama alanlarının 2.500.000 hektarını organik orman balı için ayırmıştır (FiBL & IFOAM, 2020: 200). Organik arıcılık için kullanılan alanlar 2018 yılında bir önceki yıla göre azalma göstermiştir. 2017-2018 yılları arası organik arıcılık için kullanılan alanlar toplamda % 8,5 bir azalma göstermiş, 2017 yılında 38.315.026 olan toplam arıcılık alanı 2018 yılında 35.064.187’e düşmüştür. En büyük azalma Kuzey Amerika’da yaşanmıştır (Tablo 1).

Tablo 1. Bölgelere Göre Organik Arıcılık Yapılan Alanlar (Vahşi Toplama Alanları)

Bölgeler	2017 (hektar)	2018 (hektar)	2017-2018 Arası Değişim (hektar)	2017-2018 Arası Değişim (%)
Afrika	13.274.435	11.529.725	-1.744.710	-13,1
Asya	3.354.043	2.835.448	-518.595	-15,5
Avrupa	17.385.600	17.246.818	-138.782	-0,8
Latin Amerika	4.216.347	3.444.450	-771.897	-18,3
Kuzey Amerika	83.832	6.981	-76.850	-91,7
Okyanusya	769	765	-5	-0,6
Toplam:	38.315.026	35.064.187	-3.250.840	-8,5

Kaynak: FiBL survey 2020, based on data from governments, the private sector, and certifiers. For detailed data sources see annex, page 315

Elde edilen bulgular organik koloni sayısının 2.6 milyona yaklaştığını ortaya koymaktadır. 2018 yılı itibariyle organik kovan sayısı en fazla Brezilya’da, ardından Zambiya ve Bulgaristan’da bulunmaktadır. Bu ülkelerin yanı sıra Çin, İtalya ve Meksika’da kovan sayısı açısından önemli potansiyele sahiptir (Tablo 2).

Tablo2. Ülkelere Göre Organik Arı Kovanı Sayısı (2018)

Ülkeler	Kovan sayısı	Ülkeler	Kovan Sayısı
Arjantin	33.788	Letonya	28.090
Ermenistan	2.610	Lübnan	393
Avustralya	6.475	Lihtenştayn	1
Avusturya	21.432	Litvanya	883
Azerbaycan	932	Lüksemburg	63
Belarus	65	Madagaskar	505
Belçika	24	Martinik (Fransa)	120
Bosna Hersek	150	Meksika	150.431
Brezilya	626.939	Moldova	7.200
Bulgaristan	264.069	Karadağ	2.788

Burkina Faso	11	Fas	1.242
Kanada	10.199	Nikaragua	23.755
Şili	36.543	Kuzey Mekadonya	8.138
Çin	229.084	Norveç	1.721
Hırvatistan	2.022	Polonya	2.319
Küba	58.901	Portekiz	42.105
Çek Cumhuriyeti	584	Reunion (Fransa)	1.114
Danimarka	315	Romanya	86.195
Estenyo	2.384	Suudi Arabistan	1.382
Finlandiya	4.488	Sırbistan	3.061
Fransa	122.545	Slovenya	1.814
Fransız Guyanası	21	İspanya	81.030
Gürcistan	570	İsveç	2.182
Almanya	35.000	İsviçre	4.153
Guadeloupe(Fransa)	36	Tayland	27.337
Guatemala	2.210	Tunus	893
İran	4.640	Türkiye	51.742
İrak	1.600	Ukrayna	300
İtalya	171.094	Uruguay	24.297
Kosova	40	Zambiya	388.067
Toplam:		2.585.269	

Kaynak: FiBL survey 2020, based on information from the private sector, certifiers, and governments. For detailed data sources see annex, page 315

Elde edilen bulgular ışığında 2015 yılında 2 milyon olan organik kovan sayısı 2018 yılında 2.6 milyona ulaşmıştır. Elde edilen bu sayı toplam arı kovanı sayısının %3'üne karşılık gelmektedir. 2015 yılında organik kovan sayısı en fazla olan ülkeler Brezilya, İtalya ve Bulgaristan'dır (Dalbeyler ve Işın, 2017: 217). 2018 yılında ise sıralamada Zambiya ilk üç içerisinde yer alırken İtalya'da organik kovan sayısında bir azalma meydana gelmiştir.

Organik tarım faaliyeti Avrupa ülkelerinde diğer bölgelere göre daha hızlı bir gelişim yaşamıştır. Bu durumun gerekçelerini organik ürün üreticilerine sunulan maddi imkânlar, üretici ve tüketicilerin organik arıcılık konusunda bilgilendirilmesine, yasal koruma ve denetleme faaliyetlerinin artırılmasına bağlanabilir.

SONUÇ VE DEĞERLENDİRME

Tüm dünyada organik tarım ve hayvancılığın süratle yer aldığı ve kimyasal ilaçların yasaklandığı bir dönemde organik arıcılığa ilgi sürekli artmaktadır. Bu durum dünya genelinde kovan sayılarında yaşanan artışla açıklanabilir.

Organik arıcılık için kullanılan vahşi toplama alanları bir önceki yıla göre azalma gösterse de organik kovan sayısında sürekli bir artış görülmektedir. 2018 yılı verilerine göre dünyada 2,6 milyon organik arı kovanı bulunmaktadır. Organik arı kovanı en fazla Brezilya (629.939) Zambiya (399.067) ve Bulgaristan (264.069)'dadır.

Elde edilen son veriler organik arıcılığın dünya çapında büyümeye devam edeceğini göstermektedir. Özellikle organik bal ve arı ürünlerine artan bir talep söz konusudur. Organik arıcılığa yeni başlayanlar için yaşanan en büyük zorluk, organik arıcılık uygulamaları ve organik sertifikasyon hakkındaki bilgilere erişimde yaşanmaktadır. Ayrıca kaliteli organik bal üretiminde varroa paraziti, organik arıcılar için en önemli engel olarak görülmektedir.

Çalışmanın sınırlılıkları açısından; dünyada üretilen organik bal miktarı konusunda veri paylaşımı henüz yapılmamıştır. Kısıtlı sayıda yapılmış yayımlardan faydalanılarak organik arıcılık süreci anlatılmaya çalışılmıştır. Bu nedenle literatürde konuya dikkat çekmek için

kavramsal bir çalışma yapılmıştır. Organik arıcılıkla ilgili kesim/kesimlere organik bal ve bal ürünleri konusundaki düşünce ve uygulamalarını öğrenmek amacıyla uygulamalı çalışmalar yapılabilir.

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Değişime Direnç İle İş Stresi Ve Tükenmişlik Arasındaki İlişkinin Analizi

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ÖZET

Genel geçer bir tabirle değişim, bir durumun aynı kalmaması olarak tanımlanmaktadır. Zamanın durumlara olan etkisi, değişim olarak kabul edilmektedir. Değişime açık olmak aynı zamanda gelişime açık olmaktır. Toplumlar teknolojinin de etkisiyle değişime açık hale gelmişlerdir. Değişim toplumlarda olumlu bir gelişme olsa da iş hayatında çalışanlar açısından bazen olumlu bir durum olarak görülmemektedir. Çalışanlar iş hayatlarında değişime uyum sağlamayı bir nevi gerilim olarak görmekte olduklarından dolayı değişimden kaçmaktadırlar. İş hayatında stresin devam etmesiyle beraber çalışanlar tükenmişlik hissine kapılmaktadır. Bununla beraber, çalışanların performansını olumsuz yönde etkilediğinden dolayı tükenmişlik, günümüzde üzerinde durulması gereken önemli bir konu haline gelmiştir. Bu çalışmada Kirikkale Üniversitesi'nde çalışan akademik ve idari personelin değişime direnç eğilimlerinin, iş stresi ve tükenmişlik üzerindeki etkileri arasındaki ilişkiyi belirlemek ve bu değişkenlerin cinsiyet, yaş, öğrenim durumu, medeni durum, hizmet süresi ve çalışanların buldukları pozisyon gibi demografik değişkenler açısından farklılık gösterip göstermediğini incelemek amaçlanmıştır. Anket yöntemi ile 138 kişiye ulaşılarak toplanan veriler IBM SPSS 21 istatistik programı aracılığı ile güvenilirlik, frekans, t testi, Anova, Pearson korelasyon ve basit doğrusal regresyon analizleri yapılarak yorumlanmıştır. Çalışma sonucunda; değişkenlere göre farklı sonuçlar gözlemlenmiştir.

Anahtar Kelimeler: Değişime direnç, İş stresi, Tükenmişlik

Analysis of the Relationship between Resistance to Change, and Work Stress and Burnout

ABSTRACT

In a common sense, a change is defined as a situation that does not remain the same. The effect of time on situations is accepted as a change. Being open to change is also being open to improvement. With the effect of technology, societies have become open to change. Although change is a positive development in societies, it sometimes does not seem to be positive for employees in business life. Employees avoid change because they see in adaptation to change in their business lives as a kind of tension. With the continuation of stress in business life, employees feel burnout. However, burnout has become an important issue that needs to be focused nowadays, as it negatively affects the performance of employees. The aim of this study is to determine the relationship between the resistance to change tendencies, the effects of work stress and burnout of academic and administrative staff working at Kirikkale University and to examine whether these variables differ in terms of demographic variables such as gender, age, education level, marital status, service time and the position of the employees. Reliability, frequency, t test, Anova, Pearson's correlation and simple linear regression analysis were performed for the data collected by reaching 138 people with the questionnaire method in the IBM SPSS 21 statistical program. Different results were observed according to the variables.

Key Words: Change resistance, Work stress, Burnout

GİRİŞ

Değişimin kaçınılmaz olduğu herkes tarafından bilinen bir realitedir. Bütün değişimlerinde bir dirençle karşılaştığı literatürde görülmektedir. Bu yoldan hareketle bu araştırma kapsamında Kırıkkale Üniversitesi'nde çalışan akademik ve idari personelin değişime direnç eğilimlerinin, iş stresi ve tükenmişlik üzerindeki etkileri arasındaki ilişkiyi belirlemek ve bu değişkenlerin cinsiyet, yaş, öğrenim durumu, medeni durum, hizmet süresi ve çalışanların buldukları pozisyon gibi demografik değişkenler açısından farklılık gösterip göstermediğini incelemek amaçlanmıştır. Bu çalışmada daha önce birlikte kullanılmamış olan değişime direnç, iş stresi ve tükenmişlik ölçeği bir arada kullanılmıştır. Daha önceki çalışmalarda genel olarak değişime direnç ölçeği ile belli bir meslek grubunun değişime karşı gösterdiği tepkiler ele alınırken, iş stresi ve tükenmişlik arasındaki bağlantıyı ölçmek için çoğunlukla sağlık çalışanları üzerinde iş stresi ve tükenmişlik ölçeği birlikte kullanılarak bulgular analiz edilmiştir. Bu çalışma kapsamında Kırıkkale Üniversitesi çalışanlarına yönelik olarak üç ölçek birlikte uygulanarak sonuçlara ulaşılmıştır. Çalışma şu soruya cevap aramaktadır: Kırıkkale Üniversitesi'nde çalışan akademik ve idari personelin değişime direnç eğilimlerinin iş stresi ve tükenmişlik üzerindeki etkileri hangi düzeydedir ve bu değişkenlerin sosyo-demografik özelliklerle ilişkisi anlamlı bir farklılık göstermekte midir?

1. DEĞİŞİME DİRENÇ

Değişim kavramı genel olarak bulunulan durumdan başka yeni bir duruma geçmek olarak nitelendirilmektedir. Özellikle 1980'li yıllardan sonra dünyada adından en çok söz ettiren kavramlardan biri olmuştur. Hızlı teknolojik gelişmeler insan yaşamını etkilemenin yanında örgütsel yapıları da etkilemiş ve değişmeye zorlamıştır (Bayır, 2009: 5). Değişime direnç, değişimin uygulanması aşamasında örgütün önünde bir engeldir ama bununla birlikte bir geri bildirim işini de görür. Örgütün içinde değişim için direnç görülürse, yöneticilerin geribildirim dikkate alması, değişimi gözden geçirmeleri ve bu doğrultuda önlem almaları gerekir (Yenigürbüz, 2017: 26). Değişimin etkileri göz önüne alındığında bireylerin, grupların ya da örgütlerin ekonomik, sosyal, psikolojik dengesini sarsacağı ihtimali olduğundan değişime direncin çok doğal bir tepki olduğu anlaşılacaktır. Örgütlerde planlanan değişim uygulanırken değişime direnci azaltma yolları kullanılarak direnç ile baş edilebilir (Çako, 2012: 92-93). Değişime direnç, örgüt içinde bireysel ya da grup halinde olabileceği gibi açık veya gizli bir şekilde de olabilir (Karabal, 2015: 67). Çalışanlar, sürekli aynı işi yapıp standart bir hayat sürmekten sıkılmakta fakat değişim olduğunda da, değişime direnç göstermektedirler; mevcut içinde buldukları durumdan sıkılmalarına rağmen, değişime direnç gösterme durumu çalışanların iç çelişkileri olarak nitelendirilmektedir. Çalışanların değişime karşı göstereceği direnç, yapılacak değişimin niteliğine, çalışanların karakterine ve özelliklerine göre farklılıklar göstermektedir (Çankaya Yücel, 2011: 54).

Değişime karşı direnci önlemek için çalışanların değişime karşı heveslendirilmesi ve bilgilendirilmesi gerekir. Değişime karşı profesyonel bir şekilde adapte olanların ödüllendirilmesi direnci kırmada, değişime olumlu yaklaşımda büyük bir etkendir. Değişimin çalışanlar tarafından kabul edilebilmesi için aşağıda belirtilen adımların izlenmesi gerekmektedir (Barutçugil, 2004: 173-174):

- Değişime karşı direnç göstermeyen kişiler ödüllendirilmelidir,
- Değişimin başarıya ulaşmasında değişime katılı sağlayacak yeni beceriler ve davranışlar ortaya koyan çalışanlara katkılarından dolayı teşvik edici özel primler sağlanmalıdır,
- Kişilerin ortaya sundukları farklı düşüncelerin ve değişik önerilerin dinlenmesi, toplantılarda daha çok vakit ayrılması gereken konulardan biri olmalıdır.

1.1 Değişime Karşı Direnç Gösterilme Nedenleri

İnsanlar alışkanlıklarını kolay kolay değiştiremezler. Yerleşmiş düzenlerinin ve mevcut koşullarının değişmesini istemezler. Bu nedenlerle değişime direnç gösterebilirler (Tunçer, 2013). Günümüzde, sosyal, kültürel, siyasal, ekonomik, teknolojik ve daha birçok alanda sürekli ve hızlı bir değişim yaşanmaktadır. Örgütlerde devamlı olarak bu hız karşısında değişmeye ihtiyaç duymaktadırlar (Güçlü, Şehitoğlu, 2006: 240). Değişime karşı direnç bireysel veya örgütsel olarak gözlemlenebilir. Bireysel olarak direncin göstergeleri genellikle; devamlı şikâyet hali, sürekli yapılan hatalar, kızgınlık, işe ilgisizlik, geri çekilme, sağlık problemleri öne sürülerek işe gelmeme ve inatçılıktır. Örgütsel olarak direnmede ise; iş kazalarındaki artış, çalışanların tazminat taleplerindeki artış, artan işe gelmeme olayları, sabotaj, sağlık nedeniyle harcamalarda artış ve düşüşe geçen verimlilik yaygın olarak gözlemlenen direnme şekilleridir (Barutçugil, 2004: 173). Değişime karşı direnç gösterilme nedenleri genel olarak şu başlıklar altında toplanabilir;

- Değişime dirençte sosyal nedenler,
- Değişime dirençte ekonomik nedenler,
- Değişime dirençte psikolojik nedenler,
- Değişime dirençte örgütsel nedenler olarak gösterilebilir.

1.2. Değişime Direnci Önleyecek Yöntemler

Örgütlerde değişim öncesi planlama yapılmalı, karşılaşılabilecek dirençler göz önünde bulundurulmalı ve bunlardan çıkan sonuçlara göre nasıl yol izlenmesi ve neler yapılacağı konusunda hazırlıklı olunmalıdır. Değişime başlamadan önce durum karşısında çalışanların vereceği tepkilere hazırlıklı olunursa değişiklikler daha kolay gerçekleşir. Örgüt içinde ortak hedefler belirlenmeli ve bu hedefler herkes tarafından benimsenmelidir (Yeniğürbüz, 2017: 31). Değişim olayını olumlu algılamama ve değişime karşı hazırlıklı olmama değişime direnişe yol açar (Yıldız, 2010: 51).

Değişime direnci önlemede uygulanabilecek yöntemler şu şekildedir;

- Empati ve destek,
- Önceden haber verme,
- İletişim
- Eğitim
- Katılma ve bağlılık,
- Kolaylaştırma ve destek,
- Pazarlık ve ikna metodu,
- Etkin vizyon ve misyon,
- Taviz verme,
- Ödüllendirme.

2. İŞ STRESİ

1950'li yıllarla birlikte sanayi, teknoloji, ekonomi, sosyal ve kültürel alanlardaki önemli gelişmelerle birlikte toplumların ve bireylerin bu gelişmelere, değişmelere ayak uydurma çabaları stres kavramıyla tanıştırmıştır. Bu gelişmelere ayak uydurma ve gerisinde kalmama çabası bireylerde kaygıya sebep olmuştur. Bu çağın gerekleriyle birlikte az zamanda çok şey öğrenme isteği bireylerde uyum sorunu ve üzerlerinde baskı hissetmelerine sebebiyet vermiştir. Üstlerinde hissettikleri bu baskıda stres olarak ifade edilmektedir (Yamuç, Türker, 2015: 390).

Şartlar icabı yoğun çalışma hayatı, kentlerin kalabalığı, ekonomik zorluklar, hayatın pahalılığı, sağlık sorunları, maaş azlığı, iş ortamında karşılaşılan örgütsel ya da kişilerle olan sorunlar gibi sosyo-ekonomik ve bireysel sorunlar vakitlerinin çoğunu iş yerlerinde geçiren çalışanlara stres yaratmaktadır (Karacaoğlu, 2010: 1). Stres olayı her türlü meslek alanında önemli bir yere sahiptir. Günümüzün çalışma ortamlarında her meslek alanından ve her kesimden çalışan stres altında kalabilmekte ve bunun etkilerini üzerinde hissetmektedir. İş stresi bazı meslek alanlarında kendini daha az gösterirken başka bir meslek alanında daha fazla bir şekilde kendini hissettirmektedir. Çalışan kişilerin günlerinin büyük çoğunluğunu iş yerlerinde geçirdiği göz önüne alınırsa iş stresinin hayatımızda ne kadar önemli bir unsur olduğu görülebilir. Stresi olumlu ve olumsuz olarak iki yönden de ele alabiliriz. Stres, kişilerin amaçlarına ulaşmada destek sağlıyorsa olumlu stres, kişiyi negatif yönde etkileyerek ona fayda sağlamıyorsa olumsuz stres olarak gösterilir. Bu doğrultuda olumlu stres kişiyi ve çalıştığı kurumu iyi yönde etkilerken, olumsuz stres kişinin kötü hisler içinde olmasına neden olmakta ve hem kişinin davranışlarını hem de kurumun ortamını olumsuz yönde etkilemektedir (Eğin, 2015: 5-6).

3. TÜKENMİŞLİK

Tükenmişlik durumu, toplumsal bir sorun olarak öneminin görülmesiyle birlikte; bilim insanları açısından dikkat çekilen bir araştırma konusu olmuştur. Kişinin toplumsal baskılardan dolayı yaşadığı her şeyden bıkkınlık hali olarak tanımlanabilen tükenmişlik, çalışma hayatında yaşanan stresin bir neticesi olarak görülebilir. Tükenmişlik, ilk aşamada kişinin kendi içinde yaşadığı bazı durumları etkiler daha sonraki süreçte ise aile ve çalışma hayatını etki altına almaya başlar (Yumuk Günay, Demiralay, 2016: 917). Tükenmişlik sendromu son zamanlarda artan stresin de etkisiyle oldukça fazla bir şekilde görülmeye başlamıştır. Çalışanların %80'i çalışma hayatlarının belli bir döneminde tükenmişlik sendromu ile karşılaşabilmektedirler. Fakat tükenmişlik durumu hemen kendini göstermemekte, yavaş yavaş oluşmakta, bazı sebeplerin de tetiklenmesiyle gün yüzüne çıkarak önce kişinin psikolojik dengesini alt üst ederek daha sonrasında iş-aile, sosyal yaşantısında önemli sorunların meydana gelmesine sebep olmaktadır (Güdük, Erol, Yağcıbulut, Uğur, Özvarış, Aslan, 2005, s.169-170). Stresin sebep olduğu kötü sonuçlar başarısızlık, uyumsuzluk, psikolojik bozukluklar ve tükenmişlik sendromu (Burnout) gibi benzer durumlarla kendini göstermektedir (Karacaoğlu, 2010: 1).

4. YÖNTEM

Bu bölümde; araştırmanın amacı, önemi, araştırmanın problemi, yöntemi, evren ve örnekleme, araştırma verilerinin toplanması ve verilerin analizi konularına ilişkin bilgiler verilmiştir.

4.1. Araştırmanın Amacı

Bu araştırma kapsamında Kırıkkale Üniversitesi'nde çalışan akademik ve idari personelin değişime direnç eğilimlerinin, iş stresi ve tükenmişlik üzerindeki etkileri arasındaki ilişkiyi belirlemek ve bu değişkenlerin cinsiyet, yaş, öğrenim durumu, medeni durum, hizmet süresi ve çalışanların buldukları pozisyon gibi demografik değişkenler açısından farklılık gösterip göstermediğini incelemek amaçlanmıştır.

4.2. Araştırmanın Önemi

Bu çalışmada daha önce birlikte kullanılmamış olan değişime direnç, iş stresi ve tükenmişlik ölçeği bir arada kullanılmıştır. Daha önceki çalışmalarda genel olarak değişime direnç ölçeği ile belli bir meslek grubunun değişime karşı gösterdiği tepkiler ele alınırken, iş stresi ve tükenmişlik arasındaki bağlantıyı ölçmek için çoğunlukla sağlık çalışanları üzerinde iş stresi ve tükenmişlik ölçeği birlikte kullanılarak bulgular analiz edilmiştir. Bu çalışma kapsamında Kırıkkale Üniversitesi çalışanlarına yönelik olarak üç ölçek birlikte uygulanarak sonuçlara ulaşılmıştır.

4.3. Araştırma Problemi

Çalışma şu soruya cevap aramaktadır: Kırıkkale Üniversitesi'nde çalışan akademik ve idari personelin değişime direnç eğilimlerinin iş stresi ve tükenmişlik üzerindeki etkileri hangi düzeydedir ve bu değişkenlerin sosyo-demografik özelliklerle ilişkisi anlamlı bir farklılık göstermekte midir?

4.4. Araştırmanın Yöntemi

Araştırmada yöntem olarak literatür tarama ve anket tekniği kullanılmıştır. Literatür taraması ile kavramsal çerçevesi oluşturulan çalışmamızda anket tekniği ile 138 kişiye ulaşılarak toplanan veriler IBM SPSS 21 istatistik programı aracılığı ile güvenilirlik, frekans, t testi, Anova, Pearson korelasyon ve basit doğrusal regresyon analizleri yapılarak analiz sonuçları tablolar aracılığı ile gösterilerek yorumlanmıştır.

4.5. Evren Ve Örneklem

Bu çalışmada hazırlanan anketler, 2020 yılında Kırıkkale Üniversitesi'nde çalışan idari ve akademik personel tarafından cevaplanmış olup anketler, ortalama 500 kişiye gönderilmiş ve bunlardan eksik ve boş bırakılanlar çalışma kapsamından çıkarıldığında toplamda 138 adet anket verisi analiz için kabul edilmiştir.

4.6. Araştırma Verilerinin Toplanması

Yapılan çalışmada, katılımcılara veri toplamak için;

- Kişisel Bilgi Formu
- Değişime Direnç Ölçeği
- İş Stresi Ölçeği
- Kopenhag Tükenmişlik Envanteri Ölçeği uygulanmıştır.

4.7. Bulgular

Elde edilen veriler bilgisayar ortamına aktarıldıktan sonra IBM SPSS 21 istatistik programı aracılığı ile analiz edilmiştir. Verilerin değerlendirilmesinde güvenilirlik, frekans, t testi, Anova, Pearson korelasyon ve basit doğrusal regresyon analizleri yapılarak yorumlanmıştır.

4.7.1. Katılımcıların Demografik Özelliklerine İlişkin Bulgular

Araştırma için veri toplamaya yönelik hazırlanan anket formunun ilk bölümünde, araştırmaya katılan kişilerin demografik özelliklerini belirlemek amacıyla bazı sorulara yer verilmiştir. Bu sorular katılımcıların cinsiyet, yaş, medeni durum, öğrenim durumu, hizmet süresi ve buldukları pozisyonu belirlemeye yönelik sorulardır. 318 katılımcıya ait demografik bilgiler için frekans analizinden yararlanılmıştır. Örneklem demografik özellikleri incelendiğinde; katılımcıların %37,7'i (52 kişi) kadın, %62,3'i (86 kişi) erkeklerden oluşmaktadır. Araştırmaya katılanların büyük çoğunluğunu erkekler oluşturmaktadır. Yaşlarına bakıldığında; 20-30 yaş grubunda %18,1 (25 kişi), 31-40 yaş grubunda %36,2 (50 kişi) ve 41 ve üstü yaş grubunda %45,7 (63 kişi) vardır. Araştırmaya katılanların yarısından çoğu 41 yaş ve üstü yaş grubunda kişilerdir. Katılımcıların %76,1'ü (105 kişi) evli, %23,9'u (33 kişi) bekar. Katılımcıların %2,2'u (3 kişi) lise mezunu, %4,3'si (6 kişi) ön lisans mezunu, %12,3'ü (17 kişi) lisans mezunu, %28,3'ü (39 kişi) yüksek lisans ve %52,9'u (73 kişi) doktora mezunlarından oluşmaktadır. Katılımcıların büyük çoğunluğunu doktora mezunları oluşturmaktadır. Katılımcıların çalışma süreleri incelendiğinde; %10,9'sı (15 kişi) 0-5 yıl, %25,4'ü (35 kişi) 5-10 yıl, %15,2'si (21 kişi) 10-15 yıl, %13,8'i (19) 15-20 yıl, %34,8'i (48 kişi) 20 yıl ve üstü süreyle çalışmaktadır. Katılımcıların büyük çoğunluğunun çalışma hayatı 20 yıl ve üstüdür. Katılımcıların pozisyonları incelendiğinde; % 14,5'i (20) yönetici, % 85,5'i (118) çalışan konumundadır.

4.7.2. Araştırmanın Bağımsız Kategorik Değişkenlerine Göre Değişime Direnç Düzeyine İlişkin Bulgular

Cinsiyet, yaş, öğrenim durumu, medeni durum, hizmet süresi ve pozisyon demografik özelliklerinin, değişime direnç puanları üzerinde istatistiksel olarak anlamlı etkilerinin olup olmadığı incelenmiştir. Bu değişkenler için normallik testlerine bakılmış normal dağılım göstermeyenler için non prametik testlerden Kruskal Wallis, Mann-Whitney U testi vb. uygulanmıştır.

Cinsiyet değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve elde edilen bulgular doğrultusunda katılımcıların değişime direnç düzeyleri arasında; rutini arama (U= 1866,500, p>.05), duygusal tepki (U= 1922,000, p>.05), kısa vadeli düşünme (U= 2090,000, p>.05), bilişsel katılık (U= 2090,000, p>.05) ve toplam (U= 2074,000, p>.05) boyutlarda anlamlı farklılık bulunmamıştır. Yaş değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Kruskal Wallis Testi uygulanmış çalışanların değişime direnç düzeyleri arasında; rutini arama ($\chi^2= 1,710$, p>.05), duygusal tepki ($\chi^2= 0,246$, p>.05), kısa vadeli düşünme ($\chi^2= 3,743$, p>.05) ve toplam ($\chi^2= 5,957$, p>.05) boyutlarda anlamlı farklılık bulunmamıştır. Fakat yaş değişkeninin bilişsel katılık boyutlarında anlamlı farklılık bulunmuştur ($\chi^2= 3,821$, p<.05). Öğrenim durumu değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Kruskal Wallis Testi uygulanmış ve elde edilen bulgular Tablo 1’de verilmiştir.

Alt boyutlar	Öğrenim Durumu	N	Sıra Ortalaması	Medyan	$\bar{x} \pm Ss$	χ^2	p
Rutini Arama	Lise	3	91,00	11	2.15 ± 0.66	3,780	0,437
	Ön Lisans	6	86,75	9,5	2.31 ± 0.62		
	Lisans	17	59,00	8	2.45± 0.62		
	Yüksek lisans	39	73,45	9	2.44 ± 0.67		
	Doktora	73	67,53	8	2.51± 0.62		
Duygusal Tepki	Lise	3	78,83	12	2.68 ± 0.66	1,502	0,826
	Ön Lisans	6	64,92	12	2.84 ± 0.74		
	Lisans	17	59,56	12	2.87± 0.62		
	Yüksek lisans	39	70,05	12	2.92± 0.42		
	Doktora	73	71,51	12	3.05 ± 0.66		
Kısa Vadeli Düşünme	Lise	3	89,83	10	2.27 ± 0.63	5,714	0,220
	Ön Lisans	6	86,83	10	2.44 ± 0.72		
	Lisans	17	73,71	8	2.45± 0.52		
	Yüksek lisans	39	76,67	8	2.48± 0.66		
	Doktora	73	62,43	8	2.59 ± 0.76		
Bilişsel Katılık	Lise	3	110,00	20	3.20 ± 0.83	6,675	0,156
	Ön Lisans	6	87,58	19,50	3.18 ± 0.82		
	Lisans	17	72,71	17	3.12± 0.72		
	Yüksek lisans	39	73,85	16	3.24± 0.62		

	Doktora	73	63,28	16	3.31 ± 0.80		
Toplam	Lise	3	100,33	57	2.53 ± 0.48	3,691	0,449
	Ön Lisans	6	83,33	48,50	2.66 ± 0.49		
	Lisans	17	67,88	45	2.72 ± 0.52		
	Yüksek lisans	39	73,44	46	2.88 ± 0.55		
	Doktora	73	65,37	44	2.92 ± 0.48		
	Toplam	138		45,50	45.50 ± 0.48		

Tablo 1 incelendiğinde, öğrenim durumu değişkene göre çalışanların değişime direnç düzeyleri arasında, bilişsel katılık ($\chi^2= 6,675$, $p>.05$), rutini arama ($\chi^2= 3,780$, $p>.05$), duygusal tepki ($\chi^2= 1,502$, $p>.05$), kısa vadeli düşünme ($\chi^2= 5,714$, $p>.05$) ve toplam ($\chi^2= 3,691$, $p>.05$) boyutlarda anlamlı farklılık bulunmamıştır.

Medeni durum değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve medeni durum değişkenine göre, çalışanların değişime direnç düzeyleri arasında; rutini aramada ($U= 1262,000$, $p<.05$) anlamlı farklılık bulunurken duygusal tepki ($U= 1262,000$, $p>.05$), kısa vadeli düşünme ($U= 1564,500$, $p>.05$), bilişsel katılık ($U= 1562,000$, $p>.05$) ve toplam ($U= 1532,500$, $p>.05$) boyutlarda anlamlı farklılık bulunmamıştır. Hizmet süresi değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Kruskal Wallis Testi uygulanmış ve elde edilen bulgular doğrultusunda çalışanların değişime direnç düzeyleri arasında, bilişsel katılık ($\chi^2= 6,675$, $p>.05$), rutini arama ($\chi^2= 3,780$, $p>.05$), duygusal tepki ($\chi^2= 1,502$, $p>.05$), kısa vadeli düşünme ($\chi^2= 5,714$, $p>.05$) ve toplam ($\chi^2= 3,691$, $p>.05$) boyutlarda anlamlı farklılık bulunmamıştır. Çalışanların buldukları pozisyon değişkenine göre, değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve çalışanların değişime direnç düzeyleri arasında; rutini aramada ($U= 817,000$, $p<.05$) ve toplam ($U= 827,500$, $p<.05$) boyutlarda anlamlı fark bulunmuştur. Ancak duygusal tepki ($U= 1005,000$, $p>.05$), kısa vadeli düşünme ($U= 882,500$, $p>.05$) ve bilişsel katılıkta ($U= 871,000$, $p>.05$) anlamlı farklılık bulunmamıştır.

4.7.3. Araştırmanın Bağımsız Kategorik Değişkenlerine Göre İş Stresi Ve Tükenmişlik Durumuna İlişkin Bulgular

İş stresi ve tükenmişlik düzeylerine ilişkin, cinsiyet demografik özelliği için Mann Whitney U Testi uygulanmış olup sonuçlar doğrultusunda istatistiksel olarak anlamlı etkilerinin olup olmadığı incelenmiş ve elde edilen bulgular aşağıdaki Tablo 2’de sunulmuştur. Katılımcıların iş stresi ve tükenmişlik düzeylerine ilişkin iş stresi ($U= 1823,000$, $p<.05$) ve tükenmişlik ($U= 1665,500$, $p<.05$) boyutlarda önemli anlamlı farklılık bulunmuştur.

Alt boyutlar	Cinsiyet	N	Sıra Ortalaması	Medyan	$\bar{x} \pm Ss$	U	p
İş Stresi	Kadın	52	77,44	21,00	20,23± 7,414	1823,000	0,037*
	Erkek	86	64,70	18,00	18,75± 6,517		
	Toplam	138		19,00	18,75± 6,517		
Tükenmişlik	Kadın	52	58,53	18,00	12,28 ± 4,815	1665,500	0,012*
	Erkek	86	76,13	12,00	11,49 ± 6,517		

	Toplam	138		19,00	18,85±5,258		
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*p<0.05

Yaş değişkenine göre, katılımcıların değişken düzeyleri arasında anlamlı farklılığı sınamak için, Kruskall Wallis Testleri uygulanmış ve yaş değişkene göre çalışanların iş stresinin alt boyutlarında ($\chi^2 = 650,500$, $p>.05$), anlamlı farklılık bulunmamıştır. Katılımcıların tükenmişlik düzeylerinin alt boyutlarında da ($\chi^2 = 3,284$, $p>.05$), anlamlı farklılık bulunmamıştır. Katılımcıların öğrenim durumu değişkenine göre, iş stresi ve tükenmişlik düzeyleri arasında anlamlı farklılığı sınamak için, Kruskall Wallis Testleri uygulanmış ve öğrenim durumu değişkene göre çalışanların iş stresinin alt boyutlarında ($\chi^2 = ,318$, $p>.05$), anlamlı farklılık bulunmamıştır. Katılımcıların tükenmişlik düzeylerinin alt boyutlarında da ($\chi^2 = 2,567$, $p>.05$), anlamlı farklılık bulunmamıştır. Medeni durum değişkenine göre, katılımcıların iş stresi düzeyleri arasında anlamlı farklılığı sınamak için, ANOVA Testi uygulanmıştır. medeni durum değişkenine göre, katılımcıların iş stresi boyutu ($F= 4,438$, $<.01$) boyutlarda çok önemli anlamlı farklılık bulunmuştur. Medeni durum değişkenine göre, çalışanların tükenmişlik düzeylerine ilişkin anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve elde edilen bulgular medeni durum değişkenine göre, katılımcıların tükenmişlik düzeylerinin alt boyutlarında ($U= 1619,500$, $p>.05$), anlamlı farklılık bulunmamıştır. Hizmet süresi değişkenine göre, katılımcıların iş stresi ve tükenmişlik düzeyleri arasında anlamlı farklılığı sınamak için, Kruskall Wallis Testleri uygulanmış ve hizmet süresi değişkene göre iş stresinin alt boyutlarında ($\chi^2 = ,496$, $p>.05$), anlamlı farklılık bulunmamıştır. Tükenmişlik düzeylerinin alt boyutlarında ($\chi^2 = 8,337$, $p>.05$), anlamlı farklılık bulunmamıştır. Çalışanların buldukları pozisyon değişkenine göre, iş stresi ve tükenmişlik düzeyleri arasında anlamlı farklılığı sınamak için, Mann Whitney U Testleri uygulanmış ve elde edilen bulgular pozisyon değişkenine göre, katılımcıların iş stresinin alt boyutlarında ($U= 1091,500$, $p>.05$), anlamlı farklılık bulunmamıştır. Tükenmişlik düzeylerinin alt boyutlarında ($U= 1172,500$, $p>.05$), anlamlı farklılık bulunmamıştır.

SONUÇ

Çalışma sonuçlarına bakıldığında; değişime direnç ölçeğinin, iş stresi ölçeğinin ve tükenmişlik ölçeğinin güvenilirlikleri Cronbach Alfa testi ile hesaplanmıştır. Ölçeğinin güvenilirliğini tespit etmek maksadıyla, Değişime Direnç (DD) ölçeğinin güvenilirliği, ölçeğin tamamı ve her bir alt boyutu için ayrı ayrı hesaplanarak, Cronbach's Alpha değerleri incelendiğinde ölçeğin tamamının ve her bir alt boyutunun yüksek derecede güvenilir olduğunu göstermiştir. İş stresi ölçeğinin güvenilirliği Cronbach's Alpha =0,871 olduğundan yüksek derecede bulunmuştur. Kopenhag tükenmişlik ölçeğinin güvenilirliğine bakıldığında ise güvenilirliği Cronbach's Alpha =0,910 olduğundan yüksek derecede bulunmuştur.

Yapılan testler sonucu genel olarak çıkarılan sonuçlar doğrultusunda; değişime direnç, iş stresi ve tükenmişlik düzeyleri arasında öğrenim durumu ve hizmet süresi değişkenlerine göre anlamlı farklılık bulunmamıştır. Cinsiyet değişkeni doğrultusunda değişime direnç kısmında anlamlı bir farklılık bulunmamış ancak iş stresi ve tükenmişliğe göre cinsiyet değişkeninde anlamlı farklılık bulunmuştur. Yaşa göre, değişime direnç düzeyleri arasında; rutini arama, duygusal tepki, kısa vadeli anlamlı farklılık bulunmamıştır. Fakat yaş değişkeninin bilişsel katılık boyutlarında anlamlı farklılık bulunmuştur. İş stresi ve tükenmişlik alt boyutlarında ise anlamlı farklılık bulunmamıştır. Medeni durum değişkenine göre, katılımcıların değişime direnç düzeyleri arasında anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve medeni durum değişkenine göre, çalışanların değişime direnç düzeyleri arasında; rutini aramada anlamlı farklılık bulunurken duygusal tepki, kısa vadeli düşünme, bilişsel katılık ve toplam boyutlarda anlamlı farklılık bulunmamıştır. Medeni durum değişkenine göre,

katılımcıların iş stresi düzeyleri arasında anlamlı farklılığı sınamak için, ANOVA Testi uygulanmıştır. Test sonucuna göre iş stresi boyutlarında çok önemli anlamlı farklılık bulunmuştur. Medeni durum değişkeninde, tükenmişlik düzeylerine ilişkin anlamlı farklılığı sınamak için, Mann Whitney U Testi uygulanmış ve elde edilen bulgular katılımcıların tükenmişlik düzeylerinin alt boyutlarında anlamlı bir farklılık bulunmamıştır.

NOT: Bu çalışma “Değişime Direnç İle İş Stresi Ve Tükenmişlik Arasındaki İlişkinin Analizi” başlıklı tezden çıkartılmıştır.

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Sağlık İle İyilik Hali Arasındaki İlişki: İller Düzeyinde Bir Araştırma

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ÖZET

Sağlık ve iyilik hali, bireysel olduğu kadar toplumsal düzeyde de önemli olan ve birbiri ile pozitif ilişkisi bulunan iki kavramdır. Sağlık durumu kötü olan bir bireyin kendini iyi hissetmesinin mümkün olmadığı gibi, sağlık statüsü düşük olan bir toplumunda iyilik hali içinde olması beklenemez. Ancak bu iki terimin birbiri ile olan ilişkisi toplumsal düzeyde daha az incelenmiştir. Söz konusu sorun nedeniyle yapılan bu çalışmanın amacı da sağlık ile iyilik hali arasındaki ilişkiyi iller bazında incelemektir. Araştırmada, bağımsız değişken olan sağlık düzeyini belirlemede, sağlıklı yaşam yılı, bebek ölüm oranı, beş yaş altı ölüm oranı ve hekim başına düşen müracaat sayısı göstergeleri kullanılmıştır. İyilik hali, illerin daha iyi yaşam endeksi değerini yansıtmaktadır ve tüm veriler Türkiye İstatistik Kurumu veri tabanından elde edilmiştir. Eviews programı ile gerçekleştirilen çoklu değişkenli regresyon analizi neticesinde, sağlıklı yaşam yılının ($\beta = .388$), bebek ölüm oranının ($\beta = -.207$), beş yaş altı çocuk ölüm oranının ($\beta = -.476$) ve kişi başına düşen hekim sayısının ($\beta = .283$) iyilik hali ile ilişkili olduğu tespit edilmiştir. Elde edilen bu bulgular sonucunda, sağlık politika yapıcıların ve sağlık yöneticilerine sağlık ile iyilik halinin bireysel olduğu kadar toplumsal düzeyde de birbiri ile ilişkili olduğunu, bu nedenle toplumların sağlık statüsünü belirleyen göstergelerde meydana gelen değişimlerin, onların iyilik halini de etkileyebileceğini göz önünde bulundurması gerektiğini ortaya koymaktadır.

Anahtar Kelimeler: İyilik Hali, Sağlıklı Yaşam Yılı, Bebek Ölüm Oranı, Beş Yaş Altı Ölüm Oranı, İller

The Relationship Between Health and Well-Being: A Study at Province Level

ABSTRACT

Health and well-being are two concepts that are important at the social level as well as individually and have a positive relationship with each other. Just like it is not possible for an individual with poor health status to feel well, and a society with low health status cannot be expected to be in well-being. However, the relationship between these two terms is less studied at the social level. The purpose of this study, which was conducted due to the problem in question, is to examine the relationship between health and well-being on a provincial basis. In the study, in determining the health level, which is the independent variable, the indicators of healthy life years, infant mortality rate, under-five mortality rate and the number of applications per physician were used. Wellbeing reflects the better life index value of the provinces and all the data were obtained from the Turkey Statistical Institute data base. As a result of the multivariate regression analysis performed with the Eviews program, healthy life years ($\beta = .388$), infant mortality rate ($\beta = -.207$), under-five mortality rate ($\beta = -.476$) and the number of physicians per person ($\beta = .283$) provinces were found to be associated with well-being. As a result of these findings, it is revealed that health policy makers and health administrators should consider that health and well-being are interrelated at the social level as well as individually, therefore, changes in indicators determining the health status of societies may affect their well-being.

Keywords: Well-being, Healthy Life Year, Infant Mortality Rate, Under Five Mortality Rate, Provinces

GİRİŞ

Alan literatüründe çok uzun süredir illerin, bölgelerin ve ülkelerin gelişmişlik düzeylerinin onların ekonomik durumlarıyla ilişkili olduğu düşüncesi hakim idi (Kanbur, 2000: 791). Günümüzde ekonomik büyüme hala belirli bir değere sahip olsa da (Samans ve diğ., 2017: v), kişi başına düşen GSYİH'deki artışla bir ülkenin kalkınma düzeyini belirleyen yaklaşım 1970'lerden itibaren zayıflamaya başlamış ve toplumların gerçek zenginliğinin vatandaşlarının refahının bir parçası olarak sağlık ve iyilik hallerinin olduğu kabul edilmiştir (Stiglitz ve diğ., 2009: 11-12; Martínez-Alier ve diğ., 2010: 1745).

Sağlık ve iyilik hali, alan literatüründen birbirinden ayrılamayan iki ayrı terimdir ve her iki olgu da sorumluluğun nihai olarak hem hükümete hem de sivil topluma ait olduğu karmaşık konular arasında yer almaktadır (Gudka ve diğ., 2017: 236). Halihazırda bilinen en önemli gerçek ise sağlık ve iyilik halinin, sağlık sistemleri ve sosyal sistemler gibi bazı ortak belirleyicileri olan etkileşimli kavramlar olduğunu ve aralarındaki ilişkinin pozitif ve iki yönlü geliştiğidir (. Yani sağlık iyilik halini etkilemektedir ve iyilik hali de sağlığı etki etmektedir. Birey kendini iyi hissettiğinde bağışıklık sistemi daha dirençli, daha yüksek ağrı toleranslı, daha uzun ömürlü ve daha az hasta olmaktadır. Kişi hem fiziki hem de ruhen daha sağlıklı iken ise, kendini daha iyi olarak değerlendirebilecek ve yaşamından daha fazla mutlu olabilecektir (Department of Health, 2014: 1).

Sağlık ve iyilik halinin birbiri ile etkileşimi yukarıda da belirtildiği üzere genellikle bireysel anlamda düşünülmektedir (Stoll ve diğ., 2012: 33-36) ve ülkelerin, bölgelerin ve illerin sağlık düzeyleri ile iyilik hali arasındaki ilişkiler daha az tartışılmaktadır (World Health Organization, 2012: 3-4). Bu çalışmanın amacı da, sağlık ile iyilik hali arasındaki ilişkiyi iller düzeyinde ortaya koymaktır. Araştırmadan elde edilen sonuçların, sağlık yöneticileri ve politikacılar için sağlık alanındaki temel göstergelerde yapılacak iyileştirmelerin toplumun iyilik halini de etkileyeceğine ve gelişmişlik düzeyine katkıda bulunacağına dair önemli bilgiler sunacağı düşünülmektedir.

1. LİTERATÜR

İyilik hali, bir insanın kendi hayatının algılanmasıyla ve tamamen her yönüyle değerlendirmesi ile ilgili bir kavramdır. Genel olarak “bireyin ne kadar iyi yaşadığına dair deneyimi veya algısı” olarak tanımlanabilmektedir (Naess, 1999: 115). Diener ve Seligman’a (2004) göre insanların pozitif duygular, bağlılık, tatmin ve anlam konusunda yaşamlarına ilişkin olumlu değerlendirmelerini içeren hisleri ve yargılardır (Diener ve Seligman, 2004: 1). Dünya Sağlık Örgütü ise terimi kişilerin kendi hayat deneyimlerini ve yaşam koşullarını sosyal normlar ve değerlerle karşılaştırılması olarak açıklamaya çalışmaktadır (World Health Organization, 2013: 1). Kısacası iyilik hali insanların kendi yaşam kalitelerine ilişkin algıları ve hisleri ile ilişkilidir ve bu değerlendirmeler zamanla değişebilmektedir (Gian, 2017: 942).

Tüm bu tanımlara göre insanların yaşamları hakkında iki tür algısı vardır: birincisi yaşamları hakkında nasıl hissettikleriyle ilgili öznel algıları ve ikincisi ise hayatlarını nasıl gördükleriyle ilgili nesnel algılarıdır (World Health Organization, 2013: 9). Yaşamın öznel yönü, bireylerin yaşamlarında ne kadar mutlu veya mutsuz oldukları konusundaki duygusal değerlendirmesini içermektedir. Nesnel iyilik hali algısı ise, kişilerin gelir, barınma ve yemek gibi maddi kaynaklarının yanı sıra eğitim, sağlık ve sosyal destek gibi sosyal özelliklerinin değerlendirilmesinin bir sonucu olarak yaşam kalitelerinin ne kadar iyi olduğuna ilişkin görüşleriyle ilgilidir (Western ve Tomaszewski, 2016: 2).

Nesnel iyilik halinin kapsamındaki konular, dünya ülkeleri vatandaşları tarafından iyilik halinin asgari bileşenleri olarak kabul edilmektedir ve bu bileşenler arasında sağlık ta bulunmaktadır. Aslında sağlık ve iyilik hali genellikle birlikte kullanılmaktadır ve bir nüfusun iyilik hali sadece o toplumun olumlu duygulara sahip olması, mutlu olması ve stres ve kaygı içinde olmaması ile ilgili değildir. Aynı zamanda bu topluluk içindeki bireylerde hastalık bulunmaması yani toplum üyelerinin sağlıklı olmaları ile de alakalıdır (Arora ve diğ., 2016: 2075). Bu nedenle sağlık ve

iyilik hali birbiri ile alakalıdır aralarında iki yönlü bir ilişki bulunmaktadır. Yani sağıktaki iyileşmeler kişilerin kendini daha iyi hissetmesine sebebiyet verirken, iyilik halinin olumlu olması bireysel sağığa katkıda bulunur ve gelecekteki sağığı da etkiler (World Health Organization, 2013: 9). Ayrıca belirli bir nüfusun belirli bir zamandaki sağık düzeyi ölçümü, o popülasyonun iyilik hali seviyesi hakkında da bilgi sağlayabilmektedir (Murray ve diğ., 2000: 984). Söz konusu durumlardan dolayı doğumda beklenen yaşam süresi, bebek ölüm oranı, beş yaş altı ölüm oranı ve hekim başına düşen müracaat sayısı gibi önemli sağık göstergeleri düzeylerinin toplumun iyilik düzeyi ile ilişkilendirilmesi gerekmektedir (Beaumont, 2011: 10; Eren ve Aşıcı, 2018: 1350-1351).

Doğumda beklenen yaşam süresi uluslararası karşılaştırmalarda temel bir sağık ve iyilik hali göstergesi olarak kullanılmaktadır (Lee ve diğ., 2016: 2497). Ancak uzun ömür, hangi toplumların vatandaşlarının sağık ihtiyaçlarını karşılamada daha başarılı olduğunu veya hangilerinin daha sağıklı olduğunu göstermez. Örneğin bireyler sağıkları iyi olmasa da ya da sağık sistemlerinde verilen sağık hizmetlerini iyi almamalarına rağmen çok uzun süre yaşayabilmektedirler. Bu nedenle doğumda beklenen yaşam süresi yerine, mutlu yaşam beklentisi kullanmak daha doğrudur (Veenhoven, 1996: 10). Mutlu yaşam beklentisi, bir toplumun yaşam beklentisini mutluluk düzeyi ile birlikte değerlendiren özet bir yaşam tablosu ölçüsüdür (Yang, 2008: 1237) ve ortalama bir bireyin belirli bir zamanda mutlu yaşadığı yıl sayısını göstermektedir (Veenhoven, 1996: 21).

Sağık çalışanları arasında yer alan hekimler, hastalarının sağığını iyileştirmek için gerekli olan tanı ve tedavileri belirleyerek daha iyi bakım sağlayabilirler. Bu durum hastaların iyilik halinde iyileşmelere neden olmaktadır (Stegeman, 2014: 30). Hekim sayısı veya hekime müracaat sayısı, sağık hizmetlerinin mevcudiyetini de ifade ettiği için, ülkelerin iyilik halinin de önemli bir belirleyicisidir. Araştırmalar, kişi başına düşen hekim sayısının iyilik halini olumlu yönde etkilediğini buna karşın sağık hizmetinin tüketimini gösteren doktor başına başvuru sayısının ise iyilik halini azalttığını göstermektedir (Kim ve diğ., 2014: 86).

İyilik düzeyi ile ilişkilendirilebilecek diğer sağık göstergeleri ise, bebek ölüm oranı ve beş yaş altı ölüm oranıdır. Bu iki oran aslında daha önce nüfus sağığının belirleyicisi olarak geliştirilmiş olsa da, günümüzde artık tüm sağık sistemlerinin performansını belirleyen en önemli kriterler haline gelmişlerdir. Ayrıca nüfusun sağık durumunu, ekonomik gelişme düzeyini ve hastalık oranlarını da etkilemektedirler (OECD/World Health Organization, 2018: 38; Reidpath ve Allotey, 2003: 345). Her iki oran aynı zamanda, eğitim seviyesi, güvenlik, gelir ve çevre kalitesi gibi insanın iyilik hali için gerekli olan temel koşullara erişimi de yansıttığı için, temel birer sağık göstergesi olarak kabul edilmektedirler (Pol ve Thomas, 2001: 178).

İyilik hali ile ilgili alan yazını hızla büyümektedir, ancak mevcut çalışmalar esas olarak onun ekonomik veya sosyodemografik belirleyicileri üzerinde yoğunlaşmaktadır (Eren ve Aşıcı, 2017: 1349; Wadsworth, 2014: 116). Sağık gibi toplumun iyilik halini etkileyen diğer faktörlerin etkisini anlamak, iyilik halinde yapılacak iyileştirmeleri düzenlemek açısından önemli bir konudur (McGillivray ve Clarke, 2006: 3; Kim ve diğ., 2014: 86). Ancak, sağıkla ilgili göstergelerin iyilik hali ile nasıl ilişkili olduğuna dair çok az kanıt vardır (Veenhoven ve diğerleri, 1993: 83-86). Dolayısıyla mevcut çalışma bu boşluğu doldurmaya çalışıyor. Araştırmadan elde edilen bulguların, yetkili kişilere sağık ve iyilik hali arasındaki ilişki hakkında önemli ipuçları sağlayacağı düşünülmektedir.

2. METODOLOJİ

Bu çalışmanın amacı, iller bazında sağıkla ilgili göstergelerin iyilik hali düzeyi ile ilişkisini incelemektir. Söz konusu amaçla yapılan çalışmada, bağımlı değişken olan illerin iyilik hali, Türkiye İstatistik Kurumu tarafından yayımlanan illerin daha iyi yaşam endeksinde yer alan iyilik hali endeks puanlarıdır Mutlu yaşam süresi beklentisi de yaşam indeksi göstergelerinde yer alan doğumda beklenen yaşam yılı ve mutluluk düzeylerinin çarpılması sonucunda

bulunmuştur (Türkiye İstatistik Kurumu, 2016: 1). Araştırmanın diğer bağımsız değişkenleri olan bebek ölüm oranı, beş yaş altı çocuk ölüm oranı ve kişi başına düşen hekim sayısı Türkiye İstatistik Kurumu veri tabanından elde edilmiştir (Türkiye İstatistik Kurumu, 2017: 1). Çalışma Türkiye'deki 81 ili kapsamaktadır.

Toplanan veriler, Sosyal Bilimler için İstatistiksel Paketinin (SPSS) 17.0 versiyonuna girilmiştir ve tanımlayıcı analizler ile regresyon analizinde yer alan standardize edilmiş beta katsayıları bu istatistiksel programdan elde edilmiştir. Daha sonra, çok değişkenli regresyon analizi için E-views paket programı kullanılmıştır. Sağlıkla ilgili değişkenlerin iyilik hali üzerindeki etkisini tahmin etmek için sıradan En Küçük Kareler (EKK) yöntemi uygulanmıştır. EKK, artıkların standart sapmalarını en aza indirerek regresyon eşitliğini tahmin eden bir yöntemdir. Regresyon modeli, diğer yöntemlerden daha kolay, daha güçlü ve popüler olması nedeniyle genellikle sıradan EKK ile tahmin edilir (Mahaboob ve diğ., 2018: 518). Ancak yöntemin bir takım varsayımları vardır ve varsayımlardan sapmalar meydana gelirse, EKK yönteminden elde edilen sonuçların yorumlanması ve kullanılması konusunda dikkatli olunması gerekmektedir. Varsayımlardan sapmalar; artıklar arasındaki otokorelasyonun varlığı, bağımsız değişkenler arasındaki çoklu bağlantı sorunu normal dağılıma uymayan hatalar ve varyansların heterojen dağılımı olarak sıralanabilir (Alexopoulos, 2010: 25).

Otokorelasyon sorunu, artık terimler arasında bir ilişki olduğunda ortaya çıkar (Everitt ve Skronal, 2010: 145). Otokorelasyon durumunda, varyansların gerçek değerden daha küçük olduğu ve t ve F test değerlerinin gerçek değerden büyük olduğu bir sonuca ulaşılır. Dolayısıyla t ve F testlerinin değerleri güvenilirliğini yitirir ve yanıltıcı bir sonuç verir ve ayrıca parametrelerin en küçük kareler tahmin edicileri de verimli değildir. Otokorelasyon durumunu ortaya çıkarmak için iki yöntem kullanılır: birincisi grafiksel yöntem ve ikincisi otokorelasyon testleridir (Maxwell ve David, 1995: 488). Bu çalışmada otokorelasyonu belirlemek için, test yöntemlerinden biri olan Durbin-Watson d istatistiğine (Everitt ve Skronal, 2010: 145) bakılmıştır. Kural olarak test sonucunun 1,5 ila 2,5 arasında olması beklenmektedir. (Kalaycı, 2010: 228).

Çoklu bağlantı olmaması regresyon varsayımlarından bir diğeri olup, bir regresyon sorunu modelindeki açıklayıcı değişkenlerin tümü veya bazıları arasındaki doğrusal ve güçlü ilişkileri ifade eder. Bağımsız değişkenler birbirleriyle yüksek oranda korelasyon gösteriyorsa, OLS tahmin edicilerinin varyans ve kovaryans değerlerinin yüksek olmasına ve sonuçların yanlış yorumlanmasına neden olur (Everitt ve Skronal, 2010: 287). Kısmi korelasyonların, basit korelasyon matrisinin ve Varyans Enflasyon Faktörlerinin (VIF) incelenmesi genellikle çoklu bağlantı problemini belirlemek için kullanılabilir. Varyansı ve kovaryansı büyüyen faktör, VIF olarak ifade edilir. Bir değişkenin VIF değeri 10'u aşarsa, bu açıklayıcı değişkenlerin yüksek oranda ilişkili olduğu söylenir (Kalaycı, 2010: 224). Bu çalışmada, çoklu bağlantı sorununun saptanmasında VIF değerleri kullanılmıştır.

Regresyon analizinde, regresyon katsayılarını test etmek için, artıkların normal dağılmış olduğu varsayılır. Normal olarak dağıtılan artıklar, regresyon modelinin kabul edilebilir rastgele hata üretmesidir. Histograma, normal dağılım grafiğine ve ya bakarak değerlendirilebilir. Kolmogorov-Smirnov, Shapiro-Wilk testi, Anderson-Darling testi, D'Agostino-Pearson omnibus testi ve Jarque-Bera testi gibi istatistiksel değerlere bakılarak normallik durumu değerlendirilebilir (Kalaycı 2010: 210-215). Jarque-Bera normallik testi, bu çalışmada artıkların normal olarak dağıldığını bulmak için uygulanmıştır. Testin p değerinin 0,05'ten anlamlı olması, artıkların normal dağıldığına işaret etmektedir (Altuntepe ve Güner, 2013: 80). Regresyon analizinin diğeri bir varsayımı, varyansın homojenliğidir, varyansın eşit dağılımıdır. Homojenliğin tersi, heteroskedisitedir ve kalıntıların varyansının tüm gözlemler için aynı olmadığı anlamına gelmektedir. Varyanslar eşit olmadığı zaman parametre tahmin edicileri normalden daha büyüktür ve t gerçek test sonucundan daha küçüktür. Varyans homojenliğinin varlığını araştırmak çeşitli testler kullanılır. Park testi, Glejser testi, Spearman sıra korelasyon

testi ve White testidir bunlar arasında yer almaktadır (Çil, 2010: 319-339). Bu modeldeki artıkların sabit bir varyansa sahip olup olmadığını değerlendirmek için uygulaması kolay olan White'ın homoscedastisite testi uygulanmıştır. Varyansın eşit dağılımı testin p değeri sonuçlarının 0,05'ten anlamlı olması gerekmektedir (Altuntepe ve Güner, 2013: 80).

3. BULGULAR VE TARTIŞMA

Tablo 1, değişkenlere ait tanımlayıcı istatistikleri göstermektedir. Buna göre Türkiye'de ortalama refah oranı, 2015'te maksimum 0,67 ile 0,52'dir. Bebek ölüm hızının en düşük olduğu il Karabük (5,27) iken, bebek ölüm hızının en yüksek olduğu il Kilis'tir (25,73). Ortalama kişi başına düşen hekim sayısı 1,527'dir.

Tablo-1. Değişkenlere İlişkin Tanımlayıcı Analizler

Değişkenler	Kod	Minimum	Maksimum	Ortalama	Std. Sapma
İyilik Hali	İH	0,28	0,67	0,5247	0,10415
Mutlu Yaşam Yılı Beklentisi	MYYB	33,79	61,06	47,7645	5,78743
Bebek Ölüm Oranı	BÖO	5,27	25,73	10,9947	3,39902
Beş Yaş Altı Ölüm Oranı	BYAÖO	5,90	22,60	12,0284	3,75417
Kişi Başına Düşen Hekim Sayısı	KBDHS	0,73	3,15	1,5272	0,45630

Çok değişkenli regresyon tahmin sonuçları Tablo 2'de verilmiştir. Analiz sonucunda iyilik halindeki değişimlerin % 78'inin (R-kare) modeldeki sağlıkla ilgili açıklayıcı değişkenler tarafından açıklandığı bulunmuştur. Modelin anlamlılık düzeyi araştırıldığında, modelin (F = 72,02685; p = 0,000) bir bütün olarak anlamlı olduğu görülmektedir. Regresyon modelinde otokorelasyonu test etmek için kullanılan Durbin-Watson katsayısı 2,044'dür ve bu modelde otokorelasyon olmadığını göstermektedir. Ayrıca 2,613676 arasındaki VIF değerleri de, modelde çoklu bağlantı problemi olmadığını göstermektedir.

Tablo 2'deki regresyon analizi sonuçlarına göre mutlu yaşam yılının ($\beta = .388$), bebek ölüm oranının ($\beta = -.207$), beş yaş altı çocuk ölüm oranının ($\beta = -.476$) ve kişi başına düşen hekim sayısının ($\beta = .283$) iyilik hali ile ilişkili olduğu tespit edilmiştir (p < 0.01). Standardize edilmiş beta katsayı değerleri incelendiğinde, beş yaş altı ölüm hızının iyilik halini diğer değişkenlere göre daha fazla etkilediği belirlenmiştir.

Tablo-2: Regresyon Analizi Sonuçları

Değişken	Std Edilmemiş Beta	Std.Beta	Std. Hata	t-İstatistik	P	VIF
MYYB	0.006975	0,388	0.000954	7.311.084	0.0000	1.023494
BÖO	-0.006331	-0,207	0.002558	-2.474.493	0.0156	2.538398
BYAÖO	-0.013218	-0,476	0.002350	-5.623.683	0.0000	2.613676
KBDHS	0.064664	0,283	0.012950	4.993.337	0.0000	1.172101
C	0.321371		0.060139	5.343.805	0.0000	
R-kare		0.791270		Bağımlı değişken ortalaması	0.524711	
Uyarlanmış R-kare		0.780285		Bağımlı değişken std hata	0.104148	

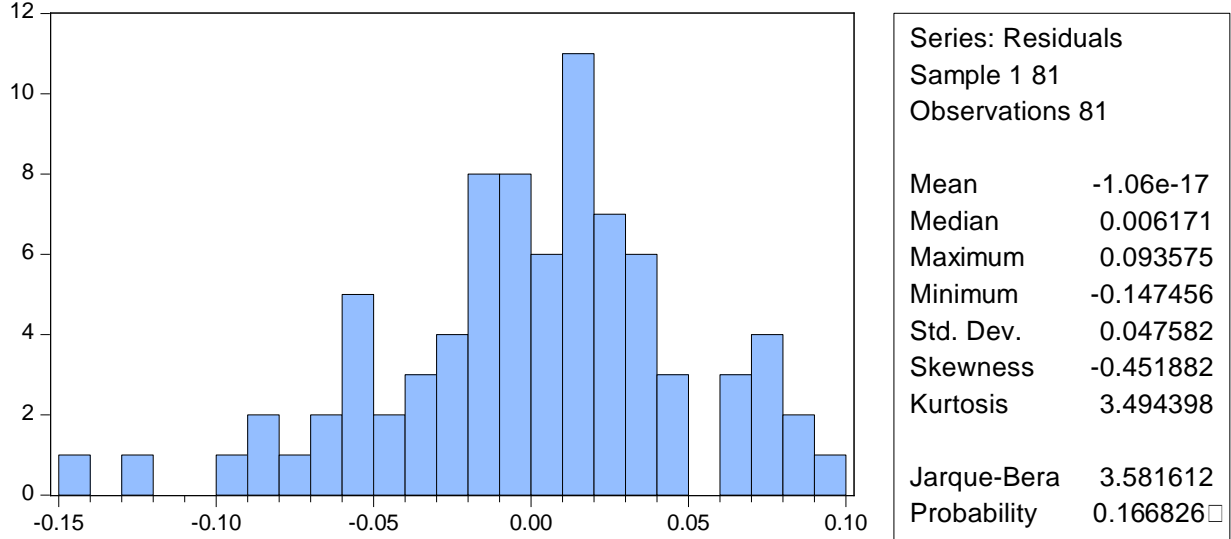
Regrestonun STD Hatası	0.048818	Akaike bilgi kriteri	-3.141.687
Artıkların toplam karesi	0.181124	Schwarz kriteri	-2.993.882
Benzerlik log	1.322.383	Hannan-Quinn kriteri.	-3.082.386
F-istatistik	72,02685	Durbin-Watson değeri	2.044.807
P değeri(F-istatistik)	0.000000		

Analizler sonunda, mutlu yaşam yılı beklentisinin iyilik hali ile ilişkili olduğu saptanmıştır. Bu durumun, mutlu yılların sayısının artmasının insanların kendini aktif, sağlıklı ve nihayetinde iyi hissetmemesiyle ilgili olduğu düşünülmektedir. Raibley (2012) tarafından yapılan çalışmada, mutluluğun bir kişinin değerlerini gerçekleştirme eğilimine doğrudan faydalı olduğu ve böylece iyi oluş seviyesini artırabileceği öngörülmüştür. Horbal (2012) tarafından yapılan bir çalışmada ise, yaşam doyumu yüksek olan bireylerin daha neşeli, daha olumlu ve daha iyimser oldukları bulunmuştur.

Bir diğer önemli sonuç, bebek ve beş yaş altı çocuk ölüm oranının refah üzerinde olumsuz bir etkiye sahip olmasıdır. Yani, bebek ve beş yaş altı ölüm oranındaki artış, illerin refahındaki azalma ile ilişkilidir. Bu durum, tüm ölümlerin üzücü olduğu ancak bebek ve çocuk ölümlerinin kişiyi daha kötü hissettirdiği şeklinde yorumlanabilir. Schiman ve diğ. (2019) tarafından yapılan bir araştırmaya göre. İngiltere ve Galler'de bebek ölüm oranlarının yüksek olduğu bölgelerde yaşayan insanların düzeylerinin önemli ölçüde kötü sağlık ve esenliğe sahip olduğu sonucuna varılmıştır. Dahası, Reidpath ve Allotey (2003) 180 ülkede yapılan bir çalışmada bebek ölümlerinin yaşlıların sağlığı ve refahı üzerinde olumsuz bir etkisi olduğunu bulmuşlardır.

Çalışmadan elde edilen diğer bir sonuç ise, kişi başına düşen hekim sayısı arttıkça iyilik halinin de daha olumlu hale geldiğidir. Bu durumun hekimlerin kişilerin sağlığı ve iyi oluşlarına yaptıkları temel katkılar ile ilişkili olduğu düşünülmektedir. Lowe ve diğ. (2013) tarafından yapılan çalışmada da, kişi başına düşen hekim sayısının, kişilerin sağlığını, iyiliğini ve yaşam sürelerini arttırdığı sonucuna ulaşılmıştır.

Araştırmada çoklu bağlantı ve otokorelasyon haricinde, çoklu değişkenli regresyon analizinde olması gereken varsayımlardan bir diğeri atıkların normal dağılıma sahip olmasıdır. Şekil 1'de yer alan Jarque-Bera testi, atıkların çalışmada normal dağıldığını test etmek için kullanılmıştır. Bu test değeri 3,581612'dir ve p-değeri = 0,1666826 > 0,05'dir. Jarque-Bera test istatistiğinin p değerinin 0,05'ten büyük olması, normallik varsayımından sapma olmadığını yansıtmaktadır.



Şekil-1: Jarque-Bera Test Sonuçları

Çoklu değişkenli regresyon analizinde bir diğer önemli varsayım, artıkların varyansının homojen olmasıdır. Modelde varyans heterojenliği problemi White testi ile incelenmiştir. Test analizi sonuçları Tablo 3'te verilmiştir. Test istatistiğinin olasılık değerinin 0,05'ten büyük olması, varyansın heterojenlik problemi olmadığını göstermektedir.

Tablo-3: White Testi Sonuçları

F-istatistik	0.788801	P değeri F(14,66)	0.6774
Gözlenen R kare	11.61037	P değeri (14)	0.6376
Ölçekle açıklanan kareler toplamı	12.74792	P değeri (14)	0.5465

SONUÇ

Vatandaşların iyilik hali düzeyinin iyileştirilmesi, kamu politikasının temel hedefidir. Bu nedenle politika yapıcılarının, uygun çıkarımları uygulamak için hangi faktörlerin toplumun iyilik hali üzerinde daha etkili olduğunu ve bu etkenlerin toplumsal iyi oluşu ne kadar arttığını veya azaldığını bilmeleri gerekmektedir (Rablen, 2010: 1).

Bu çalışmada sağlık ile iyilik hali arasındaki ilişkiler incelenmiş olup, sağlıkla ilgili en önemli göstergelerin toplumun iyi oluşunu da etkilediği sonucuna ulaşılmıştır. Söz konusu önemli bulgulara rağmen, her çalışmada olduğu gibi bu araştırmanın da bazı sınırlılıkları vardır. Bu kısıtlardan en önemlisi, ikinci verinin kullanılmış olmasıdır. Mevcut ikincil veriler yanıltıcı olabilir çünkü her zaman güvenilir bir şekilde toplanamayabilir. Ayrıca diğer yıllar için yayınlanmış değerlerin olmaması ve sadece bir yıllık verileri içermesi nedeniyle sonuçları genelleme konusunda dikkatli olmak gerekmektedir. Daha güçlü ve daha genel sonuçlar elde etmek için büyük ölçekli çalışmalar yapılması tavsiye edilebilir.

Ancak gene de bu çalışmanın bir takım güçlü yönleri de bulunmaktadır. Alan yazınında nesnel veya öznel iyilik hali üzerine pek çok mevcut araştırma vardır, ancak bunların çok azı sağlıkla ilgili faktörler ve iyilik hali arasındaki ilişkiye odaklanmıştır. Dolayısıyla bu çalışmanın mevcut akademik araştırmalara ve aynı zamanda kamu politikasına katkı sağladığı düşünülmektedir. Elde edilen sonuçlar, politika yapıcılara vatandaşları daha mutlu kılmak, bebek ve beş yaş altı ölüm oranını düşürmek ve kişi başına düşen hekim sayısını artırmak için sarf ettikleri her çabanın, toplumun iyi oluşunu da olumlu yönde etkileyeceğini göstermektedir.

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ÖZET

İletişim teknolojilerindeki ilerlemeler, tüketici bilincinde yaşanan artış ve değişimler, İnternet kullanıcılarının çoğalması ve sosyal ticaret/paylaşımın artışıyla gelişen paylaşım ekonomisi, ekonomik ve teknolojik olgudur (Botsman ve Rogers 2010; Kaplan ve Haenlin 2010: 60; Wang ve Zhang 2012). Erişim ekonomisi ya da erişim temelli tüketim (Bardhi ve Eckhardt, 2016:881) olarak da isimlendirilen paylaşım ekonomisi aynı zamanda ürünlerinin tüketiminin İnternet platformları aracılığı ile paylaşılmasına olanak sunan işbirlikçi tüketimin yanı sıra çeşitli bilgi ve iletişim teknolojilerini de kapsayan (Hamari, Sjöklint ve Ukkonen 2016: 2047) sosyo-ekonomik sistemdir (Munoz ve Cohen, 2017:22).

Paylaşım ekonomisi çatısında, bir ya da daha fazla bireyin, yine bir ya da daha fazla sayıda birey ile ortak faaliyetlerde bulunma süreci olarak gelişen ve ekonomik ürün tüketimi eylemi olarak tanımlanan işbirlikçi tüketim kavramı, ilk kez 1978 yılında Felson ve Speath tarafından literatüre kazandırılmıştır. Bilişsel devrimin hızla insan yaşamına adapte olması, farklı sosyo-ekonomik gruplardan tüketicileri bir araya getiren paylaşım ekonomisi ve işbirlikçi tüketim uygulamalarını da hızla artırmaktadır. Özellikle İnternet kullanımının artışı ve teknolojik olanakların genişlemesiyle yaygın etkisi yüksek düzeyde hissedilen işbirlikçi tüketim, bir kaynağın ücret veya başka bir bedel karşılığında edinilmesinin ve dağıtılmasının, insanlar tarafından koordine edilmesidir (Belk, 2014:1597). Bununla beraber işbirlikçi tüketim, topluluk üyelerinin bulunduğu İnternet platformlarında koordine edilen ürünlere erişim ve bu ürünlerin paylaşımını ele alır.

İşbirlikçi tüketime katılım motivasyonları; sosyal, ekonomik ve teknolojik motivasyonlar (Jeremiah Owyang, 2014) çerçevesinde topluluk arzusu, aidiyet, itibar (Hamari, Sjöklint ve Ukkonen, 2016: 2052), haz (Lee, Chan, Balaji ve Chong, 2016:3), nüfus yoğunluğu ve değişen eğilimler ve aşinalığın etkisi, sürdürülebilirlik (Prothero, Dobscha, Freund, Kilbourne, Luchs, Ozanne, ve Thøgersen 2011: 35), maliyet tasarrufu (Lamberton ve Rose, 2012:114), ekonomik fayda ve teknolojik sürece katılım (Tussyadiah ve Pesonen 2015: 705) olarak belirtilir. İşbirlikçi tüketimin engelleyici etkenleri ise algılanan mahremiyet (Lee vd.: 2016:7) ve güvenlik riskleri (Wirtz ve Lwin 2009:192), algılanan fayda ve platform kalitesidir (Aladwani ve Palvia 2002:468).

Çalışmanın amacı; tüketicilerin işbirlikçi tüketime katılımlarına yönelik engelleri ve motivasyonları belirlemek, pazarlama literatürüne ve işbirlikçi tüketimin genişlemeye çalıştığı sektörlerle katkıda bulunmaktır. Keşifsel araştırma türünde olan nitel araştırma temelinde olgubilim ile desenlenen çalışmanın verisi, Türkiye’de, şehirlerarası yolculukta aynı rotada seyahat edecek sürücülerin (hizmet sağlayıcı) ve yolcuların (hizmetten yararlanan) bir araya getirdiği İnternet tabanlı dünyada ve Türkiye’de önemli kullanım düzeyine ulaşan yolculuk paylaşım hizmet ağı, Blablacar uygulaması kapsamında gerçekleştirilmiştir. Bu kapsamda veriler; en az beş defa yolculuk yapmış sekiz adet hizmet sağlayıcısı ve sekiz adet hizmet faydalanıcısı ile 01 Mayıs- 01 Temmuz 2019 tarihleri arasında bizzat araştırmacının katılımcı gözlemci olarak Blablacar yolculuk paylaşım hizmeti kullanarak yer aldığı derinlemesine yürütülen yarı yapılandırılmış görüşmelerden elde edilmiştir. Veri analizinde, nitel araştırma yöntemi olan içerik analizi uygulanmıştır. Araştırmada iç geçerlik inandırıcılık; dış geçerlik aktarılabirlik; iç güvenilirlik tutarlık, dış güvenilirlik de teyit edilebilirlik ile sağlanmıştır. İnandırıcılık kapsamında uzun süreli etkileşim, derinlik odaklı veri toplama, çeşitleme ve uzman incelemesi; aktarılabirlik kapsamında ayrıntılı betimleme, amaçlı örneklem; tutarlık ve teyit incelemeleri yapılmıştır. Elde edilen verilerden motivasyonların ve engellerin kod, tema ve alt temaları belirlenmiştir. Sosyal fayda, ekonomik fayda, sürdürülebilirlik, platform esnekliği, refah, tatmin, güven, güvenlik motivasyon temaları; güvenlik ve kültür de

engel temaları olarak tespit edilmiştir. Araştırma sonucunda, işbirlikçi tüketime katılım motivasyonlarının içsel ve dışsal olarak ayrılması gerekliliği ve elde edilen içsel motivasyonların literatür ile benzerlik gösterdiği sonucuna ulaşılmıştır. Ekonomiklik, sürdürülebilirlik, hizmet hızlığı ve konfor, sosyalleşme, değişen eğilimlerin etkisi ve aşinalık ile teknolojik etkenler işbirlikçi tüketime katılıma alt yapı hazırlayıcı etkenler olarak tespit edilmiştir. Hizmeti sağlayanların da elde edenlerin de tüketiciden tüketiciye geçişmekle birlikte, güvenlik endişesi taşıdığı belirlenmiştir.

AnahtarKelimeler: İşbirlikçi Tüketim, Nitel Araştırma, Paylaşım Ekonomisi, Yolculuk Paylaşımı, Blablacar
Not: Çalışma, Volkan Çağlar Yıldırım'ın Bolu Abant İzzet Baysal Üniversitesi Sosyal Bilimler Enstitüsü'nde kabul edilen İşbirlikçi Tüketime Katılımın Sağlayıcı ve Yararlanıcı Yönünden Anlamı Çerçevesinde Motivasyon ve Engelleri isimli Yüksek Lisans Tezinden geliştirilmiştir.

Participation to Journey for Collaborative Consumption with Blablacar

ABSTRACT

The sharing economy is an economic and technological phenomenon, which develops with the advances in communication technologies and the increases and changes in consumer awareness, the proliferation of Internet users and the increase in social trade / sharing (Botsman and Rogers 2010; Kaplan and Haenlin 2010: 60; Wang and Zhang 2012).

Sharing economy is also called as economy of access or access-based consumption (Bardhi and Eckhardt, 2016:881). And it contains various of information and communication technologies as well as collaborative consumption that allows the consumption of its products to be shared through Internet platforms (Hamari, Sjöklint and Ukkonen, 2016: 2047) beside it is defined as a socio-economic system (Munoz and Cohen, 2017:22).

Collaborative consumption concept is evaluated under the umbrella of sharing economy and it is defined as the economic consumption activity of one or more individuals with others. Felson and Speath (1978) used that concept firstly in literature. The rapid adaptation of the cognitive revolution to human life also increases the sharing economy and collaborative consumption practices that bring consumers from different socio-economic groups together. The widespread impact of collaborative consumption is felt at a high level, especially with the increase in Internet use and the expansion of technological possibilities and it is the coordination of the acquisition and distribution of a resource for price or other compensation by people (Belk, 2014:1597). Beside these collaborative consumption addresses the access and sharing of products, coordinated on Internet platforms with community members. The motivations of participation to collaborative consumption are; community desire, belonging, reputation (Hamari, Sjöklint & Ukkonen, 2016: 2052), pleasure (Lee, Chan, Balaji & Chong, 2016: 3), population density and changing trends within the framework of social, economic and technological motivations (Jeremiah Owyang, 2014) and familiarity impact, sustainability (Prothero, Dobscha, Freund, Kilbourne, Luchs, Ozanne, and Thøgersen 2011: 35), cost savings (Lamberton and Rose, 2012: 114), economic benefit and participation in the technological process (Tussyadiah and Pesonen 2015: 705). The obstacles to collaborative consumption are perceived privacy (Lee et al.: 2016: 7) and security risks (Wirtz and Lwin 2009: 192), perceived benefit and platform quality (Aladwani and Palvia 2002: 468).

The purpose of the study is to identify the obstacles and motivations for consumers to participate in collaborative consumption, and to contribute to the marketing literature and the industries in which collaborative consumption tries to expand. The research was conducted in exploratory research type as a qualitative research and patterned with phenomenology. The data of the study was gathered from the participants that has been carried out in Blablacar Internet application, a kind of journey sharing network system in Turkey, travel in the same route intercity drivers (service providers) and the passengers (service beneficiaries). Data was obtained, during May 1st- July 1st, 2019, from eight service providers and eight service beneficiaries who have who have travelled at least five times with Blablacar app. In-depth and semi-structured interviews were done by the researcher who experienced Blablacar app. as a participant observer. Content analysis has been applied in data analysing. Internal validity was provided by persuasiveness and external validity by transferability; internal reliability by consistency and external reliability was provided with verifiability. For persuasiveness, long-term interactions, depth-focused data collection, diversification and expert reviews were used. For transferability, detailed descriptions and purposive sampling were used and consistency and verifiability were done. The codes, themes and sub-themes of motivations and obstacles were determined from the obtained data. The motivational themes were found as social benefit, economic benefit, sustainability, platform flexibility, well-being, satisfaction, trust and security; and the obstacle themes were found as security and culture. As a result of the research, it was determined that the motivations for participation should be separated into intrinsic and extrinsic just like the literature. Economics,

sustainability, speed of service and comfort, socialization, the effect of changing trends and familiarity, as well as the technological factors have been identified as the factors that prepare the infrastructure for participation in collaborative consumption. It has been determined that both the service providers and service beneficiaries those who obtain the service have security concerns, although it varies from consumer to consumer.

Keywords: Collaborative Consumption, Qualitative Research, Sharing Economy, Journey Sharing, Blablacar

GİRİŞ

Son yıllarda dünya ekonomisinde yaşanan siyasi ve ekonomik krizler, toplumların alışkanlıklarında değişimlere neden olmuş ve bu durum da tüketim anlayışında yeni bir olgunun ortaya çıkmasını sağlamıştır. Modern dünyada, bireyler için ağırlaşan yaşam şartları karşısında geleneksel yöntemler aslında insanlar tarafından yeniden keşfedilmeye başlanarak adeta eskiye dönüş şeklinde arayış başlamıştır. Özellikle tüketicilerin ekonomik kemer sıkma dönemlerinde; birçok mal ve hizmete sahip olma ve bunları satın alma ihtiyaçları, var olan tüketim davranışlarını yeniden sorgulamaya yöneltmiştir (Quental vd., 2011; Roncaglia 2012, Wright vd.2009).

Günümüzde modern yaşam içindeki alternatif tüketim biçimleri ve alışkanlıkları üzerine yapılan araştırmalar, bireylerin var olan kaynaklarının daha verimli kullanımını geliştirerek, toplum içinde daha yüksek sosyal fayda sağlanmasını ve bireyin, elinde var olan, sahip olduğu varlıkları ve yetenekleri paylaşabilecekleri ve bundan yarar sağlayabilecekleri yeni tüketim mekanizmalarını aramaya başlamalarını sağlamıştır(Agyeman vd. 2014; Botsman ve Rogers 2011). Söz konusu arayış ilebirlikte daha sürdürülebilir tüketim, paylaşım ekonomisi ve işbirlikçi tüketim konuları da günümüz modern insanın yaşamında popüler hale gelmiştir (Phipps vd. 2013: 1229).

Mal ve hizmetlerin Internet üzerinden çeşitli bilgi sistemlerini kullanarak paylaşılmasını kolaylaştıran ve bu gelişmeler sonucu ortaya çıkan paylaşım ekonomisi, hem bir tüketim kültürü, hem de teknolojik bir olgu olan işbirlikçi tüketimi de kapsayıcı şemsiye yapısıdır(Hamari vd., 2016: 2048). Günümüzde özellikle kullanılmayan kaynakların paylaşılabilirdiği; ürün sahipliğinden, ürün erişimine doğru kayan yapıda, paylaşım ekonomisinin bir parçası olarak işbirlikçi tüketim, Internet'in de hayatımızda inanılmaz ölçüde yer alması ile birlikte kişiden kişiye (P2P) pazarlar oluşturarak hızla büyümektedir(Bardhi ve Eckhardt 2012; Gansky 2010; Buczynski 2013; Rifkin 2000). Topluluk temelli çevrimiçi hizmetlerle koordine edilen mal ve hizmetlere erişme, mal ve hizmetleri verme veya paylaşma konusunda bireyler arası bir faaliyet olarak hayat bulan işbirlikçi tüketimin, küresel geçerliliği ve büyüme potansiyeli nedeniyle tedarik zincirinde güçlü ve yıkıcı bir etkiye sahip olduğu görülmektedir.

Bu çalışmanın amacı; tüketicilerin işbirlikçi tüketime katılımlarına yönelik engelleri ve motivasyonları belirlemek, pazarlama literatürüne ve işbirlikçi tüketimin genişlemeye çalıştığı sektörlere katkıda bulunmaktır. Amacı gerçekleştirme yönünde dünyada çeşitliliğe neden olan ve yeni ticaret modelinin bir parçası durumunda yer alan ulaşım sektörü temelinde batılı devletlerde ortaya çıkan ve Türkiye'de de görülen bir işbirlikçi ulaşım biçimi olarak Blablacar isimli platform ele alınmıştır. Bireylerin şahsi otomobillerini insanlara, belirli bir zaman ve güzergâh içerisinde araç sahibinin aracını, yolcunun ise yolculuğunu paylaşımına dayanan, otomobil veya yolculuk paylaşım uygulaması sosyal ağ üyeliği ile karayolu ulaşımı seçenekleri üzerinde daha ucuza ve daha kişiselleştirilmiş şekilde seyahat edebilme olanağı sağlayabilmektedirler. Dolayısıyla daha az otomobile ihtiyaç duyulmakta ve bu durum, daha az otomobil üretimine neden olabilmektedir. İşbirlikçi tüketimin ulaşım sektöründe yarattığı bu dönüşüm, otomobil üretimi sektörünü de etkilemektedir. Bununla beraber yakıt, bakım masrafları ve diğer sabit otomobil giderlerinin paylaşımı sağlandığından seyahatin maliyeti de

düşmektedir. Bu da daha az ödeme ile seyahat etmeyi sağlayarak, kazanılan tasarrufun da daha başka tüketim alanlarına yönlendirilmesine olanak sağlamaktadır.

Araştırmaya konu olan Blablacar yolculuk paylaşım hizmeti, şehirlerarası yolculuk yapan ve otomobilinde boş koltuğu olan ve aynı rotada yolculuk yapmak isteyen tüketicileri bir araya getiren Internet tabanlı yolculuk paylaşım ağıdır. 22 ülkede 50 milyon kullanıcı tarafından kullanılmakta olan Blablacar, 25 Eylül 2014 itibariyle Türkiye’de de kullanıma açılarak gün geçtikçe yaygınlaşmaktadır. Özellikle tüketici bakış açısından ve işbirlikçi tüketime katılımında etkili olan etkenlerin detaylı şekilde Türkiye özelinde ve araştırmasının İstanbul-Ankara rotasındayapıldığı bu çalışma, Blablacar uygulaması gibi yolculuk paylaşım hizmeti alanında ve belirlenen katılımcılar düzeyinde literatürde öncü çalışma olma niteliğinde olmakla birlikte uygulama yönlü alana sağlayacağı katkı yönünden araştırmanın önemini ortaya koymaktadır.

Araştırmanın temel problemi; işbirlikçi tüketim yolculuk paylaşım hizmeti kullanıcılarının bu hizmeti kullanma amaçları nelerdir? şeklinde belirlenmiştir. Blablacar uygulaması kapsamında araştırma soruları;

- 1) Bu hizmeti neden kullanıyorsunuz?
- 2) Bu hizmeti kullanmanıza yönelik engeller nelerdir?
- 3) Bu hizmeti kullanmanıza yönelten motivasyonlar nelerdir?
- 4) Türkiye’de bu tür uygulamaları nasıl değerlendiriyorsunuz?
- 5) Bu uygulamanın gelecekte nasıl bir yol çizeceğini düşünüyorsunuz?

şeklinde oluşturulmuştur.

1. TEORİK ÇERÇEVE

Sürdürülebilir tüketimin uzantısı olarak paylaşım ekonomisi, bilgi ve iletişim teknolojisindeki gelişmeler, artan tüketici bilinci, işbirlikçi Internet topluluklarının çoğalması ve sosyal ticaret/paylaşımın artmasıyla ortaya çıkan ekonomik ve teknolojik olgudur (Botsman ve Rogers 2010; Kaplan ve Haenlin 2010: 60). Son zamanlarda paylaşım ekonomisi, insan ve fiziki varlıkların paylaşımı etrafında bir sosyo ekonomik ekosistem kurma fikrine dayanan çok çeşitli faaliyetler ve organizasyonlar için popüler bir isim haline gelmesine karşın işbirlikçi tüketim ilk olarak 1978’de Joe Spaeth ve Marcus Felson tarafından ortaya atılmış ve 2010’da Rachel Botsman ve Roo Rogers tarafından düzenlenerek yeniden tanımlanmıştır. Botsman ve Rogers(2013)’e göre işbirlikçi tüketim; insanların, organize edilmiş şekilde paylaşma, takas, ticaret, kiralama, ödünç alma, ödünç verme eylemlerine kişisel yük ve maliyetlerin düşürülmesi amacı ile aynı mülkiyet haklarını elde etmek ve aynı zamanda çevresel etkileri azaltmak için katılım sağlamaları sonucunda meydana gelir. Bu tanımlamalara göre işbirlikçi tüketim, mülkiyet üzerinden erişimi mümkün kılan ekonomik modeldir (Botsman ve Rogers 2013:72).Literatürde, işbirlikçi tüketime paylaşım (Belk 2014:1596), ödünç alma (Jenkins vd., 2014), yeniden kullanım kültürü (remix) (Lessig 2008), ikinci el pazarları ve sürdürülebilir tüketim (Young vd. 2010) ve tüketim karşıtlığı (anti consumption) (Ozanne ve Ballantine 2010) gibi farklı perspektiflerden de bakılmıştır. İşbirlikçi tüketim, işletmeden tüketiciye(B2C), işletmeden işletmeye(B2B) ve hatta tüketiciden işletmeye (C2B) yapılan işlemleri de içeren bir ekonomi olmasına karşın Hamari vd., (2016: 2047)’e göre işbirlikçi tüketim, mal ve hizmetleri edinme, bağışlama, paylaşma yoluyla ulaşılan topluluk tabanlı çevrimiçi hizmetler tarafından koordine edilen, mülkiyet üzerinden erişim ve mülkiyet devri şeklinde bireyden bireye (P2P) değişim faaliyetidir. Bu noktada her ne kadar hediyeleşme, yardımlaşma bu yeni tüketim anlayışının doğmasında etken olsa da işbirlikçi tüketim, belirli bir karşılık ile yapılmalıdır. Belk (2014: 1596)’e göre işbirlikçi tüketim, bireylerin bir kaynağın edinimini para karşılığında ya da başka bir katkı karşılığında, dağıtımını koordine ettikleri ve bu nedenle herhangi bir bedel içermeyen uygulamaları hariç tuttıkları zaman gerçekleşir.

Lisa Gansky tarafından 2010 yılında ortaya atılan ağ(mesh) terimi, insanlara, istedikleri gibi mal ve hizmetlere erişebilmeleri için dijital teknolojinin kullanılma şekline vurgu yapmaktadır. Gerçekte de işbirlikçi tüketimin son yıllarda inanılmaz ivme kazanmasındaki en önemli araç Internet olmuştur. İşbirlikçi ekonominin yadsınamaz şekilde birbirine bağlanması, onu Facebook, Twitter gibi diğer sosyal medya platformlarına da yaymıştır. Bu anlamda işbirlikçi tüketim bir web sitesi veya mobil uygulama gibi teknolojik platformlar aracılığıyla hareket ederken, gerçek paylaşım ve işbirliği için büyük ölçüde sosyal dinamiklere de dayanmaktadır. Botsman ve Rogers(2011)'e göre bu gelişme ile birlikte araba, bisiklet, giyim, ekipman, konut alanları, para, beceri ve uzmanlık bilgisi gibi mal ve hizmetleri daha fazla paylaşmak için sosyal ağ teknolojilerini kullanan yeni iş modelleri ortaya çıkmakta ve insanlar tarafından talep edilmektedir.

İşbirlikçi tüketime katılıma etki eden motivasyonlar, tüketici-pazar düzeyinde üç ana görüş çerçevesinde ele alınmaktadır. Bu görüşler; Owyang vd., (2013:4)'ün sosyal, ekonomik ve teknolojik başlıklarda grupladığı motivasyonlar; Hamarivd., (2016: 2051) tarafından sürdürülebilirlik, haz, itibar ve ekonomik fayda motivasyonları ve bu motivasyonların işbirlikçi tüketim uygulamalarına yönelik tutum ile işbirlikçi tüketim uygulamalarına katılım davranışına etkileri ve son olarak Mareike Möhlmann (2015: 195)'ın tüketim seçeneklerinden paylaşım ekonomisinin kullanımı ve buna bağlı olarak paylaşım temelli tüketimden duyulan tatmin 10 belirleyici etken (topluluk aidiyeti, maliyet azaltma, çevresel etki, aşinalık, internetin yeterliliği, hizmet kalitesi, akıllı telefonun yeterliliği, trend, güven, fayda) ile değerlendirdiği çalışmalarıdır.

İşbirlikçi tüketime katılımı engelleyici etkenler ise Owyang vd.,(2013) tarafından var olan düzenlemelerin; algılanan aksaklıklarından, kullanıcılar arasındaki güven eksikliğinden, itibar ve itibar ölçütünün eksikliğinden, aynı alandaki mevcut iş modellerinin rekabetinden ve iş modelinin uzun ömürlü olmasından kaynaklı belirsizliklerden kaynaklandığını ortaya koymaktadır. Bu konuda Olson (2013) ise kullanıcılar arasındaki gizlilik ve mahremiyet konusundaki endişelerden kaynaklı işbirlikçi tüketimin önündeki en büyük engel olarak güveni görürken benzer şekilde Lee vd. (2016) ve Möhlmann (2015) çalışmalarında, işbirlikçi tüketime katılımda en büyük engel olarak, güven ve mahremiyet riskinin altını çizmektedir.

2.YÖNTEM

Bu araştırma, nitel araştırma desenlerinden olgu bilim ile desenlenmiştir. Bu desen, tümüyle yabancı olunmayan ancak tam anlamıyla kavranamayan olguları araştırmaya yönelik olma özelliğine sahiptir (Yıldırım ve Şimşek 2013: 78). Olgubilimde temel veri toplama kaynakları görüşmeler ve görüşmelerde yapılan gözlemlerdir. Bu bağlamda Blablar uygulamasını kullanırken sağlayıcı ve yararlanıcı rollerini üstlenen her iki kullanıcı grubundan bireylerle Blablar uygulaması aracılığıyla iletişim kurulmuş ve etkileşimde bulunulmuştur. Görüşmelerden elde edilen verilere içerik analizi uygulanmıştır. İçerik analizinde temel amaç, toplanan verileri açıklayabilecek kavram ve temalara ulaşmaktır (Moerer-Urdhal ve Creswell 2004). Veriler, içerik analizine göre kodlanmış ve birbirleriyle ilişkili kodlar temalara ayrılarak, ayırma işlemi sonucunda bulgular tanımlanmış ve yorumlanmıştır.

Araştırmanın örnekleme, amaçlı örnekleme yöntemlerinden ölçüt örnekleme yöntemidir. Bu doğrultuda araştırmanın katılımcıları; en az beş defa Blablar uygulaması aracılığıyla yolculuk paylaşım hizmetini kullanan sekiz hizmet yararlanıcı (yolcu) vesekiz hizmet sağlayıcı (sürücü) rolünde toplam 16 tüketiciden oluşmaktadır. Araştırma, bizzat araştırmacının katılımcı gözlemci rolü ile Blablar uygulamasını kullanarak 01.05.2019-01.07.2019 tarih aralığında yarı yapılandırılmış görüşme şeklinde gerçekleştirilmiştir. Derinlemesine görüşmelerdedaha önceden hazırlanmış toplam sekiz soru tüketicilere yöneltilmiş ve görüşme doğrultusunda farklı

sorular da eklenmiştir. Uygulama çalışmasında derinlemesine görüşmelere dayalı olarak ses kayıtları dinlenerek deşifreler gerçekleştirilerek içerik analizi uygulanmıştır.

Araştırmada geçerlik ve güvenilirliği sağlamada nitel araştırmalarda söz konusu olan iç geçerlik inandırıcılık; dış geçerlik aktarılabilirlik; iç güvenilirlik tutarlık, dış güvenilirlik de teyit edilebilirlik stratejileri ile sağlanmıştır (Creswell ve Poth, 2017: 250-257). Araştırmada inandırıcılık kapsamında uzun süreli etkileşim, derinlik odaklı veri toplama, çeşitleme ve uzman incelemesi; aktarılabilirlik kapsamında ayrıntılı betimleme, amaçlı örneklem; tutarlık ve teyit incelemeleri yapılmıştır.

3.BULGULAR

Yapılan içerik analizi sonucunda işbirlikçi tüketime katılım motivasyonları ve engelleri tespit edilmiştir. Bu doğrultuda “Motivasyonlar” (Tablo 1 Motivasyon Tema ve Kod Tablosu); sosyal fayda, ekonomik fayda, sürdürülebilirlik, platform esnekliği, refah, tatmin, güven ve güvenlik olmak üzere sekiz tema altında, “Engeller” ise (Tablo 2 Engel Tema ve Kod Tablosu) güvenlik ve kültür olmak üzere iki tema altında gruplandırılmıştır.

3.1.Motivasyonlar

Sosyal fayda teması altında, sosyalleşme ve sosyo-kültürel topluluk aidiyeti olmak üzere iki alt tema oluşturulmuştur. Sosyalleşme alt teması; yeni ilişkiler kurma, yeni bilgiler kurma ve yol arkadaşlığı olmak üzere üç farklı koddan oluşmaktadır. Sosyokültürel topluluk aidiyeti ise; insan kalitesi ve sosyokültürel seviye olmak üzere iki farklı kod olarak belirlenmiştir.

Ekonomik fayda teması altında, masrafları azaltmak ve karşılıklı özgecilik (reciprocal altruism) olmak üzere iki alt tema oluşturulmuştur. Masrafları azaltmak alt teması; atıl kapasiteyi değerlendirmek ve tasarrufu farklı şekilde değerlendirmek olmak üzere iki farklı koddan oluşmaktadır. Karşılıklı özgecilik ise adil yolculuk ve karşılıklı fayda olmak üzere iki farklı kod şeklinde oluşturulmuştur.

Sürdürülebilirlik teması, toplumsal fayda ve nesilsel özgecilik alt temalarından oluşmaktadır. Toplumsal fayda; enerji kaybını azaltma, israfı azaltma ve trafiği azaltma kodlarından oluşurken; nesilsel özgecilik alt teması çevresel etkiyi azaltmak kodunu kapsamaktadır.

Platform esnekliği teması kişiselleştirilebilirlik alt temasından oluşmaktadır. Kişiselleştirilebilirlik, uygulamanın kullanıcılarına sağladığı kişileri seçebilme, saatin esnekliği ve durakların esnekliği kodlarını içermektedir.

Refah teması, iyi şartlarda yolculuk alt temasını içermektedir. İyi şartlarda yolculuk alt teması hizmetin kullanıcılarına sağladığı konforlu, hızlı ve esnek kodlarını içermektedir.

Tatmin teması, olumlu tüketim davranışı ve sosyal statü alt temalarını içermektedir. Olumlu tüketim davranışı alt teması, kullanıcıların tatmin duyduğu yardım etmiş olma hissi ve çevreci tüketim eylemi kodlarından oluşmaktadır. Yardım etmiş olma hissi kodunun içeriğini yardımlaşma kültürü alt kodu oluştururken, kullanıcıların tatmin hissi duymasını sağlayan çevreci tüketim eylemi kodunun alt kodlarını nesilsel özgecilik ve toplumsal fayda alt kodları oluşturmaktadır. Sosyal statü alt teması ise mesleki seviye ve sosyokültürel seviye kodlarını içermektedir.

Güven teması; bilinirlik, kullanıcı kalitesi ve platformun sağladıkları alt temalarından oluşmaktadır. Bilinirlik aşinalık ve trend kodlarını içerirken, kullanıcı kalitesi mesleki seviye ve sosyokültürel seviye kodlarından oluşmaktadır. Platformun sağladıkları alt teması ise; kurumsal aracı, kullanıcı biyografisi ve değerlendirmeler kodlarını içermektedir.

Güvenlik teması, yol güvenliği ve kişilik haklarının güvenliği olmak üzere iki alt temadan oluşmaktadır. Yol güvenliği alt teması, sürüş güvenliği ve sorumlu sürüş davranışı kodlarını içermektedir. Kişilik haklarının güvenliği alt teması ise, karşılıklı rıza ve bilgilerin kayıtlı olması kodlarından oluşmaktadır.

3.2. Engeller

İşbirlikçi tüketime katılımı engelleyici etkenler, güvenlik ve kültür olmak üzere iki temadan oluşmaktadır. Güvenlik teması yasal belirsizlik alt temasını içerirken, kültür teması, güven ve mahremiyet alt temalarını içermektedir. Yasal belirsizlik, uygulamanın yasallığı ve hak ve sorumluluklar kodlarını içermektedir. Güven alt teması, yetiştirilme tarzı ve yeniye karşı önyargı kodlarından oluşmaktadır. Mahremiyet alt teması ise yetiştirilme tarzı, toplumun değer yargıları ve dini inançlar kodlarından oluşmaktadır.

Tablo 10 Motivasyon Tema ve Kod Tablosu

MOTİVASYONLAR				
TEMALAR	ALT TEMALAR	KODLAR	ALT KODLAR	KATILIMCI İFADELERİ
SOSYAL FAYDA	Sosyalleşme	Yeni ilişkiler kurma Yeni bilgiler edinme Yol arkadaşlığı İnsan kalitesi		<p>S-6: Sohbet için insanın yanında bir arkadaş da olması çok önemli. S-1: yeni kişilerle tanışıp sosyalleşmek Bir nevi sosyalleşme aracı. Y-3: Daha çok yol arkadaşı istiyor insanlar. Hani bir söz vardır. Gönül ne kahve ister ne kahvehane, gönül dost ister kahve bahane. Y-2: Çok iyi deneyimler yaşama imkanı sunuyor size. Tam bir sosyallik aracı aynı zamanda hem işinizi görüyor hem de gayet iyi bir deneyim sunuyor size S-8: yolculuğun daha keyifli geçmesi açısından da iyi. Y-6: Sohbeti, parayı, arkadaşı bir araya getiren bir uygulama bence. Böyle güzel bağlantılar çıktığında güzel arkadaşlıklar edinilebilir S-2: Yeni insanlarla tanışıyoruz, yeni kültürler, yeni arkadaşlıklar kuruyoruz. Arkadaşlıklar kurularak ileri seviyeye götürülebilir. Birbirimize iş imkânı sağlayabiliriz. Yeni şeyler öğrenilebiliyor. S-5: Benim için bu çok önemli. Türkçe'yi iyi kullanması lazım. Türkçe kullanımı sonuçta eğitim düzeyini, ne kadar kitap okuduğunu gösteren bir şeydir bence. Y-7: Ne kadar çok kişi kullanırsa o kadar kalite düşermiş gibi hissediyorum. S-6: Maddi anlamda da beni çok rahatlatıyor. Y-1: Giden de, yolcu olan da herkes ortak paydalar etrafında karşılıklı çıkarla gideceği yeri paylaşıyor. Y-5: Karşılıklı faydacı mutualist bir yaşam oluyor S-2: İki taraflı da karlı S-7: Karşılıklı faydalanma var S-5: Adil bir yolculuk</p>
	Sosyokültürel Topluluk Aidiyeti	Sosyokültürel seviye		
EKONOMİK FAYDA	Masrafları Azaltmak	Atıl kapasiteyi değerlendirme Tasarrufu farklı şekilde değerlendirme		
	Karşılıklı Özgecilik	Adil yolculuk Karşılıklı fayda		
SÜRDÜRÜLEBİLİRLİK	Toplumsal Fayda	Enerji kaybını azaltma İsrafı azaltma Trafığı azaltma		<p>S-5: Bu sayede enerji kaybını azaltıyoruz. Bu dünyanın yararına bir şey. Y-4: İsrafın önlenmesi adına ne yapılması gerekiyorsa bence hep yanında olmak lazım. Kaynakların verimli kullanılması adına kesinlikle gerekli. Kesinlikle her alanda kullanılmalı. Bu tip uygulamalar olmalı yani.</p>
	Nesilsel Özgecilik	Çevresel etkiyi azaltma		

Tablo 11(devamı) Motivasyon Tema ve Kod Tablosu

MOTİVASYONLAR				
TEMALAR	ALT TEMALAR	KODLAR	ALT KODLAR	KATILIMCI İFADELERİ
PLATFORM ESNEKLİĞİ	Kişiselleştirilebilirlik	Kişileri seçebilme Saatin esnekliği		<p>Y-2: vakit avantajı var ekonomik avantajı var ki vakit avantajı bazen ekonomik avantajının önüne geçebilir.</p> <p>Y-6: En azından burada seçebiliyorum. Bana yakın olan bir araca binip yine gideceğim yere yakın bir yerde inebiliyorum.</p> <p>S-1: Kesinlikle kişiselleştirilebilir</p> <p>S-3: Otobüsün yan koltuğunu seçemezsin.</p> <p>Y-6: Onu istemiyorsun, onu istemiyorsun bir de böyle bir seçeneğin var. Bir de hemen hemen her saat oluyor. Daha rahat daha uygun pek çok açıdan diğer seçeneklere kıyasla çok daha iyi bence.</p>
		Durakların esnekliği		<p>Y-3: Daha az yoruluyor ya da daha az stres çekiyor</p> <p>S-6: Daha uygun fiyatlı, daha konforlu bir ulaşım sağlıyor bu hizmet.</p> <p>S-8: Otobüsten daha konforlu ve ucuz bir seyahat</p> <p>S-1: Memnuniyet sebepleri daha konforlu ve seçilebilir olması.</p>
REFAH	İyi Şartlarda Yolculuk	Konforlu Hızlı		<p>Y-2: Taksi kullanım konforu sunabilir uzun mesafede. Ne kadar zamanınızı bir şey az alıyorsa o kadar değerlidir. Diğer seçeneklere göre daha hızlı, daha ekonomik, daha insancıl sohbet sosyal bir deneyim sunan uygulamaların ben dünyada artacağını düşünüyorum.</p> <p>Y-4: Çok daha çabuk gitmek için kullandım. Çok daha konforlu gitmek için kullandım. Gidiş saatime uygun olan bir araç olduğu için kullandım. Gidiş yerime de çok uygun oluyordu. O yüzden kullandım.</p> <p>S-3: Blablacar kesinlikle daha kaliteli bir hizmet sunuyor.</p>
TATMİN	Olumlu Tüketici Davranışı	Yardım etmiş olma hissi	Yardımlaşma kültürü	<p>S-7: Amacım başkasına da faydalı olmak.</p> <p>S-7: Blablacar uygulaması biraz daha sosyokültürel seviyeyi yukarı çekmiş gibi oluyor. Genelde öğrencilerle veya belli bir meslek düzeyine ulaşmış kişilerle yolculuk yaptım. Genelde kullanıcı profili belli bir seviyenin üzerinde.</p> <p>S-3: Burada başkasına da yardımcı olabilirim ne mutlu bana.</p>
		Çevreci tüketim eylemi	Nesilsel özgeçilik Toplumsal fayda	
	Sosyal Statü	Mesleki seviye Sosyokültürel seviye		

Tablo 12 (devamı) Motivasyon Tema ve Kod Tablosu

MOTİVASYONLAR				
TEMALAR	ALT TEMALAR	KODLAR	ALT KODLAR	KATILIMCI İFADELERİ
GÜVEN	Bilinirlik	Aşinalık Trend		S-3: Blablacar'ı kullanan insanlar daha çok üniversite mezunu ya da üniversitede okuyan insanlar. Belli bir seviyenin üzerinde gibi geliyor bana. Otobüste ilköğretim mezunu birine canımı emanet etmektense daha elit birine teslim etmeyi tercih ediyorum.
	Kullanıcı Kalitesi	Mesleki seviye Sosyokültürel seviye Kurumsal aracı Kullanıcı biyografisi		S-1: Uygulamada deneyim derecesini gösteren Yeni Başlayan-Orta Deneyimli-Deneyimli-Uzman-Blablacar elçisi gibi derecelendirmeler söz konusu. Bence insanların seyahat edeceği kişiyi seçmede bu derecelendirme büyük etken. Bence uygulamanın en can alıcı kısmı yorumlar kısmı. Uygulama bir anlamda hem iki tarafın iletişimini sağlıyor hem güvenliğini koruyor hem haklarını da koruyor S-5: Bu uygulama uygulama şeklinde olmalı zaten. Diğer türlü çok güvenli olmaz. Herkesin telefonunu kimliğini kaydetmesi güzel. Güven veren şeyler bunlar. Y-2: İnternette bir platform üzerinde olması bana güven veriyor. Y-4: Böyle bir uygulama olduğu için legaldir diye düşündüm o yüzden kullanıyorum. Başka bir şekilde olsa herhalde kullanmazdım. S-1: İş yerinde bir lider var mesela o kullansa herkes kullanır. Çünkü iş yerinde insanlar bir şeye önyargılıysa o lider yapınca önyargıları kırılıyor ve herkes yapmaya başlıyor. Y-8: Kullanan kişi sayısı arttıkça güven daha da artacak.
GÜVENLİK	Platformun Sağladıkları	Değerlendirmeler		S-6: Yanımda birileri olmasaydı belki uykum gelecekti, dalgınlık yaşayacaktım. S-5: Ben birinin telefonunu bilsem bir sorun olduğunda onu şikayet edebileceğim bir organım var anlamına gelir bu. Ya da arabasının plakasını bilsem şikayet edebilirim. En kötü güvenlik sorununda bunu yapabilirim. S-7: İlerde ve yolculuk esnasında bir sorun, kaza falan olsa ben o adamı yoldan otostopçu olarak aldım desen maddi manevi sorumluluğu daha fazla olabilir. Ama burada yolcu benden yolculuk talebinde bulundu. Ben de onun talebini karşıladım, aramızda bir para alışverişi oldu. Biraz yazışmalar aracılığıyla, karşılıklı talep olması nedeniyle biraz daha güvenlik olayı çok yüksek olmasa da daha güvenli gibi. Y-2: Güvenlik tehdidi unsurunu ortadan kaldıran nokta da bu. Günümüzde her şey dijital. Sizin İnternet'te bir uygulama üzerinden görüştüğünüz bir şekilde kayıt altında, iletişimde olduğunuz kayıt altında. Başınıza bir şey geldiğinde, ya da bir şey olduğunda kötü bir durum olduğunda, hukuki bir süreç olduğunda elinizdeki en büyük avantaj da bu.
	Yol Güvenliği	Sürüş güvenliği Sorumlu sürüş davranışı Karşılıklı rıza		
	Kişisel Hakların Güvenliği	Bilgilerin kayıtlı olması		

Tablo 2 Engel Tema ve Kod Tablosu

ENGELLER			
TEMALAR	ALT TEMALAR	KODLAR	KATILIMCI İFADELERİ
GÜVENLİK	Yasal Belirsizlik	Uygulamanın yasallığı Hak ve sorumluluklar	Y-4: Uygulamanın tam legal mi illegal mi olduğunu kestiremiyorum bile, bilemiyorum. İlegalse neden devlet bunu engellemesi mümkün. Legalse neden daha çok insan kullanmıyor, niçin bilmiyorlar? Herhangi bir kaza durumunda eğer ben şoförsem ve diğer yolcuların başına bir şey gelirse onun sorumluluğu çok çok yüksek olması lazım. Türkiye’de kiminle görüşsem herkes geri duruyor. Çevreme söylüyorum bu uygulamayı,. Nasıl güvenden diyorlar
	Güven	Yetiştirilme tarzı Yeniye karşı önyargı Toplumun değer yargıları Dini inançlar	S-4: Türkiye şartlarında o tereddütü her türlü yaşıyorsun. S-8: Her ne kadar dikkat etsen de tamamen hiç tanımadığın bir insanı arabana alıyorsun. Güvenlik endişesi var tabi ki. Nasıl güvenip tanımadığın birini arabana alıyorsun? O bizde de az da olsa oluyor ister istemez. Güvenlik açısından Türkiye’de kolay uygulanabilen ya da herkes tarafından kullanılabilir bir şey olduğunu düşünmüyorum. Y-3: Genel olarak ülkenin içinde bulunduğu durumdan dolayı bir sürü haber çıkıyor. Dolayısıyla bir kadın bu uygulamayı kullanırken kendini güvende hissetmeyebilir. Y-5: Türkiye’de bindiğimde biraz tedirgin oluyorum yani. Bir de kadın kullanıcı az olduğundan dolayı bu kız rahat gözüyle bakmalarından tedirgin oluyorum. Binerken aklımda bu oluyor. Mesela şort falan giyip ya da açık bir kıyafet giyip binmiyorum. Hep daha düzgün konuşmaya çalıştım. Y-6: Tercih ederken tereddütte kaldığım zamanlar oluyor acaba farklı bir niyetle kullanıyor olabilir mi? Arabayı farklı bir yere sürüp bana zarar verebilir mi? Y-2: Türkiye’de 20 yıl öncesine kadar hiç olmadığı kadar otostopla seyahat etme falan da vardır. Neden? Gençler yeniliğe açık, dünya değişmiş S-4: Bizde mahremiyet başlı başına çok farklı. S-6: Yetiştirilme tarzıyla da alakalı olabilir. Çevresindeki etkenler buna dahil olabilir. Y-4: Biz böyle kendi kabuğumuzun içinde, kendimizi daha güvende hissediyoruz. Çoluk çocuğumuzu da öyle yetiştiriyoruz. Y-7: Türkiye’deki nüfusun daha çok Müslüman olmasından dolayı, şoförlerin hep erkek olmasından dolayı biraz daha temkinli biniyorum arabaya. Belki de yetiştirilme tarzımızdan kaynaklı.
KÜLTÜR	Mahremiyet	Yetiştirilme tarzı	

SONUÇ VE ÖNERİLER

Araştırmanın sonuçları ekonomik fayda, sosyal fayda ve sürdürülebilirlik kapsamında literatür ile paralellik göstermektedir (Hamari vd., 2016; Owyang vd., 2013; Tussyadiah, 2016; Möhlmann, 2015). Bununla beraber keşfedici araştırma modelinin ve nitel veri analizinin araştırmacıya sağladığı derinlik içeren bulgular karşılıklı özgecilik ve nesilsel özgecilik değişkenlerinin işbirlikçi tüketim katılımında motivasyon olarak tanımlanabileceği sonucuna ulaşılmıştır. Ekonomik fayda temasının kodlarından karşılıklı özgecilik ve sürdürülebilirlik temasının kodlarından nesilsel özgecilik, Lambertson (2015)'in ilkel insanın hayatta kalma mücadelesinde gösterdiği içsel motivasyonlar ile benzerlik gösterdiği görülmüştür. Lambertson (2015) çalışmasında, evrimsel psikoloji, bilişsel psikoloji, sosyal psikoloji, antropoloji ve ekonomi bakış açısından işbirlikçi tüketim motivasyonlarının iç yüzü ve içgüdüsel dürtülerini içsel motivasyonlar olarak ayrılabilirliğini savunmaktadır. Bu doğrultuda gelecek çalışmalarda psikoloji, antropoloji, sosyoloji gibi diğer disiplinlerden faydalanmak işbirlikçi tüketim katılım motivasyonları hakkında daha detaylı bilgiye ulaşmada rol oynayabilecektir. Benzer şekilde Frechette vd. (2020:418) de ekonomik ve sosyal fayda sağlamanın ötesinde işbirlikçi tüketim katılımında pro-sosyal davranış geliştirme motivasyonlarının olabileceğini vurgulamıştır.

Araştırma katılımcılarından, kullanıcılar; bu uygulamaları tüketiciler öğrendikçe ve toplum içinde trend olmaya başladıkça kullanım oranının artacağını düşünmektedir. Bununla beraber aşinalık ve trend, işbirlikçi tüketim uygulamalarını kullanmaya yönelik bir motivasyon olarak değerlendirilmemiştir. Möhlmann (2015)'e göre trend ve aşinalık işbirlikçi tüketim katılımından duyulan tatmin düzeyini etkilerken, bu çalışmanın sonuçlarına göre işbirlikçi tüketim uygulamalarına katılımından duyulan tatmin düzeyine ilişkin değişken ve motivasyon kaynağı değildir. Trend ve aşinalık araştırma sonucunda motivasyon veya tatmin kaynağı olmanın ötesinde daha çok işbirlikçi tüketim katılımında altyapı hazırlayıcı etkenler olarak değerlendirilmektedir. Benzer şekilde Owyang vd. (2013) ve Lee vd. (2016)'nın işbirlikçi tüketim katılımında motivasyon olarak tanımladıkları ve Möhlmann (2015)'in tatmin ögesi olarak tanımladığı teknolojik öğeler de tüketiciler için işbirlikçi tüketim katılım motivasyonu olmanın ötesinde altyapı hazırlayıcı etken olarak değerlendirilmektedir.

Lee vd. (2016), işbirlikçi tüketim katılımının niyetini etkileyen etkenlerde algılanan maliyetlerin varlığına dikkat çekmiştir. Lee vd. (2016)'e göre bireysel düzeyde fayda-maliyet bakış açısından algılanan maliyetler, mahremiyet riski ve güvenlik riskidir. Blablacar kullanıcıları ile yapılan görüşmeler sonucunda kullanıcıların tüketiciden tüketiciye değişmekle birlikte güvenlik ve mahremiyet endişesi taşıdığı ortaya konulmuştur. Görüşmeler sırasında algılanan güvenlik ve mahremiyet riskinin derinlemesine sorgusu yapıldığında, bu algılanan risklerin temelinde çocukluktan beri ailede yetiştirilme tarzı, toplumun değer yargıları ve inanç gibi bir toplumun kültürünü oluşturan etkenlerin büyük rol oynadığı tespit edilmiştir. Dolayısıyla işbirlikçi tüketim katılımında kültür, engelleyici faktör olarak tespit edilmiştir. Benzer şekilde Ianole-Călin vd. (2020), planlı davranış teorisi temelinde açıklamaya çalıştıkları çok uluslu çalışmalarında işbirlikçi tüketim katılımının motivasyonlarının, Hofstede (1980)'in bireysellik-kollektivizm düzeyinde kültürel olarak farklılaşabileceğini önermektedir.

Sonuç olarak mevcut işbirlikçi tüketim katılım motivasyonları literatürü göz önünde bulundurularak yapılan keşfedici araştırmada, karşılıklı özgecilik, nesilsel özgecilik ve kültür motivasyonları keşfedilmiştir. Gelecek araştırmalarda ve sektörel çalışmalarda kültürel öğelerin göz önünde bulundurulması ve sosyoloji, psikoloji, antropoloji gibi insan ve toplumları inceleyen disiplinlerin bakış açılarıyla çalışmalara farklı bakış açıları kazandırılması önerilmektedir.

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Yenilenebilir Enerji Yatırımlarının Finansmanında Yeşil Tahvil İhracı: Türkiye Örneği

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ÖZET

Yenilenebilir enerji kaynaklarının tüketimi, fosil bazlı enerji kaynaklarının tersine doğadaki sera gazı miktarını azaltmaktadır. Dünya ölçeğinde fosil yakıtların çevreye verdiği zararlar ve kaynakların sınırlı olması nedeniyle yenilenebilir enerji kaynaklarının bulunmasına ve yaygınlaştırılmasına yönelik çabalar gün geçtikçe artmaktadır. Yenilenebilir enerji kaynaklarının olumlu etkilerine karşılık, bu kaynakların dünya enerji üretimindeki payı özellikle de gelişmekte olan ülkeler açısından oldukça düşüktür. Bunun en önemli sebebi ise bu enerji kaynaklarını üretebilecek teknolojik altyapının oluşturulmasına yönelik finansal olanakların yetersiz olmasıdır. Yenilenebilir enerji kaynaklarının finansmanında kullanılacak çeşitli finansman yöntemleri bulunmakla birlikte, bu finansmanda yeşil tahvil ihracı önemli bir yer tutmaktadır.

Uluslararası finans piyasalarında Green Bonds olarak bilinen Yeşil Tahviller, Yeşil Tahvil İlkeleri (Green Bond Principles /GBP) ile uyumlu, yeni ya da mevcut projelerin, tamamının ya da bir kısmının finansmanı ya da yeniden finansmanı için ihraç edilen tahvil aracıdır. GBP ile uyumlu olması şartı ile yeşil tahvil ihracının, birçok sektör için uygulanması mümkündür. Yenilenebilir enerji, enerji verimliliği, temiz içme suyu ya da atık su arıtımı, elektrikli ya da hibrid ulaşım araçları için alt yapı yatırımları ve geri dönüşümlü ambalaj ve dağıtım projeleri yeşil tahvil ihracı için uygun projelerdir. Dolayısıyla ihracatçıların yeşil tahvil ihracı yoluyla elde ettikleri fonların, sadece çevre dostu projelerde, yeşil tahvilin dört temel ilkesine uyumlu olarak kullanması gerekmektedir.

Amaç: Türkiye’de ilk yeşil tahvil TSKB tarafından 2016 yılında ihraç edilmesine rağmen, Türkiye’deki yeşil tahvil piyasası dünyada ihraç edilen yeşil tahvil ihracatına bakıldığında henüz istenen düzeyde değildir. Covid-19 sonrası daha da popüler hale gelen yeşil tahvil ihracına Türkiye’de ve dünyada ilgi hızla artmaktadır. Bu çalışmada, Türkiye’nin yenilenebilir enerji kaynaklarının finansmanında yeşil tahvil ihracından daha fazla yararlanılabilmesi için önerilerinde bulunulması amaçlanmıştır.

Yöntem: Çalışmada dünya ve Türkiye ekonomisi için yeşil tahvil ihracına ait mevcut veriler değerlendirilmiştir. Böylece Türkiye’de yenilenebilir enerji kaynaklarının finansmanında kullanılan yeşil tahvil ihracı ile bu tahvile ait dünya ihracı arasında karşılaştırma yapılmıştır.

Önemli Bulgular: Türkiye birçok gelişmekte olan ülkede olduğu gibi enerjide dışa bağımlı bir ülkedir. Cari açığın büyük bir kısmı ise enerji ithalatından kaynaklanmaktadır. Türkiye’nin enerji sektöründe dışa bağımlılığını azaltarak sürdürülebilir bir ekonomik büyüme seviyesine gelebilmesi de yenilenebilir enerji kaynaklarından daha fazla yararlanmasını gerektirmektedir. Bu bağlamda Türkiye ekonomisinde yenilenebilir enerji kaynaklarının en önemli finansman yöntemlerinden biri olan yeşil tahvil ihracının cazip hale getirilmesi önem arz etmektedir. Böylece ülke ekonomisi açısından düşük karbonlu kalkınma imkânı sağlanabilecektir. Türkiye’de yeşil tahvil piyasasını geliştirmek için; yeşil tahvil standartları belirlenmeli, vergisel teşvikler sağlanmalı, piyasadaki risk algısı azaltılmalı ve maliyet azaltılmalıdır. Bu düzenlemeler yeşil tahvil almak isteyen yatırımcıları teşvik ederek, yenilenebilir enerji kaynaklarının finansmanını kolaylaştıracaktır.

Anahtar Kelimeler: Yenilenebilir Enerji Kaynakları, Yenilenebilir Enerjinin Finansmanı, Yeşil Tahvil İhracı.

Green Bond Issue In Financing Renewable Energy Investments: The Case of Turkey

ABSTRACT

The consumption of renewable energy resources reduces the amount of greenhouse gas in nature, unlike fossil-based energy resources. Renewable energy resources are increasing day by day, due to the damage caused by fossil fuels to the environment and limited resources, efforts to find and spread. Especially for developing countries despite the positive effects of renewable energy sources, the share of these resources in world energy production is very low. The most important reason for this is the insufficient financial means to establish the technological infrastructure that can produce these energy resources. Although there are various financing methods that can be used in financing renewable energy sources, green bond issuance plays an important role in this financing.

Green Bonds, known as Green Bonds in international financial markets, are bond instruments that comply with the Green Bond Principles (GBP) and are issued for the financing or refinancing of new or existing projects, in whole or in part. Green bond issuance is feasible for many industries, provided it is compliant with the GBP. Renewable energy, energy efficiency, clean drinking water or wastewater treatment, infrastructure investments for electric or hybrid transportation vehicles, and recyclable packaging and distribution projects are suitable projects for green bond issuance. Therefore, the funds obtained by exporters by issuing green bonds should only be used in environmentally friendly projects in accordance with the four basic principles of green bonds.

Aim: In Turkey, despite being the first green bonds issued in 2016 by TSKB green bond market in Turkey it is not yet at the desired level of export When the green bonds issued in the world. In Turkey, the issue becomes even more popular after Kovid-19 green bonds and interest is rapidly increasing in the world. The purpose of this study, the financing of Turkey's renewable energy resources are located in the proposal in order to benefit more from the green bond issue.

Method: In the study the available data on the green bond issue were evaluated for Turkey and the world economy.

So with green bonds used to finance the renewable energy sources in Turkey comparisons made between these bonds of world exports.

Important Findings: Turkey is a country dependent on foreign energy, as in many developing countries. A large part of the current account deficit arises from energy imports. Sustainable by reducing dependence on external energy sector in Turkey's economic growth may come to a level also requires benefit more from renewable energy sources. In this context, the issuance of green bonds to be attractive, one of the most important methods of financing of renewable energy sources is of great importance in Turkey's economy. Thus, a low-carbon development opportunity will be provided for the country's economy. To improve the green bond market in Turkey; Green bond standards should be determined, tax incentives should be provided, risk perception in the market should be reduced and costs should be reduced. These regulations will facilitate the financing of renewable energy sources by encouraging investors who want to buy green bonds.

Keywords: Renewable Energy Sources, Financing Renewable Energy, Green Bond Issue.

GİRİŞ

Enerji, dünya üzerinde var olan en mucizevi oluşumlardan birisidir. Enerji sayesinde günlük hayatlarımız sorunsuz devam etmektedir. Günümüzde artan nüfus yoğunluğundan ve sanayileşmenin giderek hızlanmasından dolayı enerji ihtiyacı artmaktadır. Doğada kıt olarak bulunan kaynaklardan biri olan enerji, üretim ve tüketim açısından karşılaştırıldığında açık hızla büyümektedir. Dünyada ihtiyaç duyulan enerji kaynaklarının birçoğu genellikle fosil yakıtları olarak adlandırılan kömür, petrol, doğal gaz gibi yakıtlardan oluşmaktadır. Başlıca enerji çeşitleri; kimyasal enerji, ısı enerjisi, elektrik enerjisi ve mekanik enerji olarak sıralanabilir. Bu enerjiler; enerji dönüşüm sistemleri ile birbirine dönüşebilirler.

Hem çevreye verdikleri zararlar, hem de kaynakların sınırlı olması nedeniyle fosil yakıtların alternatifi olabilecek yenilenebilir enerji kaynaklarının bulunmasına ve yaygınlaştırılmasına yönelik çabalar gün geçtikçe artmaktadır. Güneş enerjisi, akarsu ve dalgaların kinetik enerjisi, rüzgâr enerjisi, jeotermal enerji ve biokütle enerjisi, deniz dalgalarının gücü gibi kaynaklar yenilenebilir enerji kaynağı olarak adlandırılmaktadır. Bu kaynaklar tükenmesi zor kaynaklar olarak değerlendirilmektedir. Bahse konu bu kaynaklar üretiminin kolay olması, maliyetlerin az olması ve yatırım yapıldıktan sonra kısa bir süre içinde sonuç alınabilmesi açısından önemli kaynaklardır (Çakır, 2010:287).

Çevre kirliliğinin yaygınlaşması, sanayileşmenin çevreye etkileri ve iklim değişikliğine ilişkin gelişmelerin yaşanması ile birlikte insan yaşamının devamı için "hayatın sürdürülebilirliğinin" sağlanması hususu büyük önem kazanmıştır. Nüfus sayısında yaşanan artışlara, sanayideki

gelişmelere ve teknolojideki yenilik ve değişimlere bağlı olarak hızla artan enerji ihtiyacı (İçli, 2009:33), istikrarsız petrol piyasası ve küresel ısınma gibi konulara odaklanması ile birlikte (Kaygusuz ve Sarı 2003:349-351, Karaman ve Aksay, 2015:15-17) son yıllarda dünyada yatırımların yönü temiz enerjiye, yani yeşil finansmana çevrilmiştir. Hükümetler, finansal kuruluşlar, yatırımcılar ve işadamları paralarını çevreye en az hasarı verecek teknolojilere harcamaya başlamışlardır.

Çalışmanın amacı, Türkiye’de yenilenebilir enerji yatırımlarının finansmanında son dönemlerde kullanılmaya başlayan yeşil tahvil ihracının durumunun değerlendirilmesi ve dünya yeşil tahvil ihracı ile karşılaştırılmasıdır. Çalışmada ayrıca Türkiye ekonomisinde yeşil tahvil ihracının kullanımının yaygınlaştırılması için önerilerde bulunulması amaçlanmıştır. Literatürde Türkiye örneğinde yeşil tahvil ihracına yönelik çalışma sayısı sınırlıdır. Bu nedenle çalışmamız mevcut literatüre bu konuda katkıda bulunabilmesi açısından önem arz etmektedir. Bu çalışma üç ana bölümden oluşmaktadır. Birinci bölümde yeşil tahvil ihracına yönelik kavramsal bilgilere yer verilmiştir. İkinci bölümde yenilenebilir enerji kaynaklarının finansman yöntemlerine ilişkin literatür özetlenmiştir. Üçüncü bölümde yeşil tahvil ihracının dünyada ve Türkiye’deki durumu değerlendirilmiştir. Çalışma sonuç ve öneriler kısmı ile tamamlanmıştır.

1. YEŞİL TAHVİL İHRACI

Çalışmanın bu bölümünde yeşil tahvil tanımı, ilkeleri ve türlerine ilişkin kavramsal bilgilere yer verilmiştir.

1.1. Yeşil Tahvil Tanımı

Pozitif çevresel ve iklimsel etkileri olan projeleri desteklemek amacıyla uygulamaya geçirilen yeşil tahviller, çevreye ve iklime fayda sağlayan yeşil projeleri finanse etmek için ilk olarak 2007 yılında Dünya Bankası ve Avrupa Yatırım Bankası (AYB) tarafından kullanılan borçlanma araçlarıdır (CAIAA, 2016). Yeşil tahvilin fonları kullanma taahhüdü normal tahvillerden farklıdır. Yeşil tahvilleri diğer tahvillerden ayıran temel özellik, tahvil gelirlerinin “yeşil” projeleri, varlıkları veya iş faaliyetlerini finanse etmek için kullanılıyor olmasıdır (Escarus, 2016:4).

Yeşil tahvil gelirlerinin önemli bir kısmı özellikle yenilenebilir enerji ve enerji verimliliği alanlarında kullanılmaktadır (Bartels vd., 2016:18). Bu yatırımlar yeşil proje kavramı ile isimlendirilmektedir. Diğer yatırımlar ise şunlardır (Jun vd., 2016:13):

- Kirliliği önleme ve kontrol (atık su arıtma, sera gazı kontrolü dahil, toprak iyileştirme, geri dönüşüm, atıktan katma değerli ürünler ve yeniden üretim),
- Doğal kaynakların sürdürülebilir biçimde yönetilmesi,
- Biyolojik çeşitliliğin korunması,
- Temiz ulaşım (elektrikli, hibrit, genel, demiryolu, motorsuz, çok modlu ulaşım, temiz enerji araçları için altyapı ve zararlı emisyonların azaltılması),
- Sürdürülebilir su yönetimi,
- İklim değişikliğine uyum,
- Eko-verimli ürünler, üretim teknolojileri ve süreçler gibi konuları kapsamaktadır.

Yeşil tahviller bir yandan finansal bir yatırımdan elde edilmesi beklenen getirileri sağlarken; diğer yandan da çevresel faydalar da sağlamaktadır. Bu iki önemli avantajı bünyesinde barındırması sayesinde yeşil tahviller yatırımcıların ilgisini giderek daha fazla çekmektedir (Galaz, Gars, Moberg, Nykvist ve Repinski, 2015, s.572).

1.2. Yeşil Tahvil İlkeleri

2017 yılında ICMA tarafından yayınlanan Yeşil Tahvil Prensipleri dört ana tema içermektedir. Bu ilkeler uygulanırken herhangi bir yasal yaptırıma tabi tutulmamaktadır. Adı geçen bu ilkeler yoruma açık bir şekilde uygulanmaktadır (Krupa ve Harvey, 2017:925). Bu kılavuz “greenwashing” olarak isimlendirilen sahte yeşil tahvil nitelendirilmesine engel olmak için geliştirilmiştir (ICMA, 2017). Bu ilkeler şunlardır (Jun vd., 2016:12; ICMA, 2017:3-4):

- Yeşil tahvil ihracı ile temin edilen tüm fonların yeşil projelerde kullanılması ve yazılı bir şekilde ilgili yasal belgelerde ihraç aşamasında tanımlanması gerekmektedir.
- Finanse edilecek yeşil projelerin nasıl seçileceği ve değerlendirileceğinin belirlenmelidir.
- Fonların yönetimi ile ilgili bilgiler şeffaf bir yönetim tarafından sağlanmalı ve bir dış denetçiden bu konuda destek alınmalıdır. Yeşil tahvillerin net gelirlerinin bir alt hesapta veya ihracatçı tarafından başka bir şekilde izlenmesi gerekmektedir.
- Tahvil fonlarının yönetimine ilişkin hazırlanan raporlar düzenli şekilde hazırlanmalı ve yayımlanmalıdır.

1.3. Yeşil Tahvil Türleri

Yeşil tahvillere yönelik en önemli ayırım, tahvil ihracı ile elde edilen fonların nasıl kullanılacağıdır. Daha temiz bir çevre için yapılan projelerin finansmanında kullanılan her tahvil yeşil tahvil olarak tanımlanmamalıdır. Yeşil tahvillere ek olarak son yıllarda Sosyal Tahviller ve Sürdürülebilirlik Tahvilleri de ihraç edilmektedir.

Yeşil tahviller, iki farklı açıdan sınıflandırılmaktadır. Birinci sınıflandırmaya göre, yeşil tahviller geleneksel bir tahvil gibi değerlendirilip farklı türlere ayrılmaktadır. İkinci sınıflandırmaya göre, yeşil tahviller, fonların kullanım amacına göre ikiye ayrılmaktadır (Ng ve Tao, 2016:514)

Geleneksel sınıflandırma yapılırken, yeşil tahviller ile geleneksel tahviller arasında bir fark gözetilmemektedir. Buna göre, yeşil tahviller, şirket tahvilleri, proje tahvilleri, varlığa dayalı menkul kıymetler, garantili tahviller, belediye tahvilleri gibi alt gruplara ayrılabilir (Shishlov vd., 2016: 8). Yeşil tahviller, geleneksel bir tahvilin pek çok temel özelliğini taşımaktadır. Geleneksel tahvillerde olduğu gibi dönemsel faiz ödemeleri ve bu faiz ödemelerinin vergi matrahından indirilebilmesi gibi özellikler yeşil tahviller için de geçerlidir. Yeşil tahviller ile geleneksel tahviller arasındaki benzerlik, bu iki tahvilin piyasadaki katılımcıların da benzer nitelikte olmasına sebep olmaktadır. Yeşil tahvil piyasasının katılımcıları, ihracatçılar, yüklenici firmalar, dış değerlendiriciler, aracı kuruluşlar, endeks yayıncı kuruluşlar ve yatırımcılardan oluşmaktadır (Kandır ve Yakar, 2017:164).

Yeşil tahvillerin kendine özgü sınıflandırmasına göre etiketli yeşil tahviller ve etiketsiz yeşil tahviller olmak üzere ikiye ayrılmaktadır. Etiketli yeşil tahviller, yeşil tahvil tanımı ile pazarlanan yeşil tahvillerdir. Buna karşılık, etiketsiz yeşil tahviller çevre dostu projeleri finanse etmek amacıyla çıkarılan ancak yeşil tahvil tanımı ile pazarlanmayan yeşil tahvillerdir. Buna göre bir tahvilin yeşil tahvil olarak etiketlenmesi, o tahvili diğer tahvillerden ayırarak ihraç yoluyla sağlanacak fonların çevreye duyarlı projelerde kullanılacağını göstermektedir (Ng ve Tao, 2016:514).

2. LİTERATÜR TARAMASI

Ulusal ve uluslararası düzeyde yapılan çalışmalara ait literatür özeti aşağıda verilmiştir. Literatürde yenilenebilir enerji kaynaklarının finansmanında yeşil tahvil ihracı son dönemlerde yapılan çalışmalar arasındadır. Literatür özetinde, çalışmamızın asıl konusunu oluşturan yeşil tahvil ihracına yönelik çalışmalara ağırlık verilmiştir.

Kandır ve Yakar (2017), Türkiye’de yenilenebilir enerji yatırımlarının finansmanında yeşil tahvil ihracının durumunu değerlendirmişlerdir. Türkiye’de yeşil tahvil ihracının henüz istenen düzeyde gerçekleşmediğini ve istenen düzeye gelebilmesi için de yeşil tahvil piyasasının geliştirilebilmesinde bazı önlemlerin alınması gerektiğini ileri sürmüşlerdir.

Mazzucato ve Semieniuk (2016), küresel ölçekte 2004-2014 dönemi için 11 yenilenebilir enerji yatırımlarına ait verileri kullanarak, 10 farklı yatırımcı türü için bir veri seti oluşturarak yatırım risk ölçümü yapmışlardır. 2008 finansal krizinden sonra yenilenebilir enerji kaynaklarının finansmanında, devlete ait veya devlet kontrolünde olan firmalar ve bankaların yüksek riskli bir finansman kaynağı olduğunu ifade etmişlerdir.

Sevim ve Karaman (2019), Türkiye’de yenilenebilir enerji yatırımları ve finansman yöntemlerini incelemişlerdir. Türkiye’de yenilenebilir enerji yatırımlarının yetersiz olduğu ve bu enerji kaynaklarının mevcut talebi karşılayamadığı sonuna ulaşmışlardır. Ayrıca, Türkiye’nin ihtiyacı olan elektrik enerjisinin yerli ve sürdürülebilir kaynaklar ile üretilmesinin stratejik bir öneme sahip olduğunu ileri sürmüşlerdir.

Banga (2019) yılında yaptığı çalışmada, gelişmekte olan ülkelerde yeşil tahvillere uyumun sağlanması ve bu tahvillerin finansmanında ortaya çıkan engeller üzerinde durmuştur. Son birkaç yılda bu ülkelerde yeşil tahvillerin artış göstermesi ile birlikte, yeşil tahvil piyasasının henüz gelişmiş ülkelerin çok gerisinde olduğunu ve tam potansiyele sahip olmadığını ifade etmiştir. Yeşil tahvillerin yönetiminde mevcut kurumsal düzenlemelerde eksiklikler olduğunu ve yüksek işlem maliyetleri dolayısıyla yeşil tahvil ihracının yetersiz oluşunun yeşil tahvillerin geliştirilmesindeki en büyük engellerden biri olduğunu ileri sürmüştür. Bu engelleri aşabilmek için ulusal yeşil tahvillerin yönetiminde aracı kurum olarak ulusal ve çok uluslu kalkınma bankalarının kurulması ve etkin kullanımını önermiştir. Ayrıca yerel yönetimlerin yeşil tahvil ihracatçılarına, yeşil tahvil ihracı ile ilgili işlem maliyetlerini karşılamayı garanti etmesi gerektiğini ifade etmiştir.

Kuloğlu ve Öncel (2015), yeşil finansal ürünlerin dünya ülkeleri ve Türkiye açısından durumunu değerlendirmiştir. Dünyada 2000’li yıllarda hız kazanan yeşil finansal ürünlerin Türkiye’de yeni yeni yaygınlaşmakta olduğunu ileri sürmüşlerdir. Gelişmekte olan ülkelerde çevre bilincinin gelişmiş ülkelere göre yeterli düzeyde olmamasının yenilenebilir enerji yatırımlarında kısıtlamalara yol açtığını ileri sürmüşlerdir.

Gediz Oral ve Arpazlı Fazlılar (2016), Türkiye ekonomisi açısından rüzgâr enerjisi örneğinde, yenilenebilir enerji yatırımlarının finansmanında kamu-özel sektör işbirliğini önermiştir. Uluslararası düzeyde yapılan çalışmalarda yatırımların karlılığına ilişkin eksik analizler yapıldığı, Türkiye’de ise bu analizlerin hiç yapılmadığı sonucuna ulaşılmıştır. Ayrıca Türkiye’de kamu-özel sektör işbirliğine yönelik hukuki ve kurumsal altyapının eksik olması dolayısıyla, Kamu-Özel Sektör İşbirliği Kanunu ve bu işbirliğine yönelik merkezi bir birimin kurulmasının projelerin başarısı açısından gerekli olduğu ifade edilmiştir.

Ergin ve Çomak (2014), Türkiye’de enerji ithalatına olan bağımlılığın azaltılması için yenilenebilir enerji yatırımlarının finansman yöntemlerini incelemişlerdir. Türkiye’de bu yatırımların artması için “Yenilenebilir Enerji Bankası” adında bir bankanın kurulması gerektiğini öne sürmüşlerdir. Kurulması gereken bu bankanın yenilenebilir enerji yatırımları için şirketlere ve bireylere danışmanlık hizmeti sağlayarak vereceği uygun krediler aracılığı ile bu yatırımlarının artacağını ifade etmişlerdir.

Yıldırım (2016), çalışmasında yenilenebilir enerji yatırım projelerinin finansman yöntemlerini değerlendirmiş ve önerilerde bulunmuştur. Firmaların yenilenebilir enerji kaynaklarına yatırım yapmadan önce, öngörülen yatırımın teknik ve ekonomik fizibilite etütlerinin yapılmasının önemli olduğu üzerinde durmuştur. Yapılacak fizibilite etütlerinin, yüksek verimliliğe sahip yenilenebilir enerji yatırımlarının öncelikli olarak belirlenmesi açısından önemli olduğunu ileri sürmüştür. Yerli sanayide yenilenebilir enerjiye yönelik teknolojik gelişmenin desteklenmesine yönelik olarak verilen teşvikler ile kayda değer yatırımlar sağlanabileceği sonucuna ulaşmıştır.

Oji vd. (2016), Afrika ekonomisinde sürdürülebilir ekonomik büyümenin sağlanması için, yenilenebilir enerji yatırımlarının finansmanını incelemişlerdir. Yenilenebilir enerji yatırımcısı firmalar için kırsal alanlarda finansal riskin, kentsel alanlara göre daha fazla olduğunu ileri sürmüşlerdir. Yenilenebilir enerji yatırımlarını finanse eden büyük firmalar için en önemli amacın, yeşil çevre ve ekonomik kalkınma olduğu sonucuna ulaşmışlardır.

Azhgaliyeva vd. (2020), Güneydoğu Asya Ülkeleri Birliği’nde yenilenebilir enerji ve enerji verimliliği için özel sektör tarafından yapılacak finansmanın önemli olduğu üzerinde durmuşlardır. Bu durumun hem küresel ısınmanın azaltılması hem de söz konusu ülkelerin enerji taleplerinin karşılanması için kritik bir öneme sahip olduğunu vurgulamışlardır.

Güneydoğu Asya Ülkeleri Birliği'nde yeşil tahvillerin üçte ikisinin yenilenebilir enerji yatırımlarının finansmanında kullanılmasına rağmen, hala yeşil tahvil politikalarının etkin bir şekilde kullanılmadığını ifade etmişlerdir. Bu politikaların yeniden gözden geçirilmesi gerektiği, ancak bu şekilde yenilenebilir enerji projelerinde etkinlik sağlanabileceği sonucuna ulaşmışlardır.

Griffith-Jones vd. (2011), yenilenebilir enerji yatırımlarında uygun finansman yöntemlerini değerlendirmişlerdir. Bu kaynakların finansmanında uzun vadeli fonların ve emeklilik fonlarının önemli bir araç olduğu sonucuna ulaşmışlardır. Ayrıca yeşil tahviller, indeksli tahviller ve devlet tahvillerinin yenilenebilir enerji yatırımlarını finanse etmek için bir araç olabileceğini ileri sürmüşlerdir.

Fadly (2019), gelişmekte olan ülkelerde hızlı nüfus artışı ve enerji talebindeki artış dolayısıyla sürdürülebilir ekonomik kalkınmanın sağlanması için yenilenebilir enerji projelerinde özel sektör yatırımlarını önermiştir. Yenilenebilir enerji sektöründe özel sektör yatırımlarının artmasının enerji güvenliğinin sağlanmasında önemli bir rol oynadığını ileri sürmüştür.

Mormann ve Reicher (2012), ABD ekonomisi için son zamanlarda limited şirketlerin ve gayrimenkul yatırım ortaklıklarının petrol, doğalgaz ve diğer geleneksel enerji kaynaklarının finansmanını sağladığı gibi, yenilenebilir enerji yatırımlarının finansmanı da sağlaması gerektiğini öne sürmüşlerdir. Bu yatırımın finansmanında, limited şirketlerin ve gayrimenkul yatırım ortaklıklarının önemli bir kaynak olabileceği sonucuna ulaşmışlardır. Yenilenebilir enerji projeleri yaygınlaştıkça, bu projelerin büyümeyi teşvik edeceğini ve yenilenebilir enerji sektörünü harekete geçireceğini ileri sürmüşlerdir.

Ng ve Tao (2016), Asya'daki yenilenebilir enerji yatırımlarında finansman açığının nedenini araştırmışlar ve finansman açığını gidermek için tahvil piyasasının kullanılması gerektiğini önermişlerdir. Özellikle, üç sabit gelir aracı, yani ulusal para cinsinden şirket tahvilleri, varlığa dayalı proje tahvilleri ve yeşil tahviller üzerinde durmuşlardır. Bu üç aracın, özel sektör finansman akışlarını harekete geçirmek için önemli olduğunu ifade etmişlerdir. Ayrıca enerji üretim teknolojileri ve yenilenebilir enerji politikaları için sermaye piyasasında temel destekleyici politikaların gerekli olduğu sonucuna ulaşmışlardır. Ayrıca sermaye piyasası araçlarının kullanımdan önce, yerel ve bölgesel sabit gelir piyasalarının derinleştirilmesi gerektiğini ileri sürmüşlerdir.

MacAskill vd. (2021), yenilenebilir enerji yatırımlarının finansmanında yeşil tahvil piyasasına ilişkin literatürü değerlendirmişlerdir. Yeşil tahvil piyasasının, iklim değişikliğini azaltma çabalarında, etkili bir finansman mekanizması olarak ortaya çıktığını ifade etmişlerdir. Gelecekteki tahvil fiyatlandırmasının yatırımcıların çevresel tercihler gibi ekonomik olmayan amaçlarını dikkate alarak düzenlenmesi gerektiğini öne sürmüşlerdir. Ayrıca gelecekteki büyüme için, yeşil tahvil piyasasının iyi yönetiminin, küresel çapta iklim değişikliğini azaltma çabalarının finansmanında katalizör görevi üstleneceği sonucuna ulaşmışlardır.

3. DÜNYADA VE TÜRKİYE'DE YEŞİL TAHVİL İHRACI UYGULAMALARI

Çalışmanın bu bölümünde dünyada ve Türkiye'de yeşil tahvil ihracının durumu değerlendirilmiştir.

3.1. Dünya'da Yeşil Tahvil İhracı Uygulamaları

Düşük karbonlu ekonomiye geçişi destekleyen yeşil tahvilleri geleneksel tahvillerden ayıran en önemli özellik, bu tahvillerden elde edilen gelirlerin iklim değişikliğinin olumsuz etkilerini önlemeye yönelik girişimleri finanse etmesidir. Düşük karbonlu ekonomiye geçiş için de küresel düzeyde yıllık 1 trilyon dolarlık yatırıma ihtiyaç duyulmaktadır. 2007 yılında ortaya çıkan bu yeşil piyasa aracı, ilk olarak bankalar tarafından piyasaya girmiştir. Günümüzde belediyeler ve finansal şirketler gibi bazı kurumlar yeşil tahvil piyasasına katkı sağlamaktadır. Yeşil tahvil piyasasının 2013 yılında kurumsal yeşil tahvillerin yatırımcıya sunulmasıyla hızlı bir büyümeye ulaştığı söylenebilir. Yeşil tahvil ihracı 2012 yılında 3 milyar dolarken, 2013 yılında 11 milyar dolar ve 2014 yılında ise 36,5 milyar dolara yükselmiştir. Sonraki yıllarda bu

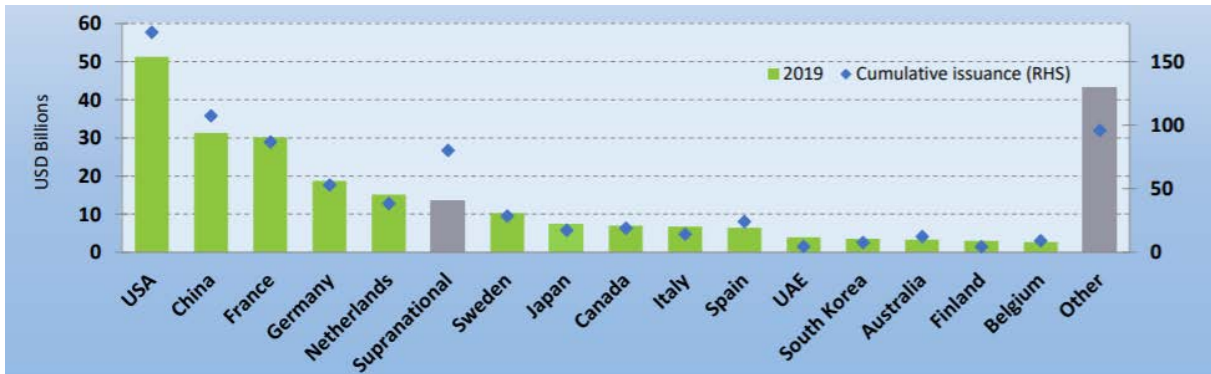
artış devam etmiş ve global yeşil tahvil piyasalarının büyüklüğü 2017 yılında 150 milyar doları aşmıştır (Oyak, 2018:1).

Yeşil tahvil piyasalarını inceleyen İklim Tahvilleri Girişimi (Climate Bonds Initiative-CBI) tarafından yayımlanan “2019 Yeşil Tahvil Piyasa Özeti (Green Bond Market Summary)” raporuna göre, 2019 yılı itibariyle dünya yeşil tahvil ihracı 257,7 milyar dolara ulaşmıştır. 170,6 milyar dolar olan 2018 yılı rakamına göre, yeşil tahvil ihracında %51 oranında bir artış yaşanmıştır. Toplam tutarın 10 milyar doları yeşil kredilerden oluşmaktadır. 496 ihracatçıdan toplamda 1788’i yeşil tahvil ihraç etmiştir. 2019 yılı yeşil tahvil ihraç hacminin %45’i AB pazarından kaynaklanmaktadır. Bu ihracatın sırasıyla %25 ve %23’ü Asya-Pasifik ve Kuzey Amerika piyasalarından kaynaklanmaktadır. 2019 yılında Avrupa’da ihraç edilen toplam yeşil tahvil miktarı yıllık bazda %74 (49,5 milyar dolar) artarak toplamda 116,7 milyar dolara ulaşmıştır.

Yeşil İpoteğe Dayalı Menkul Kıymetler (Green Mortgage Backed Securities-MBS) çıkaran kuruluşun öncüsü Fannie Mae; 22,9 milyar dolarlık yeşil tahvil ihracı (toplam ihracın %9’u) ile 2019 yılında en büyük yeşil tahvil ihraççısı olmuştur. Alman Devlete Kalkınma Bankası KfW, 2019 yılının en büyük ikinci yeşil tahvil ihraççısı olmuş ve bu piyasaya toplam 9 milyar dolar değerinde katkıda bulunmuştur. Bu ihracattan elde edilen gelirler, yenilenebilir enerji ve yeşil bina projelerine finansman sağlamak veya bu projeleri yeniden finanse etmek için kullanılacaktır. Hollanda’daki Hollanda Devlet Hazine Dairesi (The Dutch State Treasury Agency-DSTA), 6,7 milyar dolarlık ilk yeşil devlet tahviliyle 2019’da üçüncü en büyük yeşil tahvil ihracatçısı olmuştur. Bu ihracattan elde edilecek gelirlerin ise düşük karbonlu binalar, düşük karbonlu ulaşım, yenilenebilir enerji, güneş ve su altyapısı için kullanılması öngörülmektedir (Climate Bonds Initiative, 2020:1-2).

2019 yılı itibariyle yeşil tahvil ihracında ilk 15 ülke Şekil 1’de gösterilmektedir. Şekil 1’de görüldüğü gibi; yeşil tahvil ihracında ABD, Çin ve Fransa ülke sıralamalarında zirveye ulaşan ilk üç ülke konumundadır. Bu ülkeler 2019 yılında küresel yeşil tahvil ihracının %44’ünü oluşturmaktadır. Bu tahvil piyasasına ABD ihracatçıları toplamda 51,3 milyar dolar katkıda bulunurken, Çin ve Fransa ihracatçıları sırasıyla 31,3 milyar dolar ve 30,1 milyar dolar katkıda bulunmuşlardır.

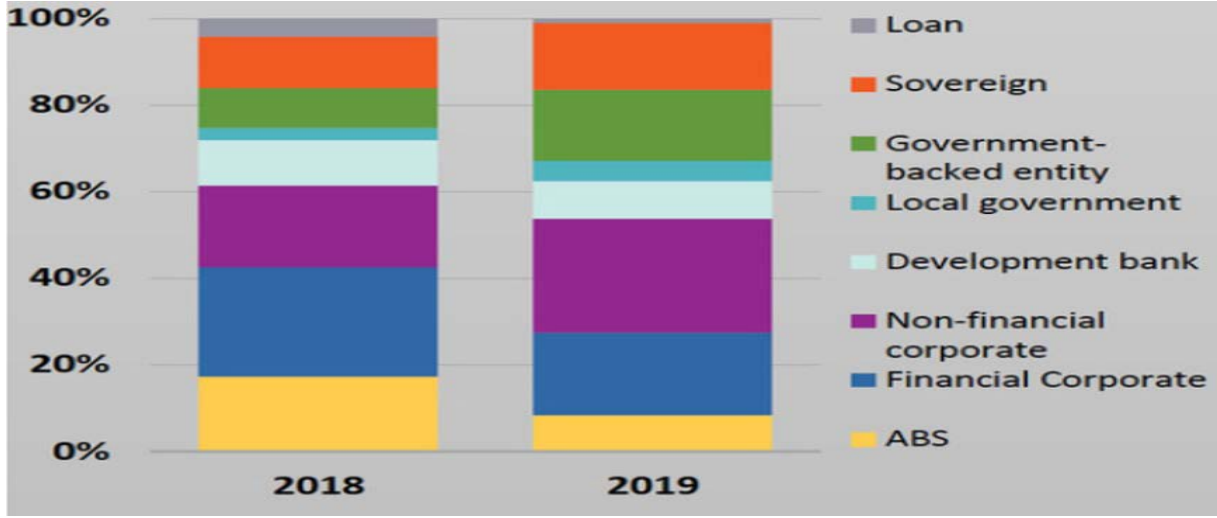
Şekil 1. 2019 Yılı Dünya Yeşil Tahvil İhracında İlk 15 Ülke



Kaynak: Climate Bonds Initiative, 2020:1-2.

Küresel ölçekte yeşil tahvil ihracı yapan kurumların dağılımı gösterilmektedir. Şekil 2’de görüldüğü gibi, 2018 yılında yeşil tahvil ihracındaki kurumların başında sırasıyla finansal şirketler ve finansal olmayan şirketler yer almaktadır. 2019 yılında ise yeşil tahvil ihracında en fazla payı finansal olmayan şirketler almıştır. Finansal şirketler ise ikinci sıraya yerleşmiştir.

Şekil 2. Yeşil Tahvil İhracı Yapan Kurumlar

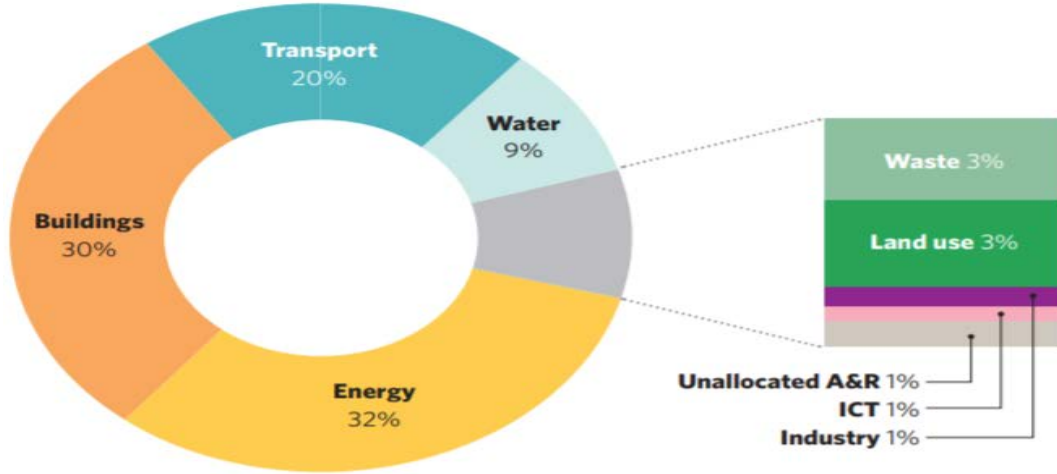


Kaynak: Thorpe, 2019.

2019 yılında finansal olmayan şirketlerin yeşil tahvil ihracında bir önceki yıla göre yaklaşık iki kat artış yaşanmıştır. Finansal olmayan şirketlerin ihracatı 2018 yılında 29,5 milyar dolardan, 2019 yılında 59,3 milyar dolara artış göstermiştir. 2019 yılında bu şirketlerin ihracatı toplam ihracatın %23'ünü temsil etmektedir. Finansal olmayan ilk üç şirketin tamamı enerji sektöründe faaliyet göstermektedir (Climate Bonds Initiative, 2020:3).

Şekil 3'de yeşil tahvil ihracından elde edilen gelirlerin kullanıldığı sektörlerin dağılımı gösterilmektedir. Şekil 3'de görüldüğü gibi, yeşil tahvil ihracından elde edilen gelirlerin en fazla %32'lik pay ile enerji sektöründe kullanıldığı görülmektedir. Bu tahvillerden elde edilen gelirlerin %30 ve %20'lik kısmı sırasıyla inşaat ve ulaşım sektörüne tahsis edilmektedir.

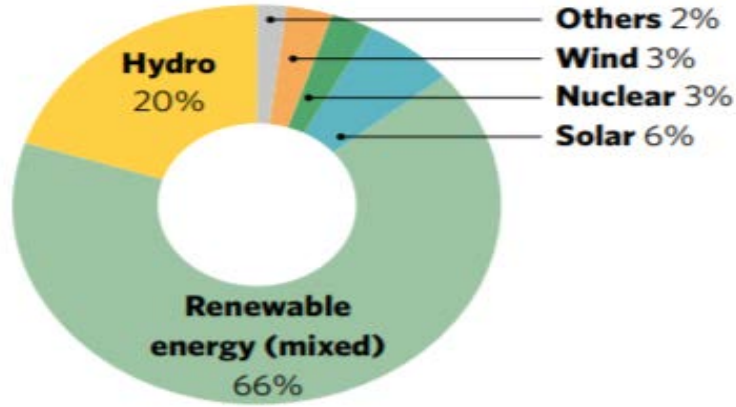
Şekil 3. 2019 Yılı Yeşil Tahvil İhracından Elde Edilen Gelirlerin Kullanıldığı Sektörler



Kaynak: Climate Bonds Initiative, 2019:7.

Şekil 4'de 2018 yılı yeşil tahvil ihracının kullanıldığı alanlar gösterilmektedir. Şekil 4'de görüldüğü gibi 2018 yılında yeşil tahvil ihracının %66'sı karma yenilenebilir enerjinin finansmanında kullanılmaktadır. Yeşil tahvil ihracının %20'si hidroelektrik enerjisinin finansmanında kullanılırken, %6'sı güneş enerjisi ve %3'erlik kısımları ise rüzgâr ve nükleer enerjinin finansmanında kullanılmaktadır.

Şekil 4. 2018 Yılı Yeşil Tahvil İhracının Kullanıldığı Alanlar



Kaynak: Climate Bonds Initiative, 2018: 14.

2020 yılının ilk 7 ayında yapılan yeşil tahvil ihracı 137 milyar dolara ulaşmıştır. Covid 19 sebebiyle son 20 yılın en büyük krizini yaşayan AB ülkeleri, AB liderlerinin önderliğinde üye ülkelere dağıtılmak üzere çoğunluğu hibe, geri kalan kısmı düşük faizli kredi olacak şekilde 750 milyar Euro'luk tahvil ihracı yapılmasını kararlaştırmıştır. AB Komisyon Başkanı birliğin çıkartacağı 750 milyar Euro'luk Korona Bonusu olarak adlandırılan Kurtarma Fonu'nun üçte birinin, yani 225 milyar Euro'luk kısmının yeşil tahvil olarak arz edileceğini belirtmiştir. AB'nin ihraç edeceği 225 milyar Euro eklendiğinde, 2020 yılında yeşil tahvil ihracının yaklaşık 400 milyar dolara ulaşacağı öngörülmektedir. Covid 19 insanların iklim değişikliği, karbon emisyonu, su ve toprak kirliliği konularında farkındalığının artmasına neden olmuştur. Trilyonlarca dolar büyüklüğünde varlıkları yöneten emeklilik fonlarından, hedge fonlardan artık yatırımcıların iklim ve çevre dostu projelere para yatırmaları gittikçe önem kazanmaktadır. Ayrıca, AB gibi bir kurumun resmi olarak yeşil tahvil ihraç edeceğini açıklaması, önümüzdeki yıllarda bu pazardaki büyümenin hızlı bir şekilde artacağını göstermektedir (Başaran, 2020).

3.2. Türkiye'de Yeşil Tahvil İhracı Uygulamaları

İlk Türk yeşil tahvili, Türkiye Sınai Kalkınma Bankası (TSKB)'nin 2016 yılında gerçekleştirmiş olduğu 5 yıl vadeli 300 milyon ABD doları tutarındaki tahvil ihracıdır. İhraca yaklaşık olarak planlananın 13 kat fazlasıyla yaklaşık 4 milyar dolar civarında bir talep gelmiş ancak banka maliyetleri göz önünde bulundurularak bu ihracın sadece 300 milyon dolarlık kısmını karşılamıştır. Global Capital ve International Financial Review tarafından bu ilk Türk tahvil ihracına yılın yeşil tahvil ihracı ödülü verilmiştir (TSKB, 2016). Daha sonra 31 Aralık 2017'de YDA İnşaat 400 milyon TL'lik yeşil tahvil ihracı gerçekleştirmiştir (YDA İnşaat Faaliyet Raporu, 2017).

Garanti BBVA ise 2017 yılında Sürdürülebilir Tahvil Programı çerçevesinde Türkiye'de gerçekleştirilen ilk işlem olma özelliğini taşıyan 5 yıl vadeli 50 milyon dolar tutarında yeşil tahvil ihracı gerçekleştirmiştir. Bu tahvilden sağlanan fonla, iklim değişikliğine çözüm üreten yenilenebilir enerji ve kaynak verimliliği projelerine destek sağlanması amaçlanmıştır.

Garanti Banka'sı 2017 yılında Dünya Bankası üyesi Uluslararası Finans Kurumu (International Finance Corporation-IFC) ile birlikte, İpotek Teminatlı Menkul Kıymet İhracı (İTMK) programı kapsamında, 5 yıl vadeli 150 milyon dolar karşılığında yaklaşık 540 milyon TL olarak gerçekleşen ilk yeşil bono olma özelliği taşıyan, ve "Yeşil Mortgage" olarak nitelenen, enerji verimliliği yüksek binaları kapsayan çevre dostu projelerin finansmanında kullanılan ve aynı zamanda IFC'nin de Türkiye'de yatırım yaptığı ilk İpotek Teminatlı Menkul Kıymet ihracını gerçekleştirmiştir (Garanti BBVA 2019 Entegre Faaliyet Raporu, 2019:137).

Banka, IFC ile birlikte bu ilk yeşil bono ihracından sonra 2018 yılında gelişmekte olan piyasalarda bir özel bankanın ihraç ettiği kadın girişimcilerin kullanımına yönelik ilk sosyal bono ihracını da gerçekleştirmiştir. 2019 yılında ise dünyada ilk kez kullanılan “Gender Loan” (kadınların iş hayatında tutunmasını ve yükselmesini desteklemeye yönelik fayda sağlayan kredi) yapısını hayata geçirmiştir (Garanti BBVA, 2020).

Yapı Kredi Bankası’da Türkiye’nin düşük karbon ekonomisine geçiş sürecine destek olmak amacıyla 2020 yılının Ocak ayında yenilenebilir enerji projelerinin finansmanında kullanılmak üzere beş yıl vadeli 50 milyon dolar tutarında yeşil tahvil ihracını gerçekleştirmiştir (Yapı Kredi, 2020). Son olarak da Vestel şirketler grubu Temmuz 2020’de Garanti BBVA aracılığı ile sürdürülebilirlik ve yeşil teknoloji yatırımlarında kullanılmak üzere bir ve iki yıl vadeli iki ayrı alternatif şeklinde olmak üzere 100,5 milyon TL tutarında yeşil tahvil ihraç etmiştir.

SONUÇ VE ÖNERİLER

Dünyada enerjiye olan dışa bağımlılık her geçen gün artmaktadır. Dünya nüfusundaki hızlı artış ile birlikte, enerji talebi de artmaktadır. Artan nüfusun enerji talebinin karşılanması ve özellikle de gelişmekte olan ülkelerde enerjide dışa bağımlılığın azaltılması için, yenilenebilir enerji kaynaklarının toplam enerji içindeki payının artırılması gerekmektedir. Yenilenebilir enerji yatırımlarının artırılmasında en önemli husus, bu yatırımları finanse edecek en iyi kaynakların belirlenmesidir. Söz konusu yatırımların finansmanında ortaya çıkan sorunlar, ülkeleri fosil bazlı enerji kaynaklarına yöneltmektedir. Bu gelişmeler ışığında sürdürülebilir kalkınmanın desteklenmesi, finansal sermaye ile birlikte beşeri ve entelektüel sermayenin de kullanılmasını gerektirmektedir.

Türkiye’deki yeşil tahvil piyasası, dünyada ihraç edilen yeşil tahvil ihracına bakıldığında henüz istenen düzeyde değildir. Türkiye’de yeşil projelerin hayata geçirilebilmesi konusunda ihtiyaç duyulan finansmanın sağlanabilmesi için mutlaka yeşil tahvil ile ilgili gerekli standartlarının belirlenmesi gerekmektedir. Yeşil tahvil yatırımcılarına fonların kullanım yerleri açısından güven duyulması için standartların belirlenmesi oldukça önemli bir konudur. Mevcut mevzuatımızda yeşil tahvil ile ilgili herhangi bir düzenleme henüz bulunmamaktadır. Bu nedenle yeşil tahvillere olan ilginin artırılabilmesi için yeşil tahvil ile ilgili standartların belirlenmesi konusunda hızlı adımlar atılmalı ve gerekli düzenlemeler bir an önce faaliyet geçirilmelidir.

Sermaye Piyasası Kurulu (SPK), ulusal yeşil tahvil standartların belirlenmesi konusunda aktif bir rol üstlenmeli, yeşil tahvil konusunda bir tebliğ ile yeşil tahvilin tanımı, yeşil tahvilin hangi yatırımlar için çıkarılabileceği ve toplanan fonların hangi alanlarda kullanılabileceğini belirlemelidir. SPK tarafından belirlenecek olan standartların hazırlanmasında uluslararası kuruluşların önceden belirlediği standartlar dikkate alınırsa standartların güvenilirliği artacaktır. Diğer taraftan Hazine tarafından SPK’nın belirlediği kriterlere uygun düzenlemeler yapılarak yeşil tahvil çıkarılabilir. Böylece yeşil tahvil piyasasının gelişimini sağlayacak tedbirlerin hızlı bir şekilde hayata geçirilmesi ile Türkiye’de yeşil tahvil ihraçlarının önü açılacaktır.

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ÖZET

İşgören seçimi, insan kaynakları yönetiminin temel fonksiyonlarından biridir. Çünkü işgören seçimi diğer insan kaynakları fonksiyonlarını etkilemekte, örgütün etkinliği bakımından stratejik nitelik taşımaktadır. Bu nedenle yetenekli, becerikli, işe en uygun olan işgörenin seçilmesi beklenmektedir. Bu çalışmanın amacı, işgören seçimine ilişkin görüşlerin analiz edilmesidir. Bu çalışma, işgören seçimine ilişkin unsurların belirlenmesi ve bu süreçte dikkat edilmesi gereken hususlar hakkında bilgi üretilmesi bakımından önem arz etmektedir. Çalışmanın kapsamı Aksaray ilinde faaliyet gösteren Süttaş A.Ş. çalışanlarıdır. Veri toplamak amacıyla online anket uygulanmış, açık uçlu sorular sorulmuş ve 186 veri elde edilmiştir. Elde edilen nitel verileri test etmek için Voyant Tools programı kullanılmıştır. Çalışma sonucunda işgören seçiminin mülakat (görüşme) ve yazılı sınavla yapıldığı, işgören seçiminde liyakatlı (bilgili ve yetenekli) kişilerin daha çok tercih edildiği ve iyi bir işgören seçiminde genç, evli, eğitim düzeyi yüksek ve işine bağlı olan bireylerin tercih edilmesi yönünde bulgulara ulaşılmıştır. Elde edilen bulgular yorumlanmış ve işgören seçimi yapacak yöneticilere önerilerde bulunulmuştur.

Anahtar Kelimeler: İKY, İşgören Seçimi, Örnek Olay Çalışması.

Employee Selection: A Qualitative Case Study

ABSTRACT

Employee selection is one of the basic functions of human resources management. Because the employee selection affects other human resources functions and has a strategic quality in terms of the efficiency of the organization. For this reason, it is expected that the most talented, skilled employee will be selected. The purpose of this study is to analyze the views on employee selection. This study is important in terms of determining the factors related to employee selection and generating information about the issues to be considered in this process. The scope of the study is Süttaş A.Ş., operating in Aksaray. employees. In order to collect data, an online questionnaire was applied, open-ended questions were asked and 186 data were obtained. Voyant Tools program was used to test the obtained qualitative data. As a result of the study, it was found that the employee selection was made by interview (meeting) and written exam, more qualified (knowledgeable and talented) people were preferred in the employee selection, and young, married, highly educated and committed individuals were preferred in the selection of a good employee. The findings obtained were interpreted and recommendations were made to the managers who will make the employee selection.

Keywords: HRM, Employee Selection, Case Study.

GİRİŞ

İşgören seçimi, İKY'nin diğer fonksiyonları arasında en önemlisidir. Çünkü yanlış bir işgören seçimi işletmeler için zaman, maddi ve manevi kayıplara neden olabilmektedir. İşe uygun işgörenin seçimi, işletmenin faaliyetlerinin daha iyi yürütülmesi, işletme performansının artırılması, işgörenin örgüte olan bağlılığının ve faaliyetlere katılımının sağlanması vb. olumlu faydaları olabileceği gibi, işe uygun olmayan işgörenin alınması da işyerinde huzursuzluğa, işten ayrılmalara, motivasyon düşüklüğüne, iletişim sorunlarına ve dolayısıyla çatışmalara ve işten çıkarılmalara neden olmaktadır. İşte bu yüzden bu seçimi yapacak olan insan kaynakları yönetimi yöneticilerinin veya işe alımı yapacak kimselerin alanında uzman olması sürecin işleyişi açısından ayrıca önem taşımaktadır.

İnsan kaynakları yönetimi faaliyetleri örgütün stratejik hedeflerinin gerçekleştirilmesi açısından büyük önem taşımaktadır (Buller ve McEvoy, 2012: 45). İnsan kaynakları yönetimi iş organizasyonu, işgören denetimi, işgörenin işe katılımı, işe alma ve seçme, işgören eğitimi ve geliştirilmesi, işgören ücretlerinin ödenmesi vb. uygulamaları kapsamaktadır (Petrescu ve Simmons, 2008: 652). Bu uygulamalar içerisinde işgören seçimi en önemlisi denilebilir. Çünkü İKY'nin en önemli süreçlerinden olan işgören seçim sürecinin etkinliği diğer İKY fonksiyonlarında etkilemekte ve bu fonksiyonlardan etkilenmektedir. İşgören seçimi, İKY'de başarılı olmanın temel unsuru olduğu için süreçte yapılacak hataların telafisi maliyetli ve zor olabilir (Yelboğa, 2008: 12). Bu yüzden seçilecek kişinin en başta doğru belirlenmesi bu kayıpların önüne geçilmesi bakımından son derece yararlıdır. Aksi durumda ciddi olumsuzluklarla karşılaşmak kaçınılmaz olacaktır (Yıldız ve Aksoy, 2015: 61).

Doğru insanları seçmek ve onların varlığını sürdürmek bir organizasyonun başarısının temel taşıdır. Başarılı istihdamın şartı organizasyonun, mevcut ve potansiyel işgücüsüyle olan ilişkisini güçlendirmektir. Boş bir pozisyon için geçici istihdam yerine, organizasyon için çalışma potansiyeline sahip kişilerle uzun vadeli ilişkiler kurmaya dikkat edilmelidir (Shailashri ve Shenoy, 2016: 149).

Bir adayı işe alırken işin sahip olduğu özelliklerin altında kalan adayların seçilmemesine de dikkat etmek gerekmektedir. Aksi durumda işgörenin, işini yaparken başarısız olması kaçınılmazdır ve kendisini yeteneksiz hissedebilir. Diğer taraftan işin taşıdığı özelliklerin üstünde olan işgörenlerde işinden tatmin olamayıp sıkıntı yaşayabilir, işlerini ciddiye almayabilir ve önemsemeyebilir, isteksiz olabilir ve işten ayrılmak isteyebilirler (Coşgun, 2005: 449). İşgören seçiminde, kişiyi işe almak kadar verimsiz işgörenin işten çıkarılmasında zordur. Bu yüzden en başta işe en doğru işgöreni seçmek, süreci başarılı şekilde yürütmek, ilerde karşılaşılabilecek sorunların önüne geçecektir (Örücü, 2002: 120).

İKY fonksiyonlarının işyerlerinde uygulanması kadar işgörenlerin İKY fonksiyonlarını algılama durumları da son derecede önem taşımaktadır. İşgören tarafından İKY fonksiyonlarının yerinde, uygun, tarafsız, eşit ve adil şekilde uygulandığına ilişkin algının oluşması işgörenin işyerine duyduğu hislerin olumlu etkilenmesi bakımından önemli bir konudur (Ayan vd., 2014: 20). Çünkü işgören seçim sürecinde, sürecin tamamına ilişkin adalet algısının oluşması ve yerleşmesi, örgütün ilerde ihtiyaç duyacağı aday havuzunun oluşmasını kolaylaştıracak ve işgörenlerinde işyerine karşı olumlu bir tutum geliştirmelerini sağlayacaktır (Erenel, 2012: 11).

1. İŞGÖREN SEÇİMİ

İşgören seçim süreci, insan kaynakları yönetiminin en önemli ve özen gösterilmesi gereken sürecidir. Bu sürecin etkin bir şekilde yönetilmesi diğer işletme fonksiyonlarını da etkilemektedir. İşgören seçimi, insan kaynakları yönetiminde başarılı sonuçlar elde etmenin

koşullarından biridir. Çünkü bu süreçte yapılacak yanlışların sonradan düzeltilmesi oldukça zor ve maliyetlidir (Yelboğa, 2008: 12). Bu yüzden seçilecek kişinin en başta doğru belirlenmesi bu kayıpların önüne geçilmesi bakımından son derece yararlıdır. Aksi durumda ciddi olumsuzluklarla karşılaşmak kaçınılmaz olacaktır (Yıldız ve Aksoy, 2015: 61). Bu noktada insan kaynakları yönetimine büyük sorumluluklar düşmektedir ki bu birimde işgören seçimi önemli bir yere sahiptir. Doğru işe doğru işgöreni seçmiş bir organizasyon işgörenden en yüksek faydayı elde edecektir. Bu yüzden o kişiye yapılacak yatırımın getirisi daha etkin ve yüksek maddi getiri ile sonuçlanacaktır. Bunun yanı sıra manevi avantajları da dikkate alınırsa doğru işgören seçimini gerçekleştiren bir organizasyon, rekabet ortamında bir adım öne geçecektir (Koyuncu ve Özcan, 2014: 196). Bu sebeple örgütler İKY politikalarını benimseyip, iş başvurusunda bulunan adaylara işgören seçim sürecini titizlikle uygulamalıdır (Williamson, 2000: 32).

İşgören seçimi, iş başvurusu yapan adaylar içerisinde işin sahip olduğu niteliklere uygun olanların tespit edilmesidir (Akoğlan, 1998: 27; Özgen, 2005: 115). İşgören seçimi, çeşitli aşamalardan oluşmakla birlikte her aşamasında aday sayısını azaltan ve adaylar arasından en uygun olanı seçmeyi amaçlayan bir süreçtir (Temiz ve Cingöz, 2015: 533).

İşgören seçimi, adayların mevcut becerilerinin değil kişisel özelliklerinin de dikkate alınmasını gerektiren ve kaliteli işgücünün temelini oluşturan bir organizasyondur (Hui, 2009: 684). Bu yüzden açık olan pozisyonlara işgören seçimi yapılırken süreç titizlikle yürütülmelidir ve işgören seçimi yapan kişi seçilen kişinin işinde devam etmesi için işin özellikleri ile örgüt kültürü arasında uyum sağlanmasına, adayların gelişmelerine imkân veren kariyer fırsatlarına yer vermelidir (Fiorito vd., 2007: 189-190).

İşgören seçiminde başarılı olabilmek için öncelikle istenen özelliklere sahip olan kişilerin ilgili işe başvurularının sağlanmasının ayrıca önemli olduğu söylenebilir (Akova vd., 2007: 276). Öncelikle işgücü ihtiyacının doğru şekilde tespit edilmesi (İKY planlaması) ve bu tespite yönelik başarılı bir seçim gerçekleştirmek için doğru adayların bulunması büyük önem taşımaktadır (Mucuk, 2005: 324).

İşe alma, bir örgütte sınırlı insan kaynaklarına rağmen potansiyel bir rekabet avantajı sağlamaya yardımcı olur. Bu yüzden, aday havuzu oluştururken hızlı ve ekonomik bir şekilde verim sağlayan bir işe alım yaklaşımı gerçekleştirmeleri önemlidir. İyi bir işe alım programının, örgüte dört farklı şekilde yararı vardır (Shailashri ve Shenoy, 2016: 150):

- Nitelikli ve alanında yetkin insanların kazanılmasını,
- Seçilen adayların firma ile uzun yıllar çalışmasını,
- Maliyet ve fayda arasında bir uyumun oluşmasını,
- Firmanın kültürel açıdan çok çeşitli iş gücü yaratmasını sağlamaktadır.

İşgören seçimi, işe alınacak işgörenin taşınması gereken niteliklerin neler olduğu, ne şekilde alınacağı, alınırken hangi usullere uyulması gerektiği gibi konuları içermektedir. İşgören seçiminde amaç, organizasyonun ihtiyaç duyduğu insan gücünün en iyi şekilde karşılanması için gerekli olan yöntemlerden yararlanmak, nicel ve nitel bakımdan ihtiyaç duyulan işgöreni sağlamaktır (Alaç, 2009: 78). İşgören seçiminin bir diğer amacı, işe uygun kişiyi belirlemektir. İşletmeler bu yüzden belirlenen pozisyona uygun ve nitelikli kişiyi seçmek, bu süreçte başarılı olmak için sistematik bir uygulama gerçekleştirmekte, işgören hakkında daha iyi bilgilere ulaşabilmekte ve daha doğru kararlar verebilmektedirler (Demirkol ve Ertuğral, 2007: 24).

İşletmeler ihtiyaç duyulan işgöreni iç ve dış kaynaklar olmak üzere iki yoldan sağlamaktadırlar (Erdem ve Kabakçı, 2004: 121; Özlü, 2006: 201-203; Ofluoğlu, 2006: 110):

- **İşletme İçi Kaynaklar:** İşletme içi duyurular, terfi, nakil (iç transfer), iş zenginleştirme, iş genişletme, rütbe indirimi şeklinde sıralanabilir (Öge, 2016: 131; Budak, 2016: 164-165; Ergeneli vd., 2016: 135).

- **İşletme Dışı Kaynaklar:** Duyurular, görsel ve basılı medya ilanları, doğrudan başvuru yapılması, özgeçmiş gönderme, işletmede çalışanların aracılığı ile başvuru yapılması, iş ve işçi

bulma kurumları, danışmanlık büroları, işyerinde çalışanların tavsiyeleri, eğitim ve öğretim kurumları, sakat ve eski hükümlüler, işgören kiralama, sendikalar, staj uygulamaları, internet vb. olarak sıralanabilir (Civan ve Demireli, 2004: 20; Çavdar ve Çavdar, 2010: 85).

İşgören seçiminde işletmelerin uyguladığı bazı teknikler vardır ve bu teknikler 4'e ayrılabilir (Özlü, 2006: 201-203; Tütüncü vd., 2003: 120; Demirkol ve Ertuğral, 2007: 31):

1. Sınav/Testler: Psikometrik testler, projektif testler, zekâ testleri, kişilik, bilgi ve yaratıcılık testleri, motor ve fiziksel testler, psikoteknik testler vb.

2. Görüşme (Mülakat): Sorun çözme görüşmesi, plansız görüşme, standart görüşme, karma görüşme, baskılı görüşme, panel tipi ve serbest görüşme, kalıplı görüşme, grup görüşmesi, sıralı görüşme, komisyon görüşmesi, kurul görüşmesi vb.

3. Modern Seçim Teknikleri: Değerleme merkezleri, minyatür iş eğitimi, iş örneklem testleri yalan makinesi kullanımı ve el yazısı tekniği vb.

4. Başvuru Belgeleri: Başvuru formu, CV-Özgeçmiş, biyografi, vb.

İşgören seçim süreci, doğru ve titiz bir şekilde gerçekleştiği zaman yapılan iş ile çalışan arasında bir koordinasyon sağlanmaktadır. İşgören bulma ve seçme konusu önemli miktarda bir maliyet gerektirir. Bir işgören deneme sürecinde ya da işe alındıktan sonraki zamanda başarısız olduğunda bu maliyet artmaktadır. Bu sebeple karar verme sırasındaki maliyetleri düşürmek, tarafsız ve liyakata bağlı kararlar verebilmek, işe en doğru işgöreni seçmek için bir takım adımlar izlenmektedir (Kaya ve Gözen, 2005: 356). Bu adımlardan önce iş analizi yapılarak, işin özellikleri ile örgütün seçim kararları ilişkilendirilerek iyi bir seçim sürecine başlanılabilir (Wilk ve Capelli, 2003;105).

İşgören seçim işlemi, işe başvuracak adaylarda aranacak şartları, işe müracaat esas ve usulleri, işgören seçim sürecinin aşamaları ve işgören seçim işlemlerini gerçekleştiren işverenin niteliği ile ilgilidir (Alaç, 2009: 78). İşgören seçimi, ilk olarak işletmenin işgören seçim politikasının, işin niteliklerinin ve işe alınacak işgörendeki özelliklerin belirlendiği aşamadır. Daha sonrasında duyuru, ilan vb. yöntemlerle aday toplanır ve işgören seçim süreci bu safhadan sonra başlar (Coşgun, 2005: 449). İşgören seçim süreci başvuruların kabul edilmesi, ilk görüşmenin (ön görüşme) yapılması, sınav ve testlerin uygulanması, mülakatın (görüşme) yapılması, referansların ve mesleki geçmişlerin (tecrübelerin) incelenmesi, sağlık muayenesinden geçirilmesi, işe alma kararının verilmesi ve işe yerleştirme aşamalarından oluşmaktadır (Paksoy ve Esnaf, 1995: 44-45; Bingöl, 2014: 235). Bu aşamalara baktığımızda işgören seçim sürecinin işgören daveti ile başlayan ve işgörenin işe kabul edilmesi ile sonlanan bir dizi aşamadan oluştuğunu söyleyebiliriz (Silah, 2005: 179). İşgören işe kabul edildikten sonra işe yerleştirme aşamasına geçilir ve bu aşamada iş teklifi yapılan adaydan işe giriş evrakları istenir. İşe alınmayacak adaylara ise başvuru değerlendirme sonuçları gönderilerek veya ilan edilerek, teşekkür edilir ve süreç sonlandırılır (Koçer ve Öksüz, 2015: 192).

2. METODOLOJİ

Bu çalışma, işgören seçimine ilişkin işgörenlerin görüş ve önerilerinin analiz edilmesi amacıyla yapılmaktadır. İşgören seçimine ilişkin sürecin öncesinde, süreç esnasında ve süreç sonrasında dikkat edilmesi gereken unsurların neler olduğunun ortaya konulması bakımından bu çalışma önem taşımaktadır.

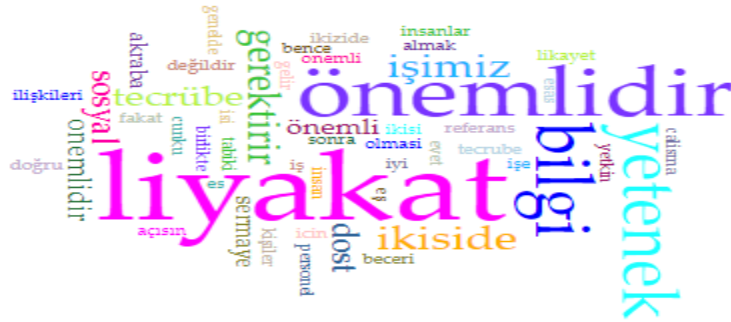
Çalışmanın kapsamını Aksaray'daki Süttaş A.Ş. çalışanları oluşturmaktadır ve 186 kişiden veri toplanmıştır. Katılımcıların sorulan açık uçlu sorulara verdikleri cevapların güvenilir olduğu, gerçek düşünce ve görüşlerini yansıttığı varsayılmaktadır. Anketin yüz yüze değilde online ortamda yapılması, iş yoğunluğu ve Covid-19 sebebiyle ankete yeterince zaman ayıramaması, soru sayısının az olması çalışmanın kısıtları olarak sıralanabilir.

Şekil 2’de ağ haritası incelendiğinde elde edilen bulgulara göre işgören seçiminin yapılışı “yazılı sınav”, “mülakat”, “uygun pozisyon”, “uygun aday” ve “referans kontrolü” şeklindedir.

Tablo 1. İşgören Seçim Sürecinin Nasıl Yapıldığına İlişkin Kelime Sıklık Yüzdeleri

İşgören Seçim Sürecinin Nasıl Yapıldığı	F (Sıklık)	% Yüzde
Mülakat	23	21,10
Sınav	16	14,67
Uygun	16	14,67
Liyakat	15	13,76
Bilgi	8	7,33
Seçilir	7	6,42
Yapılır	7	6,42
İş	6	5,50
Referans	6	5,50
Aday	5	4,58
Toplam	109	100,00

Tablo 1’de işgören seçim sürecinin nasıl yapıldığı ile ilgili en çok kullandıkları kelimeler gösterilmektedir. Araştırmaya katılan işgörenlerin, araştırma formuna verdikleri cevaplarda işgören seçim sürecinin nasıl yapıldığı hakkında en çok kullandıkları kelimeler arasında % 21.1 ile “mülakat”, % 14,67 ile “sınav”, % 13,76 ile “liyakat”, % 7,33 ile “bilgi”, % 5,50 “referans” kelimelerinden oluşmaktadır. Bu bulgular göstermektedir ki işgören seçiminin nasıl yapıldığına ilişkin görüşler “mülakat, sınav, liyakat, bilgi ve referans” üzerinde yoğunlaşmaktadır.



Şekil 3. İşgören Seçiminde Liyakat ve Sosyal Sermaye İlişkilerinin Kelime Bulutu

Şekil 3’de işgören seçiminde liyakat (bilgi-yetenek-tecrübe) ve sosyal sermaye (referans-eş, dost, akraba ilişkileri) ilişkilerinin önemini niteleyen unsurlar olarak “liyakat yani bilgi, yetenek ve tecrübe” karşımıza çıkmaktadır.



Şekil 4. İşgören Seçiminde Liyakat ile Sosyal Sermaye İlişkilerinin Ağ Haritası

Şekil 4’de ağ haritası incelendiğinde elde edilen bulgulara göre işgören seçiminde önemli olan unsurlar “*liyakat, bilgi ve yetenek*” şeklindedir.

Tablo 2. İşgören Seçiminde Liyakat ile Sosyal Sermaye İlişkilerinin Kelime Sıklık Yüzdeleri

Liyakat mi Sosyal Sermaye İlişkileri mi	F (Sıklık)	% Yüzde
Liyakat	71	29,70
Önemlidir	39	16,31
Bilgi	31	12,97
Yetenek	26	10,87
Gerektirir	14	5,85
İkiside	14	5,85
İşimiz	13	5,43
Tecrübe	11	4,60
Dost	10	4,18
Sosyal	10	4,18
Toplam	239	100,00

Tablo 2’de işgören seçiminde liyakat (bilgi-yetenek-tecrübe) ve sosyal sermaye (referans-eş, dost, akraba ilişkileri) ilişkilerinin önemi ile ilgili en çok kullanılan kelimeler gösterilmektedir. Araştırmaya katılan işgörenlerin, araştırma formuna verdikleri cevaplarda **işgören seçimi** hakkında en çok kullandıkları kelimeler arasında % 29,7 ile “**liyakat**”, % 12,97 ile “**bilgi**”, % 10,87 ile “**yetenek**”, % 5,85 ile “**liyakat-sosyal sermaye**”, % 4,60 ile “**tecrübe**”, % 4,18 ile “**dost**” kelimelerinden oluşmaktadır. Bu bulgular göstermektedir işgören seçiminde **liyakatın ön planda olduğu** ve bunun yanı sıra sosyal sermaye, dost (arkadaş) ilişkilerinde önemli olduğu ve kelimelerin bu yönde yoğunlaştığı görülmektedir.



Şekil 5. Daha İyi Bir İşgören Seçimine İlişkin Önerileri İçeren Kelime Bulutu

Şekil 5’de daha iyi bir işgören seçimine ilişkin “*evli, genç, eğitim düzeyi yüksek ve işine bağlı olan, sebat gösteren yani işini devam ettirmekte kararlı, tecrübeli*” kelimeleri karşımıza çıkmaktadır.



Şekil 6. İyi Bir İşgören Seçimine İlişkin Önerilere Dair Ağ Haritası

Şekil 6’da ağ haritası incelendiğinde elde edilen bulgulara daha iyi bir işgören seçimine ilişkin öneriler “*evli, yaşı genç, sebat gösteren, eğitilmiş*” kişilerin seçilmesi yönündedir.

Tablo 3. Daha İyi Bir İşgören Seçimine İlişkin Önerilere Dair Kelime Sıklık Yüzdeleri

Daha İyi Bir İşgören Seçimi İçin Öneriler	F (Sıklık)	% Yüzde
Kişiler	19	12,66
İyi	18	12,00
Personel	16	10,66
Personelin	16	10,66
Evli	15	10,00
İşine	14	9,33
25	13	8,66
Sebat	13	8,66
Seçilen	13	8,66
Seçilmelidir	13	8,66
Toplam	150	100,00

Tablo 3’de işgörenlerin, **daha iyi bir işgören seçimi önerilerine ilişkin olarak** en çok kullandıkları kelimeler gösterilmektedir. Araştırmaya katılan işgörenlerin, araştırma formuna verdikleri **cevaplarda daha iyi bir işgören seçimine yönelik önerilerinin neler olduğu hakkında** en çok kullandıkları kelimeler arasında % 10,0 ile “**evli**”, % 8,66 ile “**25**”, % 8,66 ile “**sebat**”, kelimelerinden oluşmaktadır. Bu bulgular göstermektedir ki daha iyi bir işgören seçiminde “**evli, 25 yaşından genç ve sebat gösteren**” kelimeleri öne çıkmaktadır.

SONUÇ VE ÖNERİLER

Bu çalışmada işgören seçiminin analiz edilmesi amacıyla Aksaray’daki SÜTAŞ A. Ş. çalışanlarından elde edilen veri toplanmıştır. Açık uçlu sorulardan elde edilen bulgular değerlendirildiğinde katılımcıların **işgören seçiminin nasıl yapıldığına ilişkin görüşleri mülakata, yazılı sınava, referans incelemesine dayalı** olduğu yönündedir. İşgören seçiminde **liyakath** (bilgi-yetenek-tecrübe) kişilerin daha çok tercih edildiği ancak **sosyal sermayeye de azda olsa yer verildiği** görülmektedir. Katılımcıların **daha iyi bir işgören seçimine ilişkin** önerileri “**evli, genç, eğitim düzeyi yüksek ve işine bağlı olan, sebat gösteren, tecrübe sahibi**” kişilerin daha çok tercih edilmesi yönündedir. Bu sonuçlar kavramsal çerçevede belirtilen açıklamalarla örtüşmektedir.

İşgören seçimi yaparken **nitelik sahibi, yetenekli, becerili, işe kişilik açısından uygun olan bireyler** tercih edilmelidir. Çünkü bazı mesleklerde yetişmiş, tecrübeli ve yetenekli insan kaynağına ulaşmak zor olabildiği gibi zaman da almaktadır. Bu nedenle öncelikli olarak iş analizi ve iş tanımları yapılarak işin gereklerine göre aday havuzları oluşturulmalıdır. İhtiyaç duyulduğu zaman buralardan işgören temini hızlı bir şekilde sağlanabilir.

İşgören seçiminde karşılaşılan en önemli sorunlardan birisi de iş ilanlarında belirtilen tecrübe kavramına ilişkin adayların tecrübe sahibi olmamaları nedeniyle başvurularının kabul edilmemesidir. Bu nedenle işverenlerin tecrübe sahibi olmayan işgörenlere fırsat vererek, onların da tecrübe kazanmasına katkı sağlamalıdır. Adayın böylece yetenek ve tecrübelerinin ortaya çıkarılması da sağlanabilir ve daha iyi şekillendirilebilir.

Bu çalışmanın işgören seçimi konusunda doğru işe doğru adam politikası gereği, işverenlere, İKY yöneticilerine yol göstermesi ve onların seçim yaparken nelere dikkat etmesi gerektiğinin belirlenmesi bakımından yazına ve araştırmacılara katkı sağlayacağı düşünülmektedir. Çalışmanın tek bir işletmede yapılması, sadece işgörenlerden veri toplanması, verilerin online olarak toplanması, literatürün daha kapsamlı olarak incelenmemesi ve benzeri gibi kısıtları bulunmaktadır. Bundan sonraki çalışmalarda bu kısıtları dikkate alan nicel ve nitel karma çalışmaların yapılması, örgütsel davranış ve stratejik yönetim bağlamında irdelenmesi yararlı olacaktır.

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Dijital Dönüşümle Değişen Liderlik Anlayışı: Dijital Liderlik Üzerine Bir Değerlendirme

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ÖZET

Günümüzde dinamik bir yapıda olan iş dünyasında işletmeler, yaşanan teknolojik gelişmelerle beraber iş yaşamında dijitalleşmeye yani dijital dönüşüm sürecine uyum sağlama çabası içerisinde hayatta kalma mücadelesini sürdürmektedirler. Dijital dönüşüm, işletmeleri; üretim, iletişim, lojistik, insan kaynakları yönetimi uygulamaları, iş süreçleri ve stratejileri, örgüt yapılarının yeniden tasarımı açısından oldukça fazla etkilemektedir. Dijital teknolojilerle başlayan dijitalleşme ve hızla ilerleyen dijital dönüşüm süreci eski iş modelleri yerine yeni iş modellerinin ortaya çıkmasına yol açmaktadır. Dolayısıyla bu zorlu sürecin üst yönetim liderleri tarafından stratejik açıdan yönetilmesi gerekmektedir. Dijital dönüşüm adı verilen bu dönemde geleneksel liderlik anlayışının yerine dijital çağın gereklerine uygun liderlik anlayışına geçilmesi kaçınılmaz görünmektedir. Dijital dönüşüm sürecinde dijital liderlerin bazı yetkinliklere sahip olmaları ve yeni iş modellerine uygun stratejiler geliştirmeleri gerekmektedir. Dolayısıyla işletmeler açısından dijital dönüşüm sadece dijital teknolojinin işletmelere adapte edilmesi değil aynı zamanda liderin dijital açıdan stratejik kararlarını da içermektedir. Bu açıdan günümüzde hızlı bir şekilde değişen ve gelişen şartları ve dijital dönüşüm sürecini etkin bir şekilde yönetebilecek dijital liderlere ihtiyacın da arttığı görülmektedir.

Çalışmada uluslararası literatürde yer alan ancak ulusal literatürde az sayıda çalışmaya konu olan “Dijital Liderlik” konusunun kavramsal olarak incelenmesi amaçlanmaktadır. Bu amaç doğrultusunda çalışmanın teorik açıdan ulusal literatüre katkı sağlayacağı düşünülmektedir. Çalışmada dijital dönüşüm sürecinin işletmeler açısından önemine vurgu yapılarak dijital liderlik kavramı, dijital liderlerin karakteristik özellikleri ve üst yönetim liderlerinde geliştirilmesi gereken yetenekler ve yetkinlikler üzerinde durularak bu konuda genel bir değerlendirme yapılması planlanmaktadır.

Anahtar Kelimeler: Dijital Dönüşüm, Liderlik, Dijital Liderlik

THE LEADERSHIP APPROACH CHANGED WITH DIGITAL TRANSFORMATION: AN EVALUATION ON DIGITAL LEADERSHIP

ABSTRACT

In today's dynamic business world and with the technological developments, businesses continue to digitalize in business life; in other words, they continue their struggle to survive in an effort to adapt to the digital transformation process. Digital transformation affects businesses a lot in terms of production, communication, logistics, human resources management practices, business processes and strategies, and redesign of organizational structures. Digitalization that started with digital technologies and the rapidly advancing digital transformation process lead to the emergence of new business models instead of old business models. Therefore, this challenging process needs to be strategically managed by top management leaders. In this period, which is called digital transformation, it seems inevitable to switch to a leadership approach in accordance with the requirements of the digital age instead of traditional leadership approach. In the digital transformation process, digital leaders need to have some competencies and develop strategies suitable for new business models. That's why, for businesses, digital transformation includes not only the adaptation of digital technology to businesses, but also the strategic decisions

of the leader in digital terms. In this respect, it is seen that the need for digital leaders who can effectively manage the rapidly changing and developing conditions and digital transformation process is increasing.

The aim of the study is to examine the “Digital Leadership” issue conceptually, which is included in the international literature but has been the subject of a small number of studies in the national literature. In line with this purpose, it is thought that the study will contribute to the national literature theoretically. Emphasizing the importance of the digital transformation process for businesses, it is planned to make a general evaluation by focusing on the concept of digital leadership, the characteristics of digital leaders and the skills and competencies that need to be developed in top management leaders.

Keywords: Digital Transformation, Leadership, Digital Leadership

GİRİŞ

Çalışma yaşamında hızlı bir değişim ve dönüşüm süreci yaşanmaktadır. Küreselleşmenin etkisiyle ülke sınırlarının aşıldığı, iş yapma usullerinin değiştiği bu ortamda bu yenilik sürecine adapte olamayan çoğu işletmenin rakipleri karşısında varlığını devam ettiremediği görülmektedir (Kara, 2017: 358). Küreselleşmeyle birlikte işletmelerin dijital dönüşüm sürecine girmeleri işletmelerin sadece iş yapma şekillerini değil aynı zamanda liderlerde olması gereken özellikleri ve yetkinlikleri de değişime zorlamaktadır. Dolayısıyla bu değişim ve dönüşüm sürecinde liderlik anlayışının da değişime uğradığı ifade edilebilir. Bilgiye ulaşmanın kolay olduğu bir zamanda dijital liderliğin öneminin de arttığı görülmektedir. Dijital teknolojilerle beraber hızlı bir değişimin yaşandığı dinamik bir ortamda; işletmelerde, yenilikçiliği bir vizyon olarak benimseyen ve dijital yetenek ve yetkinliklere sahip olan liderlerin daha ön plana çıktığı söylenebilir (İrge, 2018: 20). İşletme yöneticileri ve liderleriyle birlikte kuşkusuz işletmeler de değişmektedir. Hiyerarşik örgüt yapıları yerini network örgüt yapılarına; yetki ile yönetim yerini otonomiye; kurallar ve prosedürlerle geçirilen zamanlar ise yerini amaçlara odaklanmaya bırakmakta ve tüm paydaşları dikkate alan sistemsel düşünce önem kazanmaktadır (Aksu, Sürgevil Dalkılıç, 2020: 65).

Günümüzde işletmeler dijital dönüşüm süreciyle birlikte dijitalleşmeye başlamışlardır. Değişimin öncüllerinden olan bilişim teknolojileri, yönetim süreçlerini de etkilemiştir. Dolayısıyla bilişim teknolojilerini bünyelerine alıp adaptasyon sürecini sağlıklı bir şekilde geçiren işletmeler rekabet edebilme ve varlıklarını devam ettirebilme şansını da yakalayabilmektedirler. (Aksel vd, 2013: 196). Bilgi yönetimi, işletmelerde mevcut ve ortaya çıkan ihtiyaçları karşılamak ve yeni fırsatlar geliştirmek için her türlü bilgiyi sürekli olarak yönetme süreci olarak tanımlanmaktadır (Quintas vd., 1997). Dijital dönüşüm yeni bilgi yönetimi trendlerini ortaya çıkarma potansiyeline sahiptir. İnternetin her yerde bulunan doğası ve dijital çağın dinamikleri göz önünde bulundurulduğunda, organizasyonel liderlerin rekabetçi avantajlar yaratmak için çalışanlara doğru zamanda sürekli olarak ilgili bilgilerin sunulmasını sağlamak için güvenli bilgi yönetimi sistemlerine yatırım yapmaya, bilgi paylaşımını ve sentezi teşvik etmeye devam etmesi zorunludur (Owie, 2017). Bilgi çağının gereksinimlerine de uygun olarak ortaya çıkan bu değişimler, liderlik ile ilgili geleneksel yaklaşımların yanında, yeniden şekillenen yeni liderlik yaklaşımları ortaya çıkarmıştır (Akyüz, 2019:1821).

Bu çalışmada dijital dönüşümle birlikte değişen bir liderlik anlayışı olan dijital liderlik konusunun teorik olarak değerlendirilmesi amaçlanmıştır. Bu amaç doğrultusunda dijital dönüşüm ve dijitalleşme kavramı ifade edilecek, dijital liderlik kavramı, dijital liderlik özellikleri, dijital liderlik yetkinlikleri dijital liderlik tarzı matrisi üzerinde durulacaktır.

1. DİJİTAL DÖNÜŞÜM VE DİJİTALLEŞME KAVRAMI

TDK’ya göre dijital kelimesi “sayısal” ve “verilerin bir ekran üzerinde elektronik olarak gösterilmesi” anlamına gelmektedir (TDK, 2020). Dijital kavramı, Latince parmak anlamına gelen digitus kelimesinden türetilmiştir. Fransızca’da parmakla sayılan ya da dokunulan

anlamına gelen bu kelime Türkçe’de sayısal ya da basamaklı anlamlarına karşılık gelmektedir. Bilişim teknolojilerinin temelini oluşturan sayısallaştırma mantığını ifade eden bir kavramdır. Bu anlamda dijital kavramı, işletmelerin bilişim teknolojileri ile geçirdikleri değişim ve dönüşümü ifade etmek için kullanılmaktadır. (Aksel vd, 2013: 43). Dijitalleşme kavramı ise gelir yaratmak, iş süreçlerini ve işi geliştirmek ve dijital bilginin temelini oluşturduğu dijital bir kültür yaratmak için dijital teknolojilerin ve dijital verilerin kullanılması anlamına gelir (Gökbınar, 2020). Dijitalleşme yoluyla öncelikle iş süreçlerinin modernizasyonu sağlanmış, sonrasında ise yenilikçi iş modelleri oluşturulmaya başlanmıştır. Dijital teknolojilerin hızlı bir şekilde ortaya çıkmasıyla beraber dördüncü sanayi devrimi Endüstri 4.0’a geçilmiş ve işletmelerdeki dijitalleşme süreci, işletmelerin tüm iş süreçlerini, iş modellerini ve örgütsel yapılarını da kapsadığı için dijital dönüşüm olarak adlandırılmaya başlanmıştır (Klein, 2020: 998). Dijital dönüşüm, dijital teknolojilerin iş süreçlerine ve iş stratejilerine entegre edilmesidir (Udovita, 2020:520).

Dijitalleşme, ürünün, lojistiğin, iletişimin ve insan kaynakları yönetiminin dönüşümüne neden olmaktadır. Endüstri 4.0, rekabet yeteneği ve inovasyonla ilgilidir (Oberer ve Erkollar, 2018: 408). Dijital dönüşüm, müşteri temelli, örgütsel gelişim temelli ve teknoloji temelli olmak üzere üç şekilde ortaya çıkmaktadır. Müşteri temelli dijital dönüşüm, müşterilerin istek ve arzuları doğrultusunda gelişmektedir. Örgütsel gelişim temelli dijital dönüşüm, karlılığı arttırmak, maliyetleri düşürmek ve verimliliği sağlamak hedefleri doğrultusunda geliştirilen örgütsel inovasyon fikirleridir. Teknoloji temelli dijital dönüşüm ise dijital teknolojiler tarafından ortaya çıkan değişimler ve fırsatlardır (Gökçe, 2020: 216). Organizasyonlar yeni zorlukların üstesinden gelmek için yeteneklerini adapte etmeye ihtiyaç duyarlar. Bunu da değişim yönetiminin yanı sıra tasarım odaklı düşünme, yaratıcı ve analitik metodları birleştirerek sağlamaya çalışırlar. Amaç, yeni fikirlerin ve kavramların gelişimini teşvik etmek ve organizasyonların rekabet yeteneğinin yanında inovatif gücünü arttırmaktır. Endüstri 4.0 için önemli bir zorluk sadece doğru teknolojiyi bulmak veya onu uygulamak değil, örgütlerdeki dijital kültür ve beceri eksikliğini gidermeye çalışmaktır (Oberer ve Erkollar, 2018: 408).

İşletmelerde dijital dönüşümü gerçekleştirmek için mücadele eden bireyler ile bu değişime karşı çıkan ve mevcut durumun korunmasını isteyen bireyler vardır. Aslında dijital dönüşümün kendisi de bir değişimdir ve işletmelerde dijital dönüşüme ve dijitalleşmeye karşı bir direnç ortaya çıkabilmektedir. Dolayısıyla dijital dönüşüm sürecinde tek başına teknoloji, işletmeleri belirlenen amaçlara ulaştırma noktasında yetersiz kalabilmektedir Ancak bu dönüşüm süreci; inovatif düşünen, gerekli dijital yetkinliklere sahip aynı zamanda duygusal zekası yüksek dijital liderlerle gerçekleştirilebilir. Dolayısıyla dijital liderler değişim sürecinde bireylerin değişime uyum sağlamasına uygun ortamı yaratarak dijital kültürü ortaya çıkarırlar(Özmen vd., 2020: 60).

Dijital değişime karşı işletmeler direnç ile karşılaşabilirler. Bu nedenle dijital değişim süreçlerinde sadece en güçlü işletmelerin değil, değişime en hızlı adaptasyon sağlayan işletmelerin varlığını sürdürmesi söz konusu olabilir. Çünkü dijital dönüşüm stratejileri olmadan işletmeler gitgide dijitalleşen dünyada rekabet avantajlarını kaybetme tehlikesi ile karşı karşıya kalabilirler. Dijital dönüşüm sürecinde ortaya çıkabilecek tehditlere karşı başarılı stratejiler geliştiren ve mevcut fırsatları yakalayan organizasyonlar, pazarlardaki konumlarını koruyarak, ortalamanın üzerinde bir büyüme fırsatı elde edebileceklerdir (Tutkunca, 2020: 66).

2. DİJİTAL LİDERLİK KAVRAMI

Liderlik 4.0, Endüstri 4.0 çağındaki liderliği temsil etmektedir. Bu 4.0 liderler dijital liderler olarak adlandırılırlar. Teknoloji şirketlerindeki her lider dijital lider değildir. Lideri dijital yapan şirkette çalıştığı alan değildir. Onları dijital lider yapan şey çalışanlarını yenilikçi olmaya teşvik eden liderlik tarzları ve liderlerin yetenekleridir (Oberer ve Erkollar, 2018: 409).

İşletmelerin, dijital dönüşümün ortaya çıkardığı dijital çağın fırsatlarını fark etmesi, tehditlerini doğru bir şekilde algılaması, üstünlüklerini belirleyip zayıf alanlarını güçlendirmesi gerekmektedir. Yapacağı bu analizle tehdit olarak algılanan durumları işletme lehine fırsata çevirerek rakip işletmelere karşı rekabet avantajı kazanabilmek için yeni işletme stratejileri geliştirmek zorundadır. Bu stratejiler de dijital dönüşümü gerçekleştirebilecek olan dijital liderler aracılığıyla sağlanabilecektir.

Küreselleşmeyle ortaya çıkan, hem iletişim ve hem de bilgi teknolojisindeki gelişmeler, değişim ve dönüşümler, her şeyin önceden öngörülmesini zorlaştırmakta ve karmaşıklık ve belirsizliğe sebep olmaktadır. Bu durum, değişim ve dönüşüm süreçlerini iyi yönetebilmek için lider konumundaki kişilerin küresel bilgi çağının gerektirdiği bilgiye, tecrübeye ve liderlik özelliklerine sahip olmasını zorunlu kılmaktadır. Çünkü çağdaş liderlik yaklaşımlarında liderlerin örgütsel değişimi sağlama, vizyon ve sahibi olma, belirsizlik ortamlarıyla mücadele etme gibi özelliklere sahip olması gerekmektedir (Erçetin, vd., 2018:110).

Dijital dönüşüm, bilgiyi kolay ulaşılabilir, kullanılabilir ve daha az maliyetli hale getirdiği için çalışma koşullarını ve ilişkilerini değiştirmektedir. Yönetim düşüncesinin evrimine paralel olarak liderlik çalışmaları da tarihsel süreçte değişim geçirerek gelişmiştir. Teknolojik ilerlemeler, yönetim düşüncesinin evriminde lokomotif rol oynamış, bu itici güç ile liderlik tarzları da değişmiştir (Göktepe, 2020: 770). Dijital liderlik çalışmaları Hambrick ve Mason (1984) tarafından geliştirilen “Üst Kademe Teorisi”ne dayanmaktadır (Mihardjo & Furinto, 2018: 126). İşletmelerde stratejik seçimler ve performans düzeyleri gibi örgütsel sonuçlar üst kademe yönetimin yönetsel özellikleri tarafından tahmin edilebilir (Hambrick & Mason, 1984). Üst kademe özellikleri psikolojik ve gözlemlenebilir olmak üzere iki boyutta incelenmektedir. Gözlemlenebilir özellikler; yaş, eğitim, sosyoekonomik köken, finansal durum, grup özellikleri, diğer kariyer tecrübeleri olarak sıralanırken; psikolojik özellikler de bilişsel temel olarak belirlenen yöneticilerin gelecekteki olaylar hakkındaki tahminleri, alternatif bilgileri ve değerler olmak üzere ikiye ayrılmıştır. Stratejik seçimler ise, ürün yenileme, sermaye gücü, yer ve ekipmanların yeniliği, finansal kaldıraç gibi unsurlardır. Bu iki ana özellik örgütün performansını oluşturan karlılık, büyüme, hayatta kalma gibi göstergelerin oluşmasında ve değerlendirilmesinde oldukça etkilidir. Dolayısıyla üst kademe teorisinin temelinde üst yöneticilerin bilişsel yapıları, sahip oldukları değerler, algılar ve onların stratejik tercih sürecine ve ortaya çıkan performans sonuçlarına olan etkileri yer almaktadır (Dursun ve Köseoğlu, 2016:118). Dijital liderlik açısından bu teorinin anlamı; işletmelerde liderlerin, liderlik becerisi ve dijital yeteneklerinin kombinasyonu aracılığıyla dijital teknolojinin faydası optimize edilerek iş performansı artırılabilir (Mihardjo & Furinto, 2018: 126).

Dijital liderlik, transformasyonel (dönüşüm) liderliğin liderlik tarzı ile dijital teknoloji kullanımlarının bir bileşimi olarak ifade edilmektedir. Dijital liderlik kavramı işletmelerde değer yaratmak için dijital teknoloji kullanımının optimize edilmesinde liderin dijital kültür ve dijital yetkinliğinin birleşimi olarak tanımlanmaktadır (Mihardjo & Rukmana, 2018: 833). Dijital liderlik; yenilikçiliğe güçlü bir şekilde odaklanan hızlı, çapraz hiyerarşik, takım odaklı ve işbirlikçi bir yaklaşımdır. Tasarım odaklı düşünme gibi yeni metotlar ve araçlar uygulamak için liderin kişisel yetkinliği, düşünce yapısı ve yeteneği dijital liderler için kritik boyutlardır. Tasarım odaklı düşünme, karmaşık problemleri çözmek ve istenen sonuçları bulmak için tasarımcılar tarafından kullanılan bir metodolojidir (Oberer ve Erkollar, 2018: 409).

2.1. Dijital Liderlik Özellikleri

Dijital dönüşüm işletmelerin sadece iş yapma tarzlarını değil, müşteri ilişkilerini, hizmet modellerini, ürün servis biçimlerini ve en çok da yetenek algısını değiştirmektedir. İş stratejilerindeki bu hızlı dönüşüm kısa vadede yeni ve farklı becerilere sahip dijital liderlerin ortaya çıkmasına neden olmuştur. Bu liderler geleneksel liderlerden çok farklı noktalara

odaklanmaktadır. Dijital çağın dönüştürdüğü liderlerin pek çok alanda geleneksel yönetim biçimlerinin hızla dışına çıktıkları görülmektedir. Geleneksel lider ve dijital lider arasındaki temel farklar aşağıda ifade edilmiştir (Çalık, 2016):

- Geleneksel lider performans odaklı bir yönetim biçimini benimserken, dijital lider ekibindeki çalışanların bireysel çalışmalarını destekler onlara otonomi verir, sadece performansa değil aynı zamanda alan uzmanlığına ve hedef kültürüne odaklanır.
- Geleneksel lider ürün odaklı, ürün geliştirme-yaratma süreçlerini dikkate alır. Dijital lider ise organizasyonel bir hareket kabiliyetine sahip, çok yönlü olmak, pek çok şeyden anlamak ve buna göre hareket etmek ister.
- Geleneksel lider iş planı üzerinde dururken dijital lider Alexander Osterwalder tarafından ortaya konan var olan iş modellerini belgelemeye ya da geliştirmeye dayalı bir stratejik yönetim uygulaması olan kanvas iş modeli üzerinde durmaktadır.
- Geleneksel lider çalışanlarını denetler, dijital lider ise zamanını daha çok yetenek geliştirme stratejilerine ayırır.
- Geleneksel lider interneti ve dijital çağın fırsatlarını dijital lider kadar kapsamlı kullanmaz.
- Geleneksel lider için ürünü meydana getirmek önemlidir; dijital lider için ürünü meydana getirmek kadar test etmek de önemlidir.
- Geleneksel lider hedeflere odaklanır, dijital lider ise hedeflerin yanı sıra çıktılarını da sürekli gözden geçirir.
- Geleneksel lider doğru olana yavaş ve kesin yoldan ulaşmayı hedefler. Dijital liderse doğru olana en hızlı yoldan ulaşmayı hedefler.
- Her iki lider için de data önemli, ancak dijital lider data konusunda daha çok ayrıntıya dikkat eder.
- Geleneksel lider sürekli plan yapar ve gündeminde her zaman bütçe vardır. Dijital liderin ise en temel özelliği hızdır ve gündeminde sürekli test etmek, geliştirmek, dönüştürmek, öğrenmek ve hızlı olmak vardır.

Dijital liderliğin beş temel özelliği vardır (Özmen vd., 2020: 61): Fikir liderliği: pazarda yaşanan değişim ve rekabete karşı güçlü olma yeteneği olarak ifade edilmektedir. Yaratıcı lider: Dijital teknoloji yeni iş modellerini ortaya çıkarmakta ve yeniliği tetiklemektedir. İnovasyon, rekabet avantajının anahtarı haline geldiğinden, dijital liderin gelecek fikrini iş dünyasının gerçekliğine dönüştürebilecek fikirler üretmek yaratıcı ve yenilikçi düşünmesi gerekir. Küresel vizyoner lider: liderin dijital iş dönüşümlerinde yönlendirici olma yeteneğini ifade etmektedir. Meraklı lider: VUCA (Değişken, Belirsiz, Karmaşık, Muğlak) faktörlerinden kaynaklanan dinamik ortam nedeniyle dijital lider, öğrenme çevikliğinde olmak ve öğrenme yetkinliğine sahip olmak zorundadır. Bilge lider: kaos ortamlarında derin bilgiyi doğru yönlendirebilmek, karar vermede alınan bilgiyi doğru bir şekilde algılayıp yorumlayabilme ve sentezlenmede bilgilerini kullanmak için dijital liderlik yetkinliğine sahip olmayı ifade etmektedir.

Dijital çağda, teknolojik gelişimlere uyum sağlayabilmek için liderler yeni bir beceri olan dijital okuryazarlık yetkinliğine sahip olmalıdır. Rekabetçi üstünlüğün sürdürülebilirliği için liderin örgütsel değişimi sağlayabilecek öz disiplin, paylaşılan vizyon yaratabilme, belirsizlik durumlarıyla ilgili mücadele etme gibi özelliklere sahip olması da gerekmektedir (Göktepe, 2020:773). Liderlerin değişen, gelişen ve dijitalleşen iş dünyasına uyum sağlayabilmeleri için, bazı yetkinliklerini geliştirip vizyonlarını değiştirmeleri gerekirken dijital çağın gereklerine uygun bir şekilde bazı liderlik özelliklerine de sahip olmaları gerekmektedir. “2023 Lideri: Dijital Çağın Liderlik Sırları” isimli kitapta Toduk (2014) tarafından bu özellikler belirlenmiştir:

- Doğallık: Liderlerin, doğal davranması gerekmektedir. Eskiden bireyler, özel yaşamında ve iş hayatında birbirinden çok farklı karakterlere dönüşebiliyorlardı. Fakat günümüzde sosyal medya yöneticilerin iş hayatında farklı bir kimliğe bürünmesini engellemektedir. Dolayısıyla özel hayat ve profesyonel iş yaşamı arasındaki dengede doğal kalabilmek yöneticinin güvenilirliğini ve inandırıcılığını arttırması açısından çok önemlidir.
- İlham Vermek: Çalıştığı kişilere ilham verebilen yani onlara farklı bakış açıları sunarak onları etkileyebilen bir lider çalışanların yeni fikirlerinin ortaya çıkmasını sağlamaktadır.
- Vizyon: Eskiden işletmelerde vizyon lider tarafından belirlenir çalışanlar ise bu vizyona ulaşmaya çalışırdı. Günümüzde ise katılımcı ve işbirlikçi bir ekip anlayışı ile geleceğe odaklanılmaktadır. Dolayısıyla liderlerin vizyonu çalışanlarıyla beraber oluşturabilmesi çok önemlidir.
- Adalet: Dijital çağda liderlerin çalışanlara eşit değil adil davranabilmesi ve güven vermesi çok önemlidir. Dolayısıyla liderlerin durumsallık çerçevesinde adaletli olması gerekmektedir.
- Ters mentorluk: Dijital çağda kendinden daha çok bilen çalışanları yöneterek onlardan öğrenmeyi ifade etmektedir. Teknolojik gelişmeler, internet, sosyal medyadaki ilerlemeler sonucunda, genç çalışanlar genellikle üst düzey yöneticilerinden daha fazla ve değerli bilgiye daha hızlı sahip olmaktadır. Bu durum, genç bir çalışanın üst düzey yönetici için mentor rolünü üstlendiği tersine mentorluk kavramı olarak adlandırılmaktadır (Terzi ve Boylu, 2019: 3296).
- Kişileştirme: Yöneticilerin, çalışanlar arasındaki bireysel farklılıkları görerek, çalışanların her birini ayrı bir yetenek olarak ayrı ayrı değerlendirmesi gerekmektedir. Dolayısıyla tüm çalışanlara aynı şekil de davranmak yerine, farklı kuşaklara, farklı kişilik özelliklerini bilerek yaklaşmak, farklı iletişim ve davranış yöntemleri geliştirilmelidir.
- Yenilikçilik ve Girişimcilik: Günümüzde sadece yeni iş kuranlar girişimci olarak değil aynı zamanda çalıştıkları işletmelerde yeni fikirler ileri sürerek yeni yaklaşımlar getirenler de şirket içi girişimci olarak adlandırılmaktadırlar. Dolayısıyla dijital çağda liderler şirket içi girişimcilik davranışını desteklemeli ve aynı zamanda teşvik etmelidir.
- Bilgili olmak: Eskiden yöneticiler her şeyi bilen bireyler olarak görülürken artık günümüzde her şeyi bilmek değil, bilmediğini belirtebilmek ayrıca ekip ruhuyla hareket edebilmek ve birlikte öğrenme gücüne inanmak çok önemlidir.

Dijital liderler, organizasyonlarının geleceğini şekillendirirken dijital çağın gerekliliklerine uygun bir şekilde, yaratıcılık, özgüven, risk alma, esneklik, küresel düşünme, bilgi paylaşımı ve vizyon belirleme gibi liderlik özelliklerini daha ön plana çıkarmaları gerekmektedir. Dijital dönüşümde iletişim becerisini ve duygusal zekasını kullanan işbirlikçi bir tutum benimseyen dijital liderler başarılı olmaktadır (Owie, 2017).

2.2. Dijital Liderlik Yetkinlikleri

Küreselleşme, sınır ötesi işlemlerde, e-ticarette, bilgi ve iletişim teknolojisindeki artışla ilgili olarak, uluslararası işi yürütmek için bir küresel çerçeve oluşturmuştur. Bir işletmede yönetici liderler bir ana ülkede iş yaparken, küreselleşme ve teknolojinin etkisi ile uluslararası bir pazarda faaliyet gösterirken dijital dönüşüme uyum sağlayarak yeni iş paradigmaları ve yeni liderlik yetkinlikleri geliştirmeleri gerekmektedir. Dolayısıyla bu liderler küreselleşmenin etkisiyle dijital dönüşümün gerektirdiği teknolojik değişim ve dönüşümle ortaya çıkan farklılıklara uyum sağlayabilmek için değişmek zorunda kalacaklardır. Dolayısıyla bu liderlerin, iletişim becerilerinin gelişmiş, öğrenme motivasyonlarının ve öğrenme

çevikliklerinin yüksek, çağın gereklerine uygun esnek, açık fikirli olmaları gerekmektedir (Owie, 2017).

Yetkinlik; bir işletmede üstün performansın elde edilmesinde fark yaratıcı olan; bilgi, beceri ve kişilik özelliklerini kapsayan gözlemlenebilir davranışlar olarak tanımlanabilir (Ünsar, 2009: 44). Geleceğin liderliğinden çağın gereklerine uygun bir şekilde dijital dönüşümü gerçekleştirebilmeleri beklenmektedir. Liderler başarı şanslarını artırmak ve geleceğe sağlam adımlarla ulaşmak için bilişim teknolojilerini kullanmakta ve bu yolla işletmelerinin sürekliliğini sağlamakta ve ortak amaçlar çerçevesinde insiyatif kullanarak hızlı kararlar verebilmekte ve geleceğe dönük karlı işlerin altına imza atabilmektedirler. Bu dijital çağda liderlerden istenen ve beklenen özelliklerin daha belirgin hale geldiği ifade edilebilir. Günümüz liderlerinde artık fark yaratacak girişimcilik yetenekleri, dijital yetkinlikler, güçlü network ağları ve işbirliği kurabilme, vizyon ile katılımcı bağlılık oluşturabilme yetkinlikleri aranmaktadır (Kara, 2017: 358). Dijital dönüşüm süreci işletmeler için yıkıcı yenilikçilik olarak görülmektedir. Bunun nedeni ise dijitalleşme sayesinde yeni iş ve sosyal fırsatlar yaratırken aynı zamanda geleneksel iş tasarımına meydan okumasıdır. Bu meydan okuma hem insanların hem de örgütlerin değişimini gerektirmektedir. Dijitalleşme sürecinde hem liderler hem de çalışanlar teknolojik uzmanlığa, veri analizine, sosyal, duygusal ve yaratıcı becerilere dayalı yeni yetkinlikler ve yetenekler geliştirmek zorundadırlar (Gökçe Parsehyan, 2020: 215). Toduk (2014) a göre dijital çağda 4 temel yetkinlikle liderler fark yaratacaktır.

- Girişimcilik ve Yenilik, dijital çağda girişimciler için 'yenilikçi olmak' yeterli değildir. Fark yaratabilmek için yeni ağ platformları, iş modelleri ve pazarlar oluşturmak gerekmektedir.
- Dijital Yetenekler, dijitalleşme yeni bir düşünce tarzını başlatan, kendi liderlik modelini ortaya çıkaran yeni bir çağdır. Dijital yetkinlikler sektör farkı gözetmeksizin, artık her çalışan bireyde olması gereken temel yetkinlikler arasında sıralanmaktadır. Şirketler çalışanlarına ve müşterilerine ulaşabilmek için dijital ortamda bağlantı kurmak durumundadırlar. Bu sebepten öncelikle şirketlerin teknik altyapılarının yeterli olması gerekir. Dolayısıyla siber ortam bireyleri pasif izleyici olmaktan çıkararak; işe, sürece ve kararlara dahil etmektedir. Bu yüzden liderlerin de dijital yeteneklere sahip olması ve teknolojiyi doğru ve yerinde kullanmaları gerekir. Siber iletişim ortamı beraberinde birçok krizi de getirebilir. Bu açıdan liderlerin de dijital yetenek ve yetkinliklerini geliştirmeleri yerinde olacaktır (Kara, 2017:359).
- Güçlü Ağlar ve İşbirliği; dijital çağda küreselleşmenin avantajı rekabetle değil işbirliğine dayalı olarak ortaya çıkacaktır. Güçlü ağlar kurabilmek için çalışanlar, hissedarlar, rakipler ve tüm paydaşlarla açık bir iletişim kurulmalıdır.
- Vizyon ile Katılımcı Bağlılık; katılımcı bağlılık yaratmak için doğal liderlik davranışları sergilenmesi, kişinin kendi gibi olması gerekmektedir. Katılımcı bağlılıkta çalışanlar sürece dahil edilerek motive edilmelidirler. Bu açıdan ortak bir vizyonla hareket ederek karşılıklı öğrenme ve ortak çalışmayla özgün bir ağ oluşturarak çalışma ekibini katılımcı bir anlayışla bağlamak önemlidir. İşletmeler de aynı hedefe odaklanıp ortak bir vizyon oluştururken aralarındaki iletişimi güçlü tutmaları gerekmektedir. Lider tüm çalışanları ortak bir vizyon etrafında toplarken bu iletişim sürecinden yararlanır ve ekipteki diğer çalışanların tutum ve davranışlarını anlamaya çalışır. Ortak bir vizyon oluşturup bunu çalışanlara benimsetmek ve iletişimin işletme amaçları doğrultusunda oluşmasını sağlamak çok zordur. Dijital çağda duygusal zekâsı yüksek olan liderler bu

süreci kolaylıkla sağlayabilirler Büyük düşünmek, hedefler koyabilmek ve ekibi buna inandırmak güçlü bir iletişim becerisini ve yüksek duygusal zekâ yetkinliklerini gerektirir. Çalışanlarla birebir temas sağlamak ve onların gelişimine katkıda bulunabilmek ise, açık olmayı ve empati kurabilmeyi gerektirir. Böylelikle bağlılık süreci hızlanacaktır (Kara, 2017: 360-361). Dijital çağda, lider ve yönetici rollerinin değiştiği daha işbirlikçi olma ve takım oluşturma ön plana çıktığı görülmektedir. Dijital dönüşümü gerçekleştirmeye çalışan dijital liderler düşünce ve eylemlerinde daha çevik olmalı ve takım üyelerine ilham vererek onları cesaretlendirmelidirler. Dolayısıyla liderler ve takım üyeleri ortak vizyona sahip olmalıdırlar (Owie, 2017).

İşletmelerin dijital çağda başarılı olmak için dijital dönüşüme uyumlu dijital liderlere ihtiyacı vardır. Böyle bir ortamda dijital liderlerin farklı düşünceleri, farklı davranışları ve farklı tepki göstermeleri gerekir. Dolayısıyla bu anlamda liderlerin dijital yetenekler geliştirmesi gerekmektedir. Tablo 1’de dijital dünyada işletmelerin başarılı olabilmesi için liderlerin sahip olmaları gereken bilişsel, davranışsal ve duygusal yeteneklere örnekler verilmiştir (Abbatiello vd., 2017: 79).

Tablo 1: Dijital Bir Dünyada Başarılı Olmak için Gerekli Liderlik Yetenekleri

Dijital bir dünyada işletmelerin başarılı olması için liderlerin farklı düşünmesi, davranması ve farklı tepki vermesi gerekir.		
Bilişsel dönüşüm (Farklı Düşünmek)	Davranışsal dönüşüm (Farklı Davranmak)	Duygusal dönüşüm (Farklı Tepki Vermek)
Sanal dünyada olanakları kavramsallaştırma	Değişen güç ve etki alanlarına uyumlu olma	Risk ve belirsizlik ortamını tolere edebilme
Sürekli artan bilişsel karmaşıklık- lığın üstesinden gelme	Farklı takımlarla işbirliği kura- bilme	Sürekli değişen koşullarda es- neklik gösterme
Farklı ve yeni yollar düşünme	Yeni iş ortakları ve ilgi grupla- rının katkısına değer verme	İş süreçlerini değiştirme cesareti gösterme
Tüm bilgiler olmadan pratik kararlar alabilme	Başarısızlıklardan ders alarak, yüksek enerji ve motivasyonla tekrar deneyebilme	Değişimi yönlendirme ve lider- lik özgüvenine sahip olma

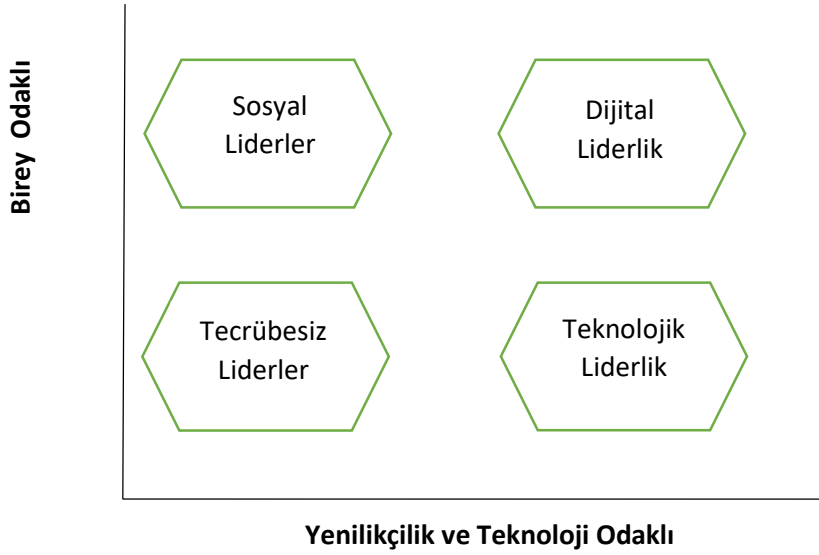
Kaynak. Abbatiello vd., 2017: 79.

2.3. Dijital Liderlik (4.0 Liderlik) Tarzı Matrisi

2 boyutlu 4.0 liderlik matrisi geliştirilmiştir Bu matris, teknoloji ve yenilikçi yönelim seviyesini ve insanların liderlik yapabilme derecesini temel alarak en uygun 4.0 liderlik tarzının seçimine yardımcı olacaktır. Matris dört alana ayrılmaktadır. Her bir alan belirli bir kişiye en uygun olan liderlik tarzını belirler. X eksenini bireyin kabiliyetini tanımlar ve teknoloji ve yenilikçiliğe yönelimine odaklanır. Bireyin eğitimi, uzmanlık derecesi, yetenekleri ve motivasyonu gibi bazı faktörler bireyin teknoloji ve yenilikçilik yönelimini etkiler. Y eksenini ise kişinin birey odaklılığını tanımlar. Bireyin eğitimi, yetenek ve becerileri, etkileşim ve iletişim isteği gibi birtakım faktörler kişinin nasıl birey yönelimli olduğunu etkilemektedir. Örneğin,

teknoloji alanında yüksek seviyede eğitim alan kişi büyük ihtimalle Teknolojik Lider ya da Dijital Lider (eğer yüksek seviyede çalışan odaklılığı varsa) gibi teknoloji odaklı liderlik tarzlarını benimseyecektir. Kararlarda kişi genel olarak çalışan bağlılığını bekliyorsa, 4.0 Sosyal Liderlik gibi çalışan odaklı bir liderlik tarzını seçecektir. Şekil 1 de Dijital Liderlik (4.0 Liderlik) Tarzı Matrisi gösterilmiş ve belirlenen alanların ne anlama geldiği ifade edilmiştir (Oberer ve Erkollar, 2018: 410-411):

Şekil 1: Dijital Liderlik (4.0 Liderlik) Tarzı Matris



Kaynak: Oberer ve Erkollar, 2018: 411.

- 4.0 Tecrübesiz liderler (Freshmen leaders) geleneksel üretim yapılarına odaklanırlar onlar için önemli olan sadece ürünün tamamlanmış olmasıdır. Yeni çıkan teknolojilere, müşteri ihtiyaçlarına ve çalışanlara odaklanmazlar.
- 4.0 Sosyal Liderlik, teknolojiyi ve inovasyonu dikkate almadan, çalışanlar için samimi bir ortam oluşturma yeteneğini ifade eder. Çalışanları desteklemek önemlidir.
- 4.0 Teknolojik Liderlik, gelişen değeri dağıtmak, yerine ulaştırmak için teknolojinin nasıl kullanılacağına karar verme yeteneğini ifade eder. Ayrıca teknolojiye daha fazla odaklanırken, çalışanlara daha az odaklanmaktadır.
- 4.0. Dijital Lider, teknolojinin insanları nasıl etkilediğine ve organizasyonel modelin insan doğası ile nasıl aynı safta yer aldığı konularını anlama yeteneğine odaklanır. Bunlar dijital liderliğin eşit derecede başlıca unsurlardır. 4.0 “Dijital Liderlik” tarzı en üretken 4,0 liderlik tarzıdır.

SONUÇ

Yıkıcı yenilik ve dijitalleşme nedeniyle herhangi bir işletme her an risk altında olabilir. Üretkenlik artık işletmelerin hayatta kalmasını garanti altına almamaktadır. İşletmelerin başarıya ulaşması için yeni yetenekler olarak çeviklik, hız, esneklik ve değişim yeteneği, ön plana çıkmaktadır. Dolayısıyla yöneticiler mevcut donanımı ve işgücünü harekete geçirerek çok hızlı kararlar almak zorundadırlar. Güncel gelişmeler doğrultusunda değişim ve dönüşüm sürecini yürütebilecek teknolojik yetkinliği yüksek liderlere olan ihtiyaç günden güne artmaktadır. Endüstri 4.0’ın itici gücü olarak ortaya çıkan liderlik 4.0 dijital dönüşümün anahtar unsuru olan dijital liderliği ifade etmektedir. Liderler işletmelerin geleceğine yön verirken

dijital çağın dinamikliğine uyum sağlamak zorundadırlar. Dijital liderler, rekabetçi avantaj geliştirmede dijital çağın getirdiği değişiklikleri benimsemeli ve dijital çağın olumlu yanlarından faydalanmalıdırlar. Dolayısıyla bu tür değişikliklerin yönetimi organizasyonel başarı için kritik bir unsurdur. Bu açıdan kuruluşlar dijital çağın fırsatlarını ve tehditlerini algılamalı ve kaynaklarını rekabet avantajları için kullanmak üzere yeni stratejiler geliştirmeleri zorunludur.

Çalışma liderlik anlayışının dönüşümünü ifade eden dijital liderlik konusunda çalışma yapacak olan araştırmacılara yol gösterici nitelikte olması açısından alan yazına katkı sağlayacağı düşünülmektedir. Çalışmanın teorik olarak değerlendirilmesi çalışmanın sınırlılığını oluşturmaktadır. Gelecekte yapılması planlanan benzer çalışmaların yapılacak olan araştırmalarla desteklenmesi konunun farklı bakış açıları kazanmasını sağlayacaktır.

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ÖZET

Kişilik ve beraberinde gelen kavramlar, çeşitli disiplinlerin ilgi alanını oluşturmaktadır. Farklı disiplinlere yönelik çalışmalarda, kişilik başta olmak üzere karakter ve mizaç kavramları, bütüncül bir bakış açısıyla ele alınmaktadır. Bu çalışmanın amacı, kişilik kavramının kuramsal açıdan incelenmesi olarak tanımlanmaktadır. Kişilik kuramları ile ilgili olarak ortaya konulan çalışmalar, alt başlıklarıyla birlikte açıklanmıştır. Çalışmada tüm kişilik kuramlarına yer vermenin mümkün olmayacağı çerçevesinde, örgütsel bakış açısından önem taşıdığı düşünülen kişilik kuramları ele alınarak açıklanmıştır. Bu doğrultuda beş faktör kişilik kuramının yanı sıra Alfred Adler, Sigmund Freud, Carl Gustav Jung, Hans Jürgen Eysenck ile Isabel Myers ve Katherina Briggs'in kişilik kuramlarına da yer verilmiştir. Bu bağlamda, kişiliğin örgütsel açıdan önemi çerçevesinde kişilik kuramlarının ele alınması mümkün olmaktadır.

Anahtar Kelimeler: Örgüt, Kişilik, Kişilik Kuramları

Theoretical Evaluation of Personality in Organizations

ABSTRACT

Personality and its accompanying concepts constitute the area of interest of various disciplines. In studies on different disciplines, the concepts of character and temperament, especially personality, are handled from a holistic perspective. The purpose of this study is defined as the examination of the concept of personality from a theoretical point of view. The studies introduced in relation to personality theories are explained together with their subheadings. Considering the fact that it is not possible to include all of the theories of personality in the study, personality theories that are considered to have importance on organizational view are discussed and explained. Accordingly, besides the theory of Big Five personality traits, personality theories of Alfred Adler, Sigmund Freud, Carl Gustav Jung, Hans Jürgen Eysenck, Isabel Myers and Katherina Briggs were also included. In this context, it is possible to discuss personality theories within the framework of the importance of personality from an organizational point of view.

Keywords: Organization, Personality, Personality Theories

GİRİŞ

Kişilik ile ilgili bir giriş yapmak gerekirse, kişiliğin bireyin diğer kişilerin yanında gösterdiği davranış özelliklerinden oluştuğunu söylemek mümkün olmaktadır (Özgen, 1995: 7).

Kişilik, bireyin ayırt edici özellikleri çerçevesinde tanımlanmaktadır (Sarıtaş, 1997: 528). Türk Dil Kurumu (2020) da çeşitli tanımları arasından kişiliği “bir kimseye özgü belirgin özellik, manevi ve ruhsal niteliklerinin bütünü, şahsiyet” ifadesi ile açıklayarak (Türk Dil Kurumu, “Kişilik”, 2020) bu tanımı desteklemektedir.

Dolayısıyla, kişiliğin tanımlanmasında bireyi başkalarından ayrılan ve onu özgün kılan davranış ve düşünceler bütünü ifadesinden yararlanmak mümkün olmaktadır. Karakter ve mizaç da kişiliğe eklenen ve onu bütünleyen kavramlar olarak ele alınmaktadır. Karakter, bireydeki duygu ve düşünce toplamı olarak ifade edilmektedir. Toplum tarafından ahlaken kabul gören değer ve davranışların da karakter çerçevesinde ele alınması mümkün olmaktadır. Mizaç ise bireyin duygusal tepkilerinin bütünü olarak tanımlanabilmektedir (Eker, 2012: 159).

Bu çalışmada, kişilik ve beraberindeki kavramlar tanımlandıktan sonra kişilik kuramları üzerinde durulmaktadır. Tüm bunlardan önce kişiliğin örgütsel açıdan öneminin üzerinde durmak gerekmektedir.

Kişiliğin örgütler açısından öneminin işe alım, çalışan davranışlarını anlama ve belirli örgütsel değişkenler ile kişiliğin ilişkisi olmak üzere üç ayrı boyutta değerlendirilmesi mümkün olmaktadır (Özsoy ve Yıldız, 2013: 1).

1. Kişilik Kuramları

Kişilik kuramları ile ilgili olarak ortaya konulan çalışmalar, bu başlık altında ele alınmakta ve alt başlıklarda açıklanmaktadır.

1.1. Beş Faktör Kişilik Kuramı

Kişilik ile ilgili ortaya atılan görüşleri çeşitlendirmek mümkün olmaktadır. Beş faktör kişilik kuramı, tüm bu görüşleri ortak bir çatı altında toplamaktadır (Bacanlı, İlhan ve Aslan, 2009: 262).

Beş kişilik faktörünün özellikleri; dışa dönüklük, uyumluluk/yumuşak başlılık, öz denetim/sorumluluk, duygusal denge ve deneyime açıklık olarak sıralanmaktadır (Sudak ve Zehir, 2013: 143-145).

Beş faktör kişilik modeli (kuramı) ile ilgili yapılan sonraki çalışmaların, geçerlilik ve güvenilirlik açısından olumlu sonuçları ortaya koyduğu söylenebilmektedir. Farklı etnik gruplar, yaş aralıkları ve cinsiyet farkları gözetilerek yapılan çalışmalar, modelin (kuramın) objektifliğini göstermektedir (Çiçek ve Aslan, 2020: 140).

1.2. Alfred Adler’in Kişilik Kuramı

Psikoloji disiplini içinde yer alan kişilik kuramları çerçevesinde, en önemli düşünürlerden birinin Alfred Adler olduğu söylenebilmektedir. Kişilik gelişimini, toplumsal yaşam ile etkileşim ve ilişki sürecinin bir sonucu olarak değerlendiren Alfred Adler, bu değerlendirmeleri ile çağdaşlarından ayrılmaktadır. Düşünürü ayırt edici kılan bir diğer unsur da kişiliği sadece toplumsal ilişkiler sisteminin bir sonucu olarak görmemesi, diğer bireylerle beraber inşa edilecek bir toplum yapısı sorumluluğu vermesi ve bunun sonucunda bireyin kendi gelişimini sağlaması ile açıklayan görüşleridir (Eker, 2012: 158).

Düşünürün, kendi eserinde belirttiği bireysel psikoloji ve bunun açıklaması olan “her bireysel yaşama birlik ve bütünlüğü içeren bir nesne gibi yaklaşılmaya çalışır” ifadesi ile önceki açıklamaları desteklediği görülmektedir (Adler, 2000: 7).

Alfred Adler, çocukların eğitimi konusunun o çağın koşullarındaki en önemli sorunlardan biri olduğunu belirtmektedir. Bu sorunun çözümü de bireysel psikoloji katkısıyla olabilecektir. Evde veya okulda, eğitimin bireysel kişiliklerin oluşumunda ve yönlendirilmesinde önemli bir girişim olduğu vurgulanmaktadır (Adler, 2000: 117).

Aşağılık duygusu ve üstünlük kavramları, Alfred Adler tarafından vurgulanan ve onu farklı kılan kişilik kavramları arasında sayılmaktadır (Özgen, 1995: 11).

1.3. Sigmund Freud'un Kişilik Kuramı

Sigmund Freud, bireysel bilinçaltı ile tüm ruhsal olayları açıklamanın mümkün olduğu öne sürmektedir (Gürses, 2007: 79). Ek olarak, kişiliğin davranışları etkileyen unsurlardan biri olduğu görüşü dahilinde, yapısal kişilik kuramı içinde yer alan kişilik birimlerinin davranışlar üzerindeki etkisinin kaçınılmaz olduğu söylenebilmektedir. Dolayısıyla, davranışın ortaya çıkmasında id, ego ve süperegö kavramlarının ayrı ayrı etkileri olabileceği gibi tüm bunların kendi aralarındaki etkileşim de kişinin davranış biçimini etkileyebilmektedir (Okçu, 2007: 13). İd, davranışlarımızı yöneten temel birim olsa idi insanların hayvanlardan farkı bulunmazdı. Ego da idi kontrol altında tutmaya çalışan kişilik birimi olarak tanımlanmaktadır. Süperegö ise bireyin davranışlarını sürekli olarak eleyerek bireye doğru ya da yanlış mesajlar vermesi çerçevesinde genellenebilmektedir (Özgen, 1995: 8).

1.4. Carl Gustav Jung'un Kişilik Kuramı

Carl Gustav Jung, Sigmund Freud'un aksine bireysel bilinçaltı değil, ortak bilinç dışı üzerine çalışmalar yapmıştır. O'na göre bütün insanlıkta ortak bulunduğu inanılan bilinç dışı, soyaçekim ile atalardan gelen ve bütün geçmişi kapsayan izlenimleri kapsamakta ve düşler, masallar, dinî coşkular gibi sebeplerle açığa çıkmaktadır. Ortak bilinç dışının içeriğini oluşturan arketipler (ilk örnekler) insanlığın geçmiş tüm tarihindeki mitosların ve masalların ortak temeli şeklinde açıklanmaktadır. Bunlar, bilincin ortaya çıkmasından önce var olan kavrayış biçimleri ile tanımlanmakta ve sezginin doğuştan gelme koşulları ile ele alınmaktadır. İçgüdülerin kendine özgü belirli bir hayatı devam ettirmeye zorlamaları gibi, arketipler de sezgi ve kavrayışı insana özgü şekillere yönlendirmektedir (Gürses, 2007: 79).

Carl Gustav Jung'un kişilik kuramı, kişisel bilinç dışının çoğu bölümünün komplekslerden meydana geldiğini ifade etmektedir. Ek olarak, ortak bilinç dışının içeriğinin ise temel olan arketiplerden oluştuğunu söylemektedir (Jung, 1968: 42'den Aktaran: Eren ve Dal, 2019: 45). Düşünür, içe dönük ve dışa dönük kavramlarını ilk defa kullanan kişi olarak bilinmektedir (Özgen, 1995: 10).

1.5. Hans Jürgen Eysenck'in Kişilik Kuramı

Hans Jürgen Eysenck, içe dönük/dışa dönük ile oturmuş/uçarı olmak üzere kişiliğin iki boyutundan bahsetmektedir. Çeşitli hipotezlerle, bu unsurlar kanıtlanmıştır. İçe dönük kişiler, iç dünyalarında olup bitenlere daha çok önem verirlerken dışa dönük kişiler, dış dünyada olup biten olaylarla ilgilenmektedirler. Oturmuş kişiler, çevrelerindeki uyum açısından olumlu özelliklere sahipken uçarı kişilerde ise uyumdan bahsetmek mümkün olmamaktadır (Özgen, 1995: 13).

1.6. Isabel Myers ve Katherine Briggs'in Kişilik Kuramı

Carl Gustav Jung'un kişilik kuramı, kendi döneminden sonra ilgi toplamıştır. Isabel Myers ve Katherine Briggs, Myers ve Briggs Tip Belirleyicisi adını verdikleri envanteri geliştirerek Jung'un psikolojik tipler kuramını işlevsel bir hale getirmeyi hedeflemişlerdir. Bu envanter Carl Gustav Jung'dan yola çıkarak dikkati odaklama (dışadönüklük-içedönüklük), bilgi edinme

(duyum-sezgi), karar verme (düşünme-hissetme) ve dış dünyayı ele alma (yargılama-algılama) biçiminde gruplanan dört özelliği temel alan ifadeleri temel almakta ve kişileri on altı farklı psikolojik kategoride gruplandırmaktadır. Tipoloji kuramı temelinde oluşturulmuş olan en kapsamlı ve güncel bir envanter olarak görülmektedir. Baskın ve çekinik profil tipleri; birincil, ikincil, üçüncül ve dördüncül derecede etkili olmak üzere birbirleri içinde gruplanmaktadır. Burada, Myers ve Briggs tarafından oluşturulan her bir profil yapısı, kişilik tiplerini dörderli gruplamalar şeklinde değerlendirmektedir (Barr ve Barr, 1989, Myers, Briggs ve McCaulley, 1993'ten Aktaran Akdeniz, 2016: 70).

Sonuç ve Öneriler

Bu çalışmada, kişilik başta olmak üzere karakter ve mizaç kavramları ele alınmıştır. Kişilikle ilgili pek çok kavramın literatürde bulunması göz önünde bulundurulduğunda, kişilikle bütünleşen bu iki kavram açıklanarak konu açısından sade bir plan tercih edilmiştir. Kişilik, örgütsel açıdan önem taşımaktadır. Bu değerlendirmeler, birçok işletmenin ortak değişkeni olduğundan, kişilik kuramlarının örgütler açısından kuramsal bir değerlendirmesinin yapılması faydalı olmaktadır. Kişilik gibi kişilik kuramları da farklı disiplinler tarafından çalışılmıştır. Bu bağlamda, çalışmada tüm kuramlara yer vermenin mümkün olmayacağı çerçevesinde, örgütsel açıdan önem taşıdığı düşünülen kişilik kuramları ele alınarak açıklanmıştır. Çalışma, kuramsal bir inceleme olma amacına bu bağlamda ulaştırılmıştır. Gelecek çalışmalar açısından kuramsal incelemenin farklı kişilik kuramlarına yer verecek şekilde güncellenmesi de bir öneri olarak gündeme gelebilmektedir.

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Bireysel Kariyer Davranışlarında ve Başarılarında Cinsiyet Farklılığı

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ÖZET

Bu çalışmada, yüksek lisans öğrencilerinin değişken ve sınırsız kariyer davranışlarını cinsiyet bağlamında incelemek ve bu davranışların bireysel kariyer başarısı üzerindeki etkisini analiz etmek amaçlanmıştır. Kavramsal çerçeve içerisinde kariyer ile ilgili tanımlar ve kuramsal çalışmalar incelenmiştir. Ardından sınırsız ve çok yönlü kariyer tutumları ölçeğinin ile yapılan bir araştırma ile değerlendirilmektedir. Araştırma Eskişehir’de 3 üniversitede yüksek lisans yapa öğrenciler üzerinde yapılmıştır. Araştırma verileri anket tekniği ile toplanmıştır. Toplanan veriler SPSS 22 programı kullanılarak analiz edilmiştir. Verileri analiz etmek için, korelasyon analizi ve hipotez testleri için regresyon analizleri yapılmıştır. Ayrıca tanımlayıcı istatistikler için değişkenlerin ortalamaları gösterilmiştir. Analizler kadınların kariyerlerindeki başarılarının öz yönlendirme faktörüyle pozitif etkisi olduğunu ve kendi değerlerine bağlılık faktörüyle negatif etkisi olduğunu göstermektedir. Ayrıca, örgütsel hareketlilik tercihi ile erkeklerin bireysel kariyer başarısı arasında negatif bir ilişki tespit edilmiştir. Sınırsız kariyer anlayışının bireysel kariyer başarısıyla ilgisiz olduğu bulunmuştur. Bu ise, kurumsal sınırlar içinde ve dışında bireylerle sadece aktif ilişkiyi destekleme ve sürdürme eğiliminin bireylerin kariyerleri konusundaki iç hoşnutluklarını artırmaya yeterli olmadığını göstermektedir.

Anahtar Kelimeler: Cinsiyet, Kariyer, Sınırsız Kariyer, Değişken Kariyer

Gender Differences in Individual Career Behaviors and Achievements

ABSTRACT

The aim of this study is to review the boundaryless and protean career attitudes in gender context, and analyze the impact of these attitudes on the individual’s career success. It is aimed to investigate definitions of career within the conceptual framework. Afterwards, a research conducted is analyzed. The study was conducted on the boundaryless and protean career attitudes in gender context 176 graduate students in three universities of Eskişehir. Survey method was used to collect research data. SPSS 22 program was used to analyze the collected data correlation analysis, and hierarchical regression analyses related to hypothesis tests were conducted to analyze the data. Furthermore, the mean of the variables for descriptive statistics are shown in the study. Analyses show that women’s success is positively related with self-determination and negatively related with commitment of value focused. Also, negative relationship between physical mobility and individual career success of the men success was identified. This paper expresses the relationship between protean and boundaryless career attitudes and individual career success of gender and impact on them. Boundaryless career has been found to be unrelated to individual career success. This shows that the tendency to only support and maintain active relationships with individuals within and outside institutional boundaries is not sufficient to increase the internal satisfaction of individuals about their career.

Keywords: Gender, Career, Boundaryless Career, Protean Career

INTRODUCTION

Especially after the 1990s, technological developments in the world and socio-economic changes in societies have changed the activities of the businesses. Information and technology have become the most important factors among production factors. Knowledge workers, individuals who use their brain for producing different and innovative products and services, are different and being creative have become preferred in businesses. The increasing use of information systems has caused the transformation from labor-intensive businesses to technology-intensive businesses. Therefore, individuals who works in businesses or looks for a job, try to continue learning, self-development and make a career planning in order to have the knowledge and skills that will be required in the future.

In addition to these changes, increase the life span and work life, make changes about increasing the number of husband and wife who have a double career, parents living separately and working, elderly people under the responsibility of employees, family structures and individual learning, development and growth needs. Individuals also change their own behaviors and attitudes in response to many factors. Individuals prefer to work in jobs where they can use and differentiate their knowledge and skills, have flexible working hours, spend time outside of work, and feel happy and connected. It has become an essential element of individual success. Therefore, in career planning, the individual has put forward the success criteria he has determined. All these elements show that individuals prefer self-oriented careers or choose jobs in the same level or lower positions to meet their individual needs.

All the changes that occur in today's workplaces and individual behaviors reveal the need for studies to be carried out to better understand the determinants of individual career success. The main purpose of this study is to determine what kind of career behaviors (Protean Career and Boundaryless) individuals have. In addition, it is to reveal the relationship between individual career behaviors and individual characteristics (such as age, gender, experience). The study is important in terms of helping individuals to search for a job in accordance with their career behavior. In the study, first of all, in the Boundaryless and Protean Career were tried to be explained by using literature studies. In the implementation phase of the study, data were collected from the students of the Institute of Social Sciences (SBE) and the Institute of Science (FBE) of three universities through online questionnaire. With the help of statistical analysis, it was tried to reveal the relationship between gender differences and career behavior.

1. LITERATURE

With the phenomenon of globalization, great changes have occurred in technology, business life and social-economic factors. These changes have led to major changes in individuals' lifestyles. One of these changes is related to the careers of individuals. Individuals would start their careers in an organization and retire from that organization. Individuals changing profession or job.

In the traditional career, an individual started to work in an organization, continued there, acquired the knowledge and skills required by the task, rose (or remained fixed in the position he held) depending on the needs of the organization, and mostly retired from the same organization. In this period when globalization has not gained momentum and the business world is inactive, it was not common for individuals to change their profession or workplace. Working in a certain job / enterprise or sector and being promoted based on criteria such as seniority / performance was an important reason for preference for employees who pursued a traditional career (Seymen, 2004). However, since the 1990s, stable organizational structure has begun to change; this made the relations and expectations between the organization and the employee different.

There are many internal and external, individual, organizational and environmental reasons why employees move away from traditional career patterns. Globalization brings many innovations for organizations and employees. As a result of globalization, organizations have moved away from a bureaucratic structure and have become more horizontal and lean. This situation has significantly reduced career advancement opportunities in organizations. With the traditional career approach, development of career has become more difficult than before. Technological and socio-economic changes that have taken place in addition to globalization have caused the diversification of working life, the emergence of different career options, and individuals to turn to jobs that will satisfy them more. Employees have started to stop working at organizations which have traditional career, they choose jobs where they can express and develop themselves more and take more responsibility.

All these developments occurring today cause the career paths of employees to be directed towards different professions, sectors, organizations and even countries. Employees change jobs more often than before. According to the traditional career approach, changing a lot of jobs is interpreted as a person's instability and not being able to be in one place, but nowadays this become a thought "wealth of experience".

1.1. Protean Career and Boundaryless Career

In business life where competition has increased, individuals no longer work in the same job for many years. Because today, employees are more aware of what they want and when a job change necessity arises in order to reach these demands, they have become less averse from this situation compared to the past. Especially in the private sector, employees may have to have more flexible career plans due to the high turnover rate. As the traditional career approach began to be disfavor, the necessity to look at the new concept of career (Yaylacı, 2006). One of the new concept is the protean career.

Although the protean career concept was defined in the mid-1970s, it was widely accepted in the late 1990s and this concept continued to increase globally (Brauch, 2014). According to Hall, one of the researchers who first defined the protean career concept; Career in the 21st century will be protean and will be rediscovered from time to time by the individual due to the change of the individual and the environment (Hall, 1996).

Protean career is defined in its simplest definition as a career guided by an individual's own values⁴⁷. Besides being led by values, another aspect of a protean career is self-management. This view blames the employer himself rather than the employer in planning their career path (Briscoe and Hall, 2006). Protean career consists of an individual's changes in the professional field and his experiences in different organizations and in the educational process (Heslin, 2005). Therefore, it can be said that a protean career is a subjective process. A protean career is the temporary change of department or field in order to enable employees to improve their skills in other areas and make an evaluation between these areas.

Today, a career should be managed by the individual, not by the organization, and should be Protean. In other words, protean career should provide self determination of the individual in the new career contract (Pringle and Mallon, 2003). It can be stated that in the changing business life, employees should be given more right to speak especially about their career. In order to successfully manage a protean career, two elements are required, namely, compatibility and identity or personality. According to the protean career approach, the individual must have the ability and willingness to adapt to new conditions in order to develop in an environment where autonomy and proactive behavior are increasingly important (Bianchi, Robinson and Milkie, 2006). However, compatibility alone is not enough. Individuals with a boundaryless career perception use their personalities as a guide for career decisions (Volmer and Spurk 2011). Because it can be said that individuals' personalities can be used as a tool to distinguish themselves from other individuals and to guide them especially in career.

It is the responsibility of organizations to develop a protean career; to fulfill tasks such as questioning job descriptions, supporting the development of relations with the manager or career coach, giving importance to formal trainings and informing employees about future opportunities (Tams and Arthur 2010).. Although it is a career type managed by the employees themselves, it is also necessary to support the organization in the mentioned issues in order to develop a Protean career.

In today's volatile and unstable organizational environment, employees can no longer experience lifelong employment or a robust promotion process in a single organization, and experience job losses against their will. As a result, employees are exposed to business mobility inside or outside the organization (Zikic, Bonache, and Cerdin, 2010).. In this context, one of the concepts that emerged after the traditional career approach lost its popularity is Boundaryless career. With the changes in the perspective of career, business and organizational life from the 1970s to the 1990s, after Hall introduced the protean career concept in 1976, Arthur and Rousseau developed their Boundaryless career (Volmer and Spurk 2011).

Boundaryless careers are based on the assumption that organizations no longer have the skills or willingness to offer a stable job and a thriving career in return for employee loyalty and organizational commitment (Mayrhofer, Meyer, Steyrer, and Langer 2007).. Basically, Boundaryless careers include job opportunities that go beyond the boundaries of a single employment environment⁵⁸. There are even opinions that there is a naming mistake in the concept of Boundaryless career and in practice the concept should be expressed as a career that transcends borders rather than being boundaryless (Sullivan and Arthur 2006).

In general, Boundaryless career defines a career that is independent of traditional career arrangements. According to Arthur (1994), Boundaryless career means the mobility that can take place between organizations. An individual with Boundaryless career thinking follows the changing work environment by creating a career that includes physical and psychological mobility (Arthur,1994). In other words, employees with Boundaryless career perception believe that they can move between organizations (Physical boundaries) or have the capacity to cross boundaries (psychological boundaries) (Mirvis and Hall, 1994). While physical mobility refers to an individual's physical change of duty, job, organization and even country, psychological mobility describes the idea of no boundary in the mind of the individual. Physical and psychological mobility can vary depending on various factors.

For example; Individuals with more advanced career skills and more experience can have more opportunities in physical and psychological mobility than individuals with less career skills. While male employees are more prone to physical mobility, female employees can be more successful in psychological mobility. Employees in individualist cultures tend to change business groups or organizations and realize physical mobility, while employees in collectivist cultures tend to stay in their organizations and exhibit psychological mobility (Dowd,. and Kaplan, 2005) It should be noted that these statements are general judgments and can vary from person to person. Although the number of studies on the concept of Boundaryless career has increased in recent years, sufficient evidence has not yet been collected that a new career has entered. In addition, there are studies stating that young managers still need traditional organizational support.

2. HYPOTHESES

Six hypotheses were determined in the study. These hypotheses;

H1. There is a positive relationship between having psychological mobility and individual career success in women.

H2. There is a negative relationship between physical activity and individual career success in men.

H3. It has a positive effect on women between Self- determination and individual career success.

- H4. It has a positive effect between Value-focused and individual career success in women.
 H5. It has a positive effect on physical mobility and individual career success in women.
 H6. It has a positive effect between psychological mobility and individual career success in women.
 H7. It has a positive effect between Self- determination and individual career success in men.
 H8. It has a positive effect between Value-focused and individual career success in men.
 H9. It has a positive effect on physical mobility and individual career success in men.
 H10. It has a positive effect on psychological mobility and individual career success in men.

2.1. Survey

The survey technique was used in this research as data collection technique. The survey used in the research was constituted from two parts. In the first part, there were 6 questions that were asked to determine general demographic specifications of the students (age, gender, etc.). In the second part, adaptation of boundaryless and protean career attitude scale that was developed by Briscoe vd. and that was adjusted by Cakmak-Otluoglu (2012) was used in the research. There were 27 questions as the first 13 questions in this part was extracted to determine protean career attitudes and other 14 questions were devoted to determine boundaryless career attitudes. The questions in this part were scaled in likert type as “1= In No Way It Reflects” and “5= Completely Reflects”.

The protean career attitudes (self-directed and value focused trends in the career management) were measured by using 8 articles scale of Briscoe and Hall (2006) and 6 articles scale, respectively. Boundaryless career attitudes were assessed similarly based on the scales of Briscoe (2006) a eight question was used with the aim of assessing the boundaryless understanding and 5 questions was used to measure Physical mobility.

2.2. Sampling and Data Collection

The population of this research was identified as students who graduate and doctorate in Turkey. The limitation of this study is students are from in Eskişehir. Students are from business and engineering graduate and doctorate from three government universities were determined as a sample.

Research data were collected by answering the questionnaire online. The questionnaire questions were sent to 243 students who are graduate and doctorate in business and engineering departments, but 176 of them returned. The students participating in the survey were also actively working in a job at the time of the study.

2.3. Analysis and Findings

The demographic information of the 176 students participating in the study is given in table 1.

Table 1. Demographic Information

Values	Frequency	Percentage %
22-24	20	11,4
25+	156	88,6
Total	176	100
Man	76	43,2
Woman	100	56,8
Total	176	100
Graduate Business	90	51
Doctorate Business	30	17
Graduate Engineering	40	23

Doctorate Engineering	16	9
Total	176	100

Of the 176 students participating in the survey, 20 are between the ages of 22-24, and 156 are 25 or over. The majority of the participants, with 88.6%, are in the 25+ age range. While 76 of the survey participants are male students, 100 of them are female students. The fact that the number of participants is close to each other according to gender will make it easier to obtain reliable results in the analyzes to be made. As seen in the table 1; Business graduate students make up 51% of the total number of participants with 90 students. Business Doctorate students constitute 7% with 30 students, Engineering Masters with 40 students 23% and Engineering Doctorate students with 16 students.

In the analysis of the data, factor analysis was applied to reveal the sub-dimensions of Protean Career and Boundaryless Career. Kaiser-Meyer-Olkin (KMO) test and Bartlett test were used to evaluate whether it is suitable for factor analysis. The KMO value was 0.90 for Protean Career and 0.85 for Boundaryless career, and Bartlett test was found to be significant for both variables (Sig. 0.000 <0.05), so the data used in the study were found to be quite suitable for factor analysis. After the factor analysis applied, items with low common variance in the Protean Career career and Boundaryless career scales were excluded from the analysis. The reliability analysis for the individual success scale gave the result of 0.87 coefficient.

Table 2 indicates that there are generally weak-moderate relationships between Protean Career career and Boundaryless career attitudes, individual success and gender roles. It is seen that there is a positive relationship between Value Focused and Self-determination ($r = .258$; $r = .306$). It was found that there is a positive relationship between psychological mobility, value focused and self-determination ($r = .263$; $r = .210$). It was observed that there is a negative relationship between physical mobility, self-determination, value focused ($r = -.240$; $r = -.244$) and a positive relationship ($r = .164$) with psychological mobility. A negative relationship between individual career and Physical mobility ($r = -.142$); It was found that there is a positive correlation between Value Focused, self-determination, and Psychological mobility ($r = .406$; $r = .380$; $r = .348$).

A positive relationship between self-determination and male and female ($r = .282$; $r = .133$); A positive relationship between value focused and male ($r = .308$); A positive relationship between psychological mobility and male and female ($r = .385$; $r = .256$); A positive relationship between physical mobility and women ($r = .159$); It was found that there is a positive relationship between individual career and men and women ($r = .232$; $r = .320$). According to the results, both the Protean Career Attitude and the Boundaryless Career Attitude of the men are more. Likewise, it indicates a positive relationship in terms of both career attitudes in women.

Table 2. Correlation Analysis the relationship between gender, Boundaryless career, Protean Career and individual career success

Values	1	2	3	4	5	6	7
1. Man	1						
2. Woman	,201*	1					
3. Self-determination	,282*	,133*	1				
4. Value focused	,308*	,103	,258*	1			

5. Psychological mobility	,385*	,256*	,263*	,210*	1		
6. Physical mobility	-,079	,159*	-,240*	-,244*	-,164*	1	
7. Individual career success	,232*	,320*	,406*	,380*	,348*	-,142*	1

Sig. *p , 0.05 ve **p , 0.01

2.4. Regression Analysis Results

H3. It has a positive effect on women between self-determination and individual career success.

H4. It has a positive effect between Value-focused and individual career success in women.

H5. It has a positive effect on physical mobility and individual career success in women.

H6. It has a positive effect between psychological mobility and individual career success in women.

H7. It has a positive effect between self-determination and individual career success in men.

H8. It has a positive effect between Value-focused and individual career success in men.

H9. It has a positive effect on physical mobility and individual career success in men.

H10. It has a positive effect on psychological mobility and individual career success in men.

Hypotheses have been tested by regression analysis. It was found to be statistically significant (β : 0.650, $p < 0.001$) that it had a positive effect on self-determination and individual career success for women, meanwhile, Value-focused and individual career success (β : -0.052, $p < 0.001$) were found. . No relationship has been found between physical mobility and individual career success and psychological mobility and individual career success. In terms of men, it was determined that physical mobility and individual career success contributed negatively (β : -0,648, $p < 0.001$). As a result of the regression, it was revealed that there is a negative relationship between physical mobility and individual career success and a positive relationship between self-determination and individual career success. No relationship has been found between psychological mobility and individual career success and psychological mobility and individual career success in men. H3 and H9 are accepted while H4 and H7 are rejected.

CONCLUSION

This analysis indicates career successes of the women are positively correlated with self-determination and it is negatively correlated with value focused. The most researches indicates that gender did not have any relationship with career attitude of a person, but few of them found that women increasingly adopted the careers that were not traditional.

Finally, the research findings put forth that there was a negative relation between physical mobility and individual career success of the men. This situation sets forth that when men are not satisfied from the conditions provided by the current business or take a better offer from another business, changing business or searching for a job outside the business will be probable for them. For the women paradigm, this relationship was not statistically significant. Within this context, Segers vd. (2008) women are less motivated with objective career successes such as money, status and promotion, etc. and they are less motivated with occupational safety and they set forth that they will choose careers that will allow for them successful in terms of their own conditions.

It was found that boundaryless career is unrelated with individual career success. This showed that the trend for supporting and maintaining the only active relation between the individuals within and outside the business was not enough to increase satisfaction of the individuals about their individual careers.

The most important constraint of the research is that the sample is representative and not large enough to generalize. In addition, it may be suggested that the study should be conducted with a sample of older employees, other than graduate students who are at the beginning of their working life. However, it can be considered that graduate students are more open to new career forms as a sample, as they are more open to changes in working life and are more exposed to unemployment than adults.

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Covid 19 Pandemisi'nin İran'ın Kentsel Yaşamına Etkisi: Olağan Alışveriş Kentlerinden Kriz Kentlerine Dönüşümün Kısa Hikâyesi

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ÖZET

Tüm dünyayı etkisi altına alan Covid 19 pandemisinde en erken ve kayıplarıyla da en çok etkilenen ülkelerden biri olan komşumuz İran'ın kriz ortamındaki reflekslerini, kent yönetimi, kent ekonomisi, kent halkı ve onların yönetim ve yaşam pratikleri üzerinden anlamaya ve analiz etmeye yönelik olarak bir çalışma yapılması planlanmaktadır. Hazırlanacak bildiride İran'daki olağan kentsel yaşam anlatılacak sonra iki önemli kent Tahran ve Tebriz üzerinden kent ekonomisinde önemli bir payı olan alışveriş merkezlerinin neo liberal politikalarından etkilenmek suretiyle nasıl gelişim ve dönüşüm geçirdiğine kısaca değinilecektir. Tarihi ve eski alışveriş tarzının mı yoksa yeni tip klimalı ve kapalı alışveriş tarzının mı salgın krizini derinleştirdiğine bakılacak, İran kentlerindeki gündelik yaşamdan ve eski yeni AVM'lerden karelerle bildiri zenginleştirilecektir. İki kentin pandemi sürecinde özellikle alışveriş merkezleri üzerinden analiziyle salgın hastalıkların hızlı yayılması karşısında kent ekonomisinin mi yoksa kent halkının mı daha önemli olduğuna karar verme noktasında kent yönetimlerinin tutumu irdelenecektir. Salgınlar, acil durumlar, afetler olağan kentleri nasıl kriz kentlerine dönüştürüyor sorusuna yönelik yeni ve ilginç analizler geliştirilmek suretiyle İran'da "Pandemi Krizi" incelenecektir.

Anahtar Kelimeler: Alışveriş Merkezleri, Covid-19, İran, Kentsel Yaşam, Kriz Kenti

The Effect of "Covid 19 Pandemic" on Iran's Urban Life: The Transformation from Ordinary Shopping Cities to Crisis Cities

ABSTRACT

This study aims understanding and analyzing the reflexes of our neighbor, Iran, which is one of the countries most affected by the Covid 19 pandemic, which affected the whole world, at the earliest and most with its losses, through urban management, urban economy, urban people and their management and life practices. is planned. In the paper to be prepared, ordinary urban life in Iran will be explained, and then, through the two important cities Tehran and Tabriz, the development and transformation of the shopping centers, which have an important share in the city's economy, will be briefly mentioned. It will be examined whether the historical and old shopping style or the new type of air-conditioned and closed shopping style deepens the epidemic crisis, and the declaration will be enriched with frames from the daily life in Iranian cities and old new shopping malls. During the pandemic process of the two cities, the attitude of the city administrations to decide whether the urban economy or the people of the city is more important in the face of the rapid spread of epidemic diseases will be examined, especially through shopping centers. The "Pandemic Crisis" in Iran will be examined by developing new and interesting analyzes on the question of how epidemics, emergencies, disasters turn ordinary cities into crisis cities.

Keywords: Shopping Centers, Covid-19, Iran, Urban Life, Crisis City

GİRİŞ

Toplumların gelişmesi, genişlemesi ve dünyanın farklı şehirleri arasındaki bağlantıların çeşitlenmesiyle günümüz hayatı sadece şehirle ilgili bir mesele olmaktan çıkmaktadır. İletişim, kamu krizi yönetiminde etkin ve yararlı bir role sahip olmasına rağmen, olumsuz ve yıkıcı bir etkiye sahip olmasından dolayı şehirlerin kuruluş temelini de oluşturmaktadır. Çin'in Wuhan kentinde başlayan ve şu anda dünyadaki birçok şehri etkileyen son Covid-19 salgını, şehri ayrı bir faktör ve unsur olarak analiz etmenin yanı sıra küresel gelişmelere de ihtiyaç olduğunu bize göstermesi bakımından dikkat çekicidir.

Dünyanın diğer şehir ve ülkelerinde, şehre yönelik olası tehlikeleri tespit etmek, önlemek ve bununla başa çıkmak için özel bir bakış açısı geliştirilmelidir. Bu özel bakış açısı bize kentsel yönetimin farklı alanları için ayrı ayrı iki düzeyde alınan önlemlere yönelmektedir. İlki, dünyadaki metropollerin düzeyi ve dünyadaki kentsel yönetim düzeyi ikincisi ise, ülke metropollerinin seviyesi ve ülkenin farklı şehirlerinde alınan önlemler ve alınacak derslerdir (Mohammad Hossein Buchani; 2020). Örneğin Çin'in Guangdong Eyaleti, Shenzhen'de merkezi kriz yönetimi, Covid-19 hastalığına karşı da kullanılan SARS ile mücadelede, değerli bir deneyimdi. Shenzhen, hastalığı önleme ve kontrol safhasında Covid-19 krizini yönetmek için sıradan insanlar arasında önleme ve kontrol için standartlar getirme ve yerel topluluklar için yönetmelikler çıkararak, şehirdeki 266 sosyal ve sağlık kurumunun tamamını hastalığın önlenmesi ve kontrol altına alınması için sürece dahil etti. Çeşitli sosyal ve sağlık kurumları, ateşli ve şüpheli hastaları zamanında tespit edip izole etmek ve onları tıp merkezlerine yönlendirmek için ön tarama ve mikro tanı masaları kurdu. Evlerde günlük sıcaklık ölçümleri yapılarak, ateşi olan veya hasta ile yakın temasta bulunan hastalar salgının devam etmesini önlemek için zamanında sağlık kuruluşlarına sevk edildi. Hastalarla yakın temas halinde olanlar için kentte merkezi karantina uygulandı. Singapur da Covid-19 krizinin yönetiminde kilit rol oynadı. Ülke krizi yönetmek için, merkezdeki kamu hastanelerinin yanı sıra çevredeki poliklinikler, yerel hastaneler ve onu destekleyen huzurevleri etrafında bir tıbbi ağ sistemi kurmuştur. Böylece hizmetleri tek çatı altında toplamak suretiyle ekipmanları, yatakları ve elektronik tıbbi kayıtları da paylaşarak kapsamlı bir etki yaratmayı başarmıştır.

Kanada'dan alınan, politika transferi olarak da görebileceğimiz, Acil Durum Operasyon Merkezi, İran'da acil durumlara hazırlanmak için düzenli olarak büyük ölçekli senaryolar yürütmektedir. Örneğin son yıllarda bu senaryolar arasında salgın hasatlıklar, siber saldırılar ve doğal afetler de yer almaktadır. İran'ın İsfahan, Kum, Tebriz ve Tahran dahil tüm şehirlerinde belediye, birçoğu "Ulusal Virüs Genel Merkezi" tarafından onaylanan bir kriz yönetim merkezi oluşturarak Covid-19 ile başa çıkmak için önlemler geliştirmektedir. Bu merkezin, hem şehir yönetimi ve personelinin, hem de halkın virüsle ilgili resmi verilere güvenilir ve hızlı erişiminin sağlanması bakımından; aynı zamanda da Covid-19 ile başa çıkmada etkin rol oynaması amaçlanmaktadır. Bu kapsamda ülkenin önemli (Tahran, Tebriz, İsfahan, Kum gibi), kentlerinde kriz yönetim merkezleri acil olarak faaliyete geçirilmiştir (Mohammad Hossein Buchani; 2020). Bu ilerde çıkabilecek krizlerin de yönetilebilmesi açısından kentlerin yeni yüzyılda ve küresel çağın içindeki yerini tam olarak ortaya koyması bakımından önemli bir deneyim olacaktır.

Bugün önemli olan konulardan birisi de Çarşı/Pazar/Piyasa tartışmasıdır. Tüm toplumlarda ve tabii ki gelişmekte olan İran'da, özellikle de İran'ın Tahran Tebriz gibi kent merkezlerinde çarşı/pazar tartışması çok önemli bir konudur. İran şehirlerindeki pazarlar bir kent merkezi (sosyolojik, ekonomik ve politik) olarak kabul edilir. Diğer bir deyişle *pazar*, diğer kent unsurları ile birlikte kent merkezleri arasında tanımlanmakta ve kent sosyolojisi tarafından inceleme konusu edilmektedir.. Bu çalışmada, günlük eski pazarlar ve yeni kapalı

alışveriş merkezleri üzerinden üzerinden İran'da kentlerin tarihi alışveriş mekanlarını ve modern alışveriş kültürünü ele almak suretiyle bir yandan devlet rejimi ne olursa olsun modernleşme ve neo-liberalizmin tüm **Pazar** kültürüne egemen olduğunu ortaya koymak istiyoruz hem de özellikle salgın hastalıklarda hangi pazar kültürünün kentlerde bu sorunu aşmada daha etkili ve yerinde olduğunu göstermek istiyoruz.

1. İran'da Olağan Sosyo-Ekonomik Kentsel Yaşam ve Pazarın Önemi

Fars edebiyatında yer adı olarak çarşı kelimesinin kökü, mal alım ve satımı anlamına gelir. Keza, Özünde, Fars edebiyatında çarşı kelimesinin geniş bir anlamı vardır. Yani bu kelime kalabalık bir yer ya da mekanın yanı sıra insanların prestij ve önemi için kullanılabileceği bir yer olarak kabul edilir (Shafaegi, 1999). Pehlevi dilinde pazar terimi (واچار واکار vakar ve vacar) anlamındadır, Akhamenid Farsça dilinde ise (آبکاری-Abkari) Aba bileşimi, yer ve iş demek otlatma ve olma anlamına gelir (Shafaegi, 2005). Eski Farsça'da çarşı kelimesi çarşı için kullanılmıştır. Dari Farsça zar eki ortak bir konum anlamına gelir. Arapça'da çarşı, Arap edebiyatında (iğrenç ve zırlı) olarak kullanılmaktadır (Saber, 1985). Tarihi yazıtlarda, çarşı kelimesi Portekizce'de kültür olarak İran'dan Avrupa'ya çevrilmiştir. Terim çoğu Avrupa ve Asya ülkesinde de kullanılır. Pazar, şehirdeki bir yerin bir bölümünü ifade ettiğinden, bir veya daha fazla (ana ve ikincil anlamlardan) oluşur (Abdul Sattar Osman, 1997).

Geçmiş dönemlerde piyasa kavramına muadil olarak çarşı veya pazar kavramı ekonomik faaliyetlerin, sosyal, kültürel, eğitimsel, dini, politik, hizmet ve eğlence faaliyetlerinin tamamını içermekteydi. Buna ek olarak çarşı, bir yere yaşam biçimine veya belirli bir sınıfa ve hatta İslam yaşamının bir sembolüne de karşılık gelebilmektedir. Çarşı hem İslam öncesi hem de İslam sonrası dönemleri yaşayan ülkeler de dahil olmak üzere, İslam medeniyetinin en büyük ve en önemli ürünlerinden biridir. Örneğin, mevcut ülkeler tarihinde (İran, Türkiye ve Balkan ülkeleri) çarşıdan bahsedilebilir. Fakat İslam ülkelerinde, özellikle İran'da pazarın önemli bir yeri vardır. Pazar İran'da geleneksel mimarinin sembolüne işaret etmektedir. Başka bir deyişle, İslami olan veya olmayan sanat eserleri pazarın mimarisinde en iyi şekilde görülebilir.

Medeniyete ve eski İran tarihine bakarsak ilke olarak, İslam öncesi ve hatta İslam sonrası dönemlerde, pazar kavramının sosyal ilişkilerin artmasına, kervan yollarının ve kervansarayların gelişimine işaret ettiği görülür.. Eski İran'da ve hatta bugünkü İran'da çarşı, şehirlerdeki sosyo-ekonomik ve politik gelişmelerin ana odağı olmuştur. Daha önceki açıklamalara ek olarak çarşının İran'ın ekonomik ve siyasi sistemindeki rolü, önemli depoların ve para borsalarının üretim ve dağıtımının yeri olması bakımından da önemli olduğu görülür.. İran'ın geçmişine baktığımızda, ticari merkezlerin tarih boyunca değişimler geçirdiğini ve zamanla geniş bir kentsel arazinin ticari kullanım için tahsis edildiğini, aynı zamanda fiziksel görünümünün dükkanlar, pazarlar, pasajlar vb. şeklinde ortaya çıktığını göstermektedir.

Tarih boyunca İran'da pazarların şehrin kalbi olduğunu söyleyebiliriz. Ancak İran'da, bazı yeni gelişmeler pazarların artık şehirlerde daha önceki performanslarına sahip olamayacağını bize göstermektedir. Bu, diğer kentsel unsurlarla bağlantıları olmasından ve insanların sosyal yaşamları arasında derin bir çatlak yaratmasından kaynaklanmaktadır. Diğer bir deyişle, geleneksel pazarların tarihsel çizgisine baktığımızda günümüzde İran'ın eski pazarlarının kademeli olarak tarihten çekilmeye işaret ettiği görülmektedir. Ancak pandemi sırasında tarihi çarşıların eski ihtişamlı günlerine yeniden kavuştuğu da söylenebilir.



Pazar, aynı zamanda, mekansal fiziki üretimin, pazarlamacıların ve toplumun yapısında etkili olan diğer sınıfların mal alışverişini ve sosyal eylemlerini ekonomik olarak değiştirmede etkili olduğu için de ayrıca önemli bir mekanı oluşturur. Mesleklerinin uygunluğuna ve toplumda var olan arz ve talebe bağlı olarak, İran'da bireyler tek başlarına veya birbirleriyle veya sıradan insanlarla gruplar halinde ticaret yaparlar (Rajabi,2007). Modern zamanlarda ise pazarların David Harvey'in deyiimiyle servet kavramının ve mülkiyet sınırlarının yaratılmasının ürünü olduğu söylenebilir. Bu nedenle herhangi bir sosyo-politik sistem pazar alanının üretimini, toplumun yönetim düzeyindeki ifadesi olarak kabul etmiştir(Dadashpour, Alvandipour 2016). Şehirlerin girişlerinde ve şehirlerin önceden belirlenmiş yerlerinde bazı ticari faaliyetlere ve bazılarının da belirlenen pazar alanının dışında izne tabi tutulması devletlerin piyasaya müdahalesi anlamına gelir ve serbest ve serbest olmayan pazarlarşeklinde karşımıza çıkarlar.

Günümüzde yeni ticari değerler, pazar kavramını yeniden tanımlamakta ve yeni serbest Pazar alanları yaratılmaktayken, diğer yandan yeni pazar alanı üretimi sosyal ilişkilerin de yeniden üretimine, şehir ve toplum kavramının dönüşümüne neden olmaktadır. Pazar, sosyal eylemi yeniden tanımlamaya katkı sağlar ve finansal katmanı devam ettirir. Bu nedenle kentsel eylemde etkili bir varlığı yoktur (Karimi, 2014) .

Aşağıda İran'da farklı tarihsel dönemlerde pazarın sosyal, ekonomik ve politik hayatın işleyişi ve dönüşümündeki yerine bakacağız ve İran'da Pazar denilince geçmişte ne anlaşılıyordu bu gün ne anlaşılıyor, bunun analizini yapmaya çalışacağız.

2. İran Tarihinde Modernlik ve“MEKAN-PAZAR” İlişkisinde Dönüşüm

Rıza Han'ın iktidara gelmesiyle, İran'daki kentsel sistem ve pazarlar, geleneksel yapıları yanında yeni bir aşamaya girmiştir. İran Pehlevi döneminin birinci ve ikinci hükümetleri döneminde daha modern hale gelmiş ve kendisini “Batı” yaklaşımıyla dünya sistemine uyarlamıştır. Ülkenin idari sistemi, hem ekonomik, hem sosyal hem de politik olarak, Batıyı takip ederek büyük bir dönüşüme girmiştir. Kentleşme ve kentsel planlamada İran Batı'yla bir tür modern bağımlılık ilişkisi geliştirmiş ve bu yeni tarzın gelişiyile önce şehir içi ve şehirlerarası ulaşım sistemlerinde dönüşüm başlamış sonra modern Amerikan arabalarının gelişiyile, Gajar/Kaçar İranı döneminin aksine, şehirlere yeni sokaklar ve geçitler inşa edilmiştir.. Modern iş faaliyetleri, inşaatın dönüşümü ve yeni ve geniş caddelerin yaratılmasıyla sokaklarda yeni mağaza tipleri ortaya çıkmıştır. Nakliye ve mal alım satımı geleneksel pazarlara kıyasla, Pehlevi döneminde Batı yaşam tarzının İran'a hızlı girişi ile, iş hayatında eski ve tarihi dokuların şiddetli tahribatı ile sonuçlanmıştır . Öyle ki modernlik altında tüm eski pazarlar önemini kaybetmiş ve ekonomik yıkıma uğratılmıştır.. Bunun yerine, İran'da yeni mahallelerin oluşturulmasıyla ve modern otomobillerin gelişiyile, İran'ın eski kimliği gitmiş, yeni bir kimliğe dönüşmüştür.. Pehlevi döneminden önce İran'da yaşayan diğer etnik gruplara ve tarihsel İslami kimliklere ve de Pazar kültürüne bakılmaksızın yeni bir stil başlatılmıştır (Ismail Sangi ve Omrani, 2008).



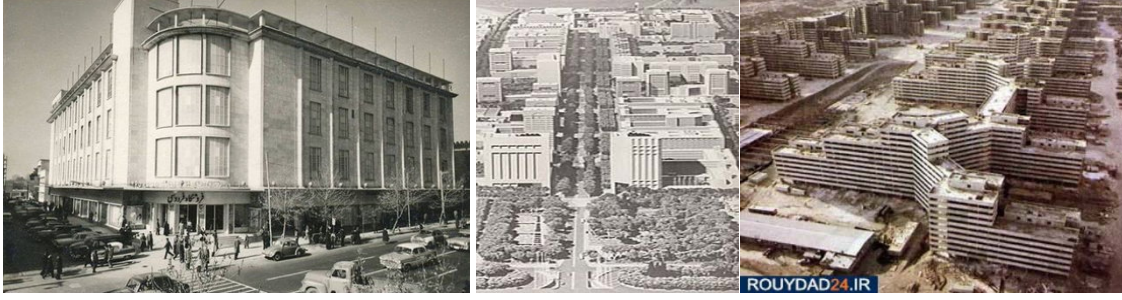
Pehlevi döneminde Ferdowsi Caddesi'ndeki dükkanlar.

Pehlevi'nin ikinci döneminde, İran şehirlerinin en belirgin özelliği ise kentin dikeyleşmesidir. Sosyal sınıfların mekânsal ayrışmasının yanı sıra, iki kutuplu bir çözümlerle kentsel alanlarda dönüşüm yaşanacaktır.. Bu dönemde İran'ın geçmiş kentleşme, pazar ve sosyolojik deneyimleri açısından hiçbir yeri ve anlamı olmayan dikey mimari Pehlevi'nin ikinci döneminde Muhammed Rıza Şah'ın saltanatı ile devam edecektir. Eş zamanlı olarak İran metropollerini kuzey ve güney olmak üzere iki mekanda yoğunlaşınca mekânsal ayrılma kaçınılmaz hale gelecektir.. Bu sistemde, ticari pazarların geleneksel rolü iki farklı yaşam ve alışveriş kültüründe kendisini gösterecektir..

İran'da, yeni mahallelerin oluşmasının yanı sıra yeni alanlara ve ticari alanlara yani pazara ihtiyaç duyulmuştur. Aynı zamanda İran'ın özel ekonomik durumu, potansiyel tüketici pazarı, bu ticaret merkezlerinin sahipleri için güçlü ve cazip olmuştur.. Pehlevi modeli olarak bilinen mimari yeni caddelerde yeni ticari alanlar yaratmıştır. Geniş caddelerde çok katlı binalar inşa etmek bunun tipik bir örneğini teşkil eder. Bu fiziksel-mekansal gelişmelerdeki değişim, Muhammed Rıza Şah, yani ikinci Pehlevi döneminde de görülmektedir. Bunun nedeni ise, Pehlevi'nin ikinci döneminde petrol fiyatlarındaki ani yükselişin servet ve refahın artışına katkıda bulunmuş olmasıdır.. İran'da inşaat sektörünün büyümesi ve refah üzerindeki doğrudan etkisi, ticari alanlara da yansıtılmıştır. Modern ticari binalar arasında, bu dönemde Plasco binası kendini gösterir. 1963 bu yılı düzelt Shamsi'de yapılan bina 23.494 metrekare alana sahiptir ve 14 katlıdır. Bu bina, Avrupa ve Amerika Birleşik Devletleri'nde o tarihlerde bilinen İran ticaret merkezinin ilk ve en büyük kulesidir (Orkad, 1996).



Buna ek olarak, Forghani Pasajı, Kuveyt Pasajı, Jomhuri Pasajı, Abbasi Pasajı, Fotoot Pasajı, Ferdowsi Pasajı, Fereshteh Pasajı ve diğer birçok önemli ticaret merkezleri bu modern çok katlı pazarlar olarak sayılabilir. İran'da özellikle Tahran'da bu dönemde, Jomhuri Caddesi ve Valiasr Caddesi yapılmıştır.



Ancak Pehlevi döneminde gerçekleşen kente ve alışveriş dünyasına ilişkin bu modernleşme , geleneksel İran misyonunun kaybı tehlikesi karşısında sorun ve dirençle karşılaştı. Fakat Pehlevi'nin ikinci döneminde, kentteki modern mekanları kullanmak, ve onları önceki mekanlarla değiştirmek bakımından modern kültüre sahip vatandaşlar da yarattı. Bu yeni tip vatandaşlar, kentsel orta sınıfın ortaya çıkışı ve genişlemesi sürecini başlattı.. Modern yaşam varlıklı sınıflarla uyumluydu ve Batı tarzı modernizasyon sayesinde varsılların o dönemin İran toplumundaki yeni konumunu belirlemede ve sağlamlaştırma öne çıktığı görülmektedir. İran'da modernleşmenin başlangıcında kentsel orta sınıf çoğunlukla tacirlerden oluşmaktaydı. Ancak zamanla idari sistemin büyümesi ve hem kamu sektöründe hem de ülkenin her düzeyinde mühendis, teknisyen ve yöneticilere olan ihtiyaç ile özel sektör İran'da Batı tarzı okuryazarlığın hızla yayılmasıyla, serbest çalışanlar, askeri personel, idari personel ve özel sektör teknisyenleri ve aydınları içeren kapitalist olmayan orta sınıfın ortaya çıkışına sahne olmuştur. Bu sınıfın üyeleri Pehlevi döneminde hükümeti kurmada ve modernleştirmede ana aktörleri oluşturmaktadır (Kazemi ve Abbas, 2005).

3. İran'da İslam Devrimi ve Alışveriş Dünyasında (AVM) Neo-Liberal İzler

1979 İslam Devriminin İran üzerinde önemli bir etkisi oldu: **Dini demokrasi**. Ancak bu yeni demokrasi İran İslam Devrimi'nden sonra Reformistler ve İslamcılar tarafından yürütülen süreçte İran'ın her alanında yönetsel krizlere tanıklık etti. Yine de 1980 ve 1990'ların sonlarında kentleşme ve kalkınma rasındaki bağlantıdaki yeni bir anlayış İran'daki modernitenin özellikle ticari alanlarında ortaya çıkmayı başardı. Bu dönemde metropoliten bölgelerde kentleşmenin gelişimi ve otoyolların inşası başladı. Yıpranmış kentsel dokular önceki uygarlıkların ve kültürlerin izlerini koruyarak gelişme ve ilerleme sağladı. Bunun şehirlerin eski ticari alanları üzerinde büyük bir etkisi oldu. Modern dönemde büyük ve lüks ticari binalar, yeni otoyolların inşasıyla birlikte doğmuştu ve dükkanlar, meydanlar, yeşil alanlar, kavşaklar ve de vitrinler ve reklam panoları vs. yayalar için değil, şehrin kalbinde hızla büyüyen otomobil terafigi için büyük büyük inşa edilmişlerdi. Bu nedenle vitrinler binalara ve yapıların genişliğine ve ihtişamına göre yerleştirmek suretiyle modern yaşam hızla geçen lüks otomobillerin görebileceği büyüklüğe erişmişti. İş merkezlerindeki trafik sistemi, yeni elektronik ve bilgisayar ürünlerinin tanıtımı ile birlikte patlasa da, dünyanın büyük başkentleri ticari komplekslere ve büyük Volkswagen oto galeriler almaktaydı.

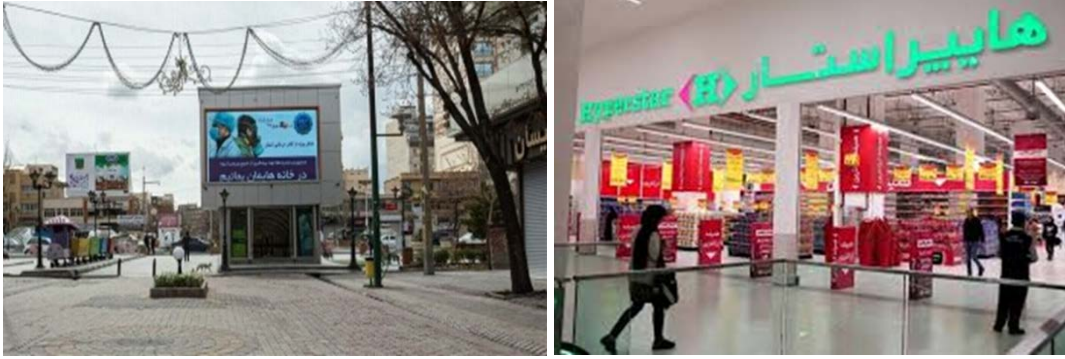
İran'da İslam Devrimi'nden bir süre sonra ticari kullanım için geniş kentsel arazi alanları tahsis edildi. Bu arazilerde de yeni dükkanlar, çarşılar, pasajlar ve daha da büyük mağazalar inşa edildi. Beklenildiği gibi eski fonksiyonlarına sahip geleneksel pazar ve rekreasyonel fonksiyonlar maalesef geçmişte kaldı. Bu yeni yapı stili 1990'larda inşa edildi. Fakat 2000'den bu yana İran'da küreselleşmeci ilerleme ve gelişme tüm alanlarda özellikle de çalışma konumuz olan AVM'lerde hız kazandı. Bir yandan küresel kültüre ayak uyduran ultra modern ve lüks AVM'ler inşa edilirken, eski pazarlar da kendi öz kültürüne yabancı restorasyonlara maruz kaldı. Geleneksel alışveriş dünyası kabuk değiştirerek sosyo-ekonomik ve politik işlevinden

kopartıldı; sadece ticari alanlara ve boş zaman geçirilen eğlence mekanlarına dönüştürüldü. Bu eğilim bu gün de devam etmektedir (Alizadeh, Hoshmand, Kiyomerse habibi:2011).



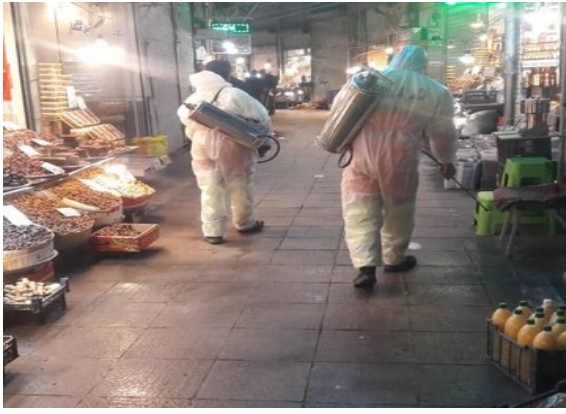
4. Pandemi Sürecinin İran Kentlerine Etkisi: Tahran ve Tebriz Kent Örnekleri

İran'da Covid-19'un patlak vermesi ve yayılma korkusu, Doğu Azerbaycan vilayetinin başkenti Tebriz şehrini son derece terk edilmiş ve bir "hayalet kent" haline getirdi (Anadolu Farsça Haber Ajansı; 2020).



Tebriz Belediyesinin virüsün yayılmasını önlemek için sağlık alanında ortaya çıkan ve tehdit haline gelen sorunlara bir dizi önleyici tedbir koydu. Bunlar arasında AVM'lerde ,otogar ve tren garları yolcu terminalleri ile taksiler ile ulaşım sektöründe önleyici tedbirler almak sayılabilir. Tebriz Belediyesi, vatandaşlarının konforunu, refahını ve güvenliğini sağlamak ve artırmak için önleyici tedbirlere de başvurmuştur. Tebriz belediye başkan yardımcısı, “Belediye tarafından mevcut alanda en çok düşünülen şey, kentsel alanda güvenlik önlemleri almak ve önleyici tedbirler getirmek için kentsel reklam alanlarını ve reklam panolarını kullanmaktır” (Shahriari Haber Ajansı, 2019) şeklinde ifade ederek salgınla mücadelede bir zamanlar modern alışverişin adresini göstermek için kullanılan billboardların Covid'19 la mücadelede kent yönetimleri tarafından kullanılmaya başlandığını göstermek istemiştir.

Halka açık yerlerin dezenfeksiyonu ve Sekizinci Bölge Belediye Hizmetleri Vekili, ilçe merkezindeki tüm yolları ve ilçe belediye servis acentelerinin 24 saat dezenfekte edildiğini belirtmiş ve Tebriz'de her caddede dezenfeksiyon çalışmaları yapılmıştır. Yine Şarban Çarşısı, Sahib Al-Amr Meydanı gibi şehir içi yollar ve halka açık alanlar Tebriz İtfaiye Teşkilatı operasyon güçleri tarafından dezenfekte edilmiştir.(Shahriari Haber Ajansı, 2019).



Covid'in yayılmasını önlemek için market girişlerine vatandaş dezenfeksiyon tünelleri kurulmuş, Belediye itfaiye ve güvenlik teşkilatı başkanı Hadi Bedri "Şohada ingilap Meydanı ve önemli güzergahlar, özellikle Tebriz ve Tahrandaki bütün çarşılarda, vatandaşları dezenfekte etmek için çarşı girişine dezenfekte tünelleri" kurulduğunu söylemiştir (Imna Haber Ajansı, 2020) .

Doğu Azerbaycan'da salgın kısıtlamalarının uygulanması için kapsamlı plan yapılmıştır. Plan 1 Aralık 2020 günü, Doğu Azerbaycan'da ülkenin geri kalanıyla aynı zamanda başlamıştır. Kapsamlı plana göre, turuncu seviyedeki şehirlerde trafikte olanlara 500.000 tuman (İran Para birimi), kırmızı seviyedeki şehirlerde ise günde 1 milyon tuman para cezası kesilecektir. Kırmızı seviyedeki şehirlerde akşam 21:00'dan sabah 04:00'a kadar araç trafiği yasaklanmış ve zorunlu işler dışındaki tüm işyerleri kapatılmaya başlanmıştır. Diğer yandan insanların geçim kaynakları ve yaşamları ile ilgili önemli faaliyetler ile üretim tesisleri faaliyetlerine devam edecek. Bu planda, karantınayı ihlal edenlere 200.000 Tuman para cezası uygulanacaktır. Plana göre kırmızı seviyedeki şehirlerde çalışanların üçte birinin ofislerde bulunması gerekmektedir. Personelin üçte birinin sarı ve diğer yarısının turuncu renkte ofislerde bulunma zorunluluğu vardır. Doğu Azerbaycan aylardır kırmızı seviye durumundadır ve Tebriz Tıp Bilimleri Üniversitesi yetkililerine göre Doğu Azerbaycan'da günlük 500 kişinin test sonuçları pozitif çıkmakta ve bu pozitif vakalar içinde ölü sayısı 19'a yükselmektedir .. (İran İslam Cumhuriyeti Haber Ajansı(İRNA),, 2020). Şu anda ülke, ülke nüfusu ile karşılaştırıldığında salgını kontrol etmek için iyi bir konumda değildir. İstatistikler henüz kabul edilebilir bir sayıya da yakın değildir ve kısıtlamalar ve protokoller daha ciddiye alınmak mecburiyetindedir. Tahran metropolünde bulunan Covid-19 Yolsuzlukla Mücadele Yönetimi, hastanelerin vaka sayılarını karşılamada yetersiz gelmeye başladığını ve durumun endişe verici olduğunu belirtmiştir. Dünya Sağlık Örgütü iki haftada 100.000 vaka tespit edildiğini ve şu anda Tahran'da durumun ciddiyetinin kırmızı seviyeye çıktığını ifade etmektedir. (Mashreq Haber Ajansı, 2020.)

Tahran Üniversitesi Araştırma Şansölyesi Yardımcısı Rahimian, gerekli hazırlıkların yapıldığını ifade etmiştir, ayrıca ülkenin üniversite uzmanları ağının işbirliği ile bu hastalığı kontrol altına almak ve tedavi etmek için etkili stratejilerin uygulanması yönünde çalışmalar gerçekleştirdiklerini söylemektedir. Bu çalışmalardan birisi ucuz suni solunum sisteminin inşası ve ülkede üretiminin serbestleştirilmesidir. Bunun yanında Covid 19 krizinin çeşitli yönlerine çözümler sunmak ve incelemek için makroekonomik danışma kurulu oluşturulmuştur. Tahran Üniversitesi Sosyal Çalışma Grubu özel toplantılar düzenleyerek, bu toplantılar, İran'daki salgının sosyal sonuçlarını ve bununla başa çıkma yollarını incelemeyi amaçlanmaktadır. Alanında uzmanlarla işbirliğine gidilerek krizi yönetmek ve kenti bu krizden en kısa sürede çıkarmak için ağırsal işbirliğine gidilmiştir (TasnimHaberAjansı,2020.) Sağlık Bakanı da, salgın yönetimindeki en büyük zayıflığı ciddi olmamak, maske takmayan ve 14 günlük karantinaya uymayan kişilere görece ağır para cezaları uygulanamaması şeklinde sıralamıştır. Şuan Tahran salgında üçüncü seviyeyi görmüştür ve bu şekilde gittiği takdirde,

dördüncü hatta beşinci dalganın bile görülebileceğini söylemek mümkündür. Hastanelerin doluluk oranı Tahran'da her geçen gün artmaktadır. Tahran'daki hastanelere sevk edilen günlük hastaların yaklaşık% 20 ila 25'inin özel tıbbi hizmetlere ihtiyaca ulaşmada sorun yaşamaktadır. İran'daki Hemşirelik Örgütü ise durumun ciddiyetini ortaya koymak adına şu anda yaklaşık 6.000 hemşirenin Covid-19 hastalığı nedeniyle hastalık izninde olduğunu ifade etmektedir. Sağlık, Tedavi ve Tıp Eğitimi Bakanlığı'na göre ise 20 Ekim 2020 itibarıyla ülkede 539.670 kişinin covid olmuştur ve ülkede şu ana kadar ölenlerin sayısı 31.034'e ulaşmıştır. (İran İslam Cumhuriyeti Haber Ajansı (İRNA), 2020)

5. Covid-19'un İran'ın Kent Ekonomisine ve Alışveriş Dünyasına (AVM'lere) Etkisi

144' ten fazla ülkede etkili olan salgın nedeniyle bugün İran kentleri de bu salgından aşırı şekilde etkilenmiştir. Pandemi kentlerin sadece sosyal dokusunda değil ekonomik ve politik alanlarında ve özellikle çarşı ve alışveriş merkezlerinde büyük etki yaratmıştır. Dünya piyasalarında petrol fiyatları yaklaşık% 34 düşmüş, 2008'den sonra en büyük resesyona da tanıklık etmiştir. Dünyanın ekonomik görünümü belirsizlik içindedir ve salgının büyüme üzerinde %1-1,3 arasında bir maliyetinin olacağını ifade etmektedirler.

Salgından en çok etkilenen İran da, bundan payını almaktadır. Endüstrisi ve hizmet sektörleri etkilenmiştir. Kara sınırlarından yapılan ihracatta aksama, turistlerin geliş ve gidişlerinin azalması, fiyatların düşmesi ve küresel petrol talebindeki azalış ülkenin ve kentlerinin durumunu doğrudan etkilemiştir. Ülke kentleri çeşitli ekonomik faaliyetler, ulaşım, halkla ilişkiler, belediye hizmetleri, konaklama ile ilgili hizmet faaliyetleri, yeme ve içme ve tekstil alanlarında ciddi darbeler almıştır. 2020 yılında İran ekonomisinin büyümeyeceği öngörülmektedir.

İstihdam alanında da sert düşüş söz konusudur ve bunun işgücü piyasasında hem arz hem de talep bakımından ciddi sonuçları olacaktır. Ekonomik faaliyetlerin kapatılması veya azaltılması, küçülmeye ve işgücü talebinin azalmasına yol açacaktır. Bütçe alanında salgının vergi kapasitesi üzerindeki olumsuz etkisi nedeniyle ekonomik faaliyetlerde kayıp, azalan petrol talebi ve petrol fiyatlarında düşme ve uluslar arası ticarete uygulanan politikaların yetersizliği, kentlerdeki işletmeleri doğrudan bir risk ve krizle karşı karşıya bırakacaktır. Hükümet kentler için yeterli derecede önlem almış durumda değildir. Ayrıca kentler üzerindeki vergi baskısı ve kentlerdeki özel sektöre yönelik tam kapatma yönündeki uygulamalar da işin bir başka boyutunu oluşturmaktadır.

Ticaretteki sert düşüşler beraberinde kentleri de çare aramaya itmektedir. Ancak salgının dünya ölçeğinde devam etmesi İran kentlerindeki ticari döngüye de eksi yönde tesir etmekte ve işletmelerin ayakta kalmasını zorlaştırmaktadır. İthalattaki azalma, döviz arzının beklenenden aşağıda kalması, kısıtlamalar ve ambargolar bu zorluğun görünen bir kısmını teşkil etmektedir.

Konut piyasası da salgından etkilenen diğer bir sektördür. Konut satışları tarihi bir durgunluğu göstermektedir. Konut piyasasında maliyetlerin artması, insanların alım gücünün azalması ve hükümet politikalarının olumsuzluğu ile birlikte İran kentlerinde konut piyasası önemli derecede küçülmüştür.(Habib Soheili, 2019). Hem vatandaşların hem de hükümetin ve kent yönetiminin çok zor ve eşi görülmemiş bu durum karşısında sorumluluğu vardır (Rafieian, 2011) .

Genel olarak salgının İran kent ekonomisi üzerindeki etkileri incelendiğinde, dış ticaret, üretim ve istihdam, bütçe, döviz piyasaları, konut, altın, borsa ve sermaye piyasaları, fiyatlar ve enflasyon, su tüketimi, elektrik tüketimi gibi çeşitli ekonomik sorunlar olarak sıralandığı görülmektedir. Pandemiden en çok zarar gören veya geçici olarak kapatılan en önemli ekonomik faaliyetler konaklama, yiyecek içecek, giyim ve diğer hizmet sektörleridir. Sonuç olarak salgın ülke ekonomisine ve doğrudan kentlere ve bu hizmetlerin yoğun şekilde

sunulduğu modern AVM'lere büyük zarar vereceği ortadadır. Büyük olasılıkla, İran ekonomisi için sifıra yakın pozitif büyüme tahmini gerçekleşmeyecek ve ülke bu yıl sonunda negatif büyüme ile kapanacaktır. Mevcut durumdan en çok zarar gören işletmeler, önemli bir sayı olan toplam istihdamın% 20,32'sine denk gelen 54 faaliyet kategorisidir. Bu 54 kategori 16 gruba ayrılmıştır.

Salgının yayılması, İran şehir ekonomisine ve kentsel yönetime her şeyden çok meydan okuyan krizlerden biridir. Ülkedeki belediye gelirlerinin çoğu, sürdürülebilir ve güvenilir olmadığından, şoklardan, krizlerden, kanun ve yönetmeliklerdeki değişikliklerden ve ekonomik dalgalanmalardan ciddi şekilde etkilenmektedir. Ekonomi uzmanları, Covid 19 hastalığı salgınının yol açtığı koşullar nedeniyle ekonomik ciroların durması ve birçok işletmenin kapanması ile belediye gelirlerinin önemli bir kısmı bu yıl gerçekleşmeyeceği yönünde açıklamalar getirmektedirler. Belediyelerin gelir kaynaklarının bina ve arazilerdeki geçiş ücretleri, iletişim ve ulaşım ücretleri, iş ücretleri, satışları içerdiği düşünüldüğünde bu önemli bir sorundur. Bu sorun kentlerin gelişimini ve sosyal dokuyu temelinden etkilemektedir. Ayrıca vergiler, eğlence ve geçiş ücretleri, hizmetlerden, ve cezalardan elde edilen gelirler, bağışlar, krediler ve İçişleri Bakanlığından gelen yetersiz ödemelerin en iyimser olasılıkla en az % 25'inden mahrum kalacağını göstermektedir.

Öte yandan belediyeler, kentin ekonomisini ve kentsel ekonomik krizleri kontrol etmede etkin ve belirleyici bir role sahip değiller. Ülkede merkezileştirilmiş yönetim fikrinin hâkim olması nedeniyle kent ekonomisi de tüm boyutlarıyla hükümet tarafından yönetilmektedir, Bu da belediyelerin kamu gelirleri ve vatandaşlardan toplanan vergilerdeki çok küçük payıyla örneklendirilmektedir. Salgınla başa çıkma bağlamında, belediyeler üzerinde zaten mali yük olan, özellikle büyükşehir alanlarındaki personel ücretleri, atık yönetimi, artan hizmetler nedeniyle yolların ve kentsel alanların temizlenmesi ve bakımı gibi mevcut maliyetlerin yanına, kentsel ulaşım alanında bir dizi önlemlerin, istasyonların, terminallerin ve otobüslerin, metro araçlarının, taksilerin toplu taşıma araçlarının dezenfeksiyonu, sosyal mesafenin belirlenmesi, sağlık talimatlarının tanıtım içeriğinin üretimi ve dağıtımını, reklam panolarında gösterilmesi, sürücü ve çalışanların sağlığının izlenmesi, sıhhi malzemelerin dağıtımını, boş filoların gönderilmesi yeni mali yükler eklendi.

Bunların dışında özel taşımacılık yapanlara tazminat ödenmesi, geçiş ücretlerinin affedilmesi ve taksi ruhsatlarının uzatılması, ve geçiş ücretlerinin kaldırılması, en önemlisi bankalara ve finansal-kredi kuruluşlarına olan mali yükümlülükler ile sigortaların ve toplu taşıma araçlarının salgına karşı güvenli şekilde geliştirilmesine yönelik planlar ve projeler açısından, ülkenin kentsel yönetimi, finansman açısından ciddi bir sorunla karşı karşıya kaldı. Kentsel yönetim alanında artan maliyetler ve gelirdeki önemli düşüşler, belediyelerin çoğunun, özellikle salgın ve sonrasında metropol alanlarının toplu taşıma dahil vatandaşlara hizmet sunmada büyük sorunlar yaşamasına neden oldu. (Hatamzade, Kermanshahi, 2020).

Ancak esas sorun salgın nedeniyle Tahran'da 42 günlük pazar kapatılması ile ortaya çıktı. İçişleri Bakanlığı 1 Kasım 2020'den itibaren tüm alışveriş merkezlerinin (AVM) iki aylığına kapatılacağını duyurdu. Bunun nedenini Tahran valisi şöyle açıkladı” Covid 19 vakasını durdurmak için çaba sarf ediyoruz”. Tebriz ve Tahranda modernleşme döneminde başlayan kapalı ve klimalı tüm alışveriş merkezleri iki ay kapatıldı. Modern ve ultra lüks mağalarla dolu küresel çaplı AVM'ler kapatılırken geleneksel alışveriş merkezleri faaliyetlerini sürdürmeye devam ederek kent sakinlerinin ihtiyaçlarını karşılamaya devam etti.



Kapalı lüks ve modern AVM'lerin iki ay kapalı kalması sonucu ortaya çıkan ekonomik kriz AVM'lerin belirli koşullar altında yeniden açılmasına yol açtı. Kent sakinleri AVM'lere kuyruk bekleyerek ve dezenfekte edilerek, ateşleri ölçülerek ve maskeli girmek zorunda kaldılar. Dezenfeksiyon için AVM'lerin girişlerine ve çıkışlarına dezenfekte tünelleri kuruldu. Ateş ölçerler satın alındı. Mağaza çalışanları maske taktılar ayrıca mağazalara maskesiz giriş yasaklandı. Müşteriler mağazalara belirli sayılarda kabul edildiler. Oysa Tebriz ve Tahran'daki geleneksel çarşılar gün içinde binlerce vatandaşın alışverişlerini AVM'lere göre daha sertbest şekilde yaptığı yerler olarak daha fazla tercih edildi. (Mehr Haber Ajansı, 2020).



Sağlık, Tedavi ve Tıp Eğitimi Bakanlığına göre ülkedeki toplam Covid-19 hasta sayısı 692.949'a, toplam ölüm sayısı 38.749'a ulaştı fakat diğer yandan şu ana kadar 525.000 kişi iyileşti veya hastanelerden taburcu edildi. 5,561 Covid-19 hastası ise yoğun bakımda bulunmaktadır. Şu ana kadar da 5,263,173 kişi testten geçirildi. Tahran, İsfahan, Kum, Doğu Azerbaycan, Güney Horasan, Semnan, Qazvin, Lorestan, Ardabil, Khuzestan, Kermanshah, Kohgiluyeh ve Boyer-Ahmad, Gilan, Bushehr, Zanjan, Ilam, Horasan Razavi, Mazandaran, Chaharmahal ve Bahhtiari, Alborz, Batı Azerbaycan vilayetleri Markazi, Kerman, Kuzey Horasan, Hamedan, Yazd ve Kürdistan kırmızı renkte, Hormozgan, Fars, Gülistan ve Sistan ile Belucestan vilayetleri turuncu ve sarı renktedir (Sağlık Bakanlığı İstatistik ve Bilgi Teknolojileri Yönetim Merkezi'nin katılımıyla Halkla İlişkiler ve Bilgi Merkezi, Tedavi ve Tıp Eğitimi, 2020).

6. İran Kentlerinde Kriz ve Kent Yönetimlerinin Krizler Karşısındaki Mücadele Yöntemleri

Salgını kontrol etmek için, birçok ekonomik faaliyette bir azalmaya yol açan salgın zincirini kırmak için sosyal bir mesafe programı başlatmak, şehirlere giriş ve çıkışları kontrol etmek, çalışma saatlerini azaltmak, bazı loncaları ve işletmeleri zorla kapatmak, okulları ve üniversiteleri kapatmaya devam etmek İran'ın alışveriş kentlerini kriz kentleri haline getirdi. İş yerlerinin kapanması, küçülmeye, gelirlerin düşmesine ve daralmaya yol açtığından dolayı kentlerin ticari hacmi de küçülmeye başladı. Bu yüzden kentlerin daha aktif şekilde salgınla mücadele etmesi bu bağlamda zor koşullarda gerçekleşecek bir hal aldı. Kentlerin pandemi karşısında tam olarak etkin bir şekilde yönetildiğini söylemek zordur. Bunun altında hükümet politikalarının kentler üstündeki baskısı, küreselleşmenin getirdiği finansal zorluklar, ambargonun uzun yıllar devam etmesi, kent yönetimlerinin merkez tarafından vergiler ve yasalar üzerinden yönetilmeye çalışılması gibi pek çok sebep yatmaktadır (Ali Davari, 2020). İran kentlerinin krizle baş etmesinde belli başlı bazı mücadele yöntemleri olarak;

- 1-Kentler arasında, özellikle büyük kentler arasında, ticari faaliyetlerin belli seviyenin altına düşmemesi için belediyeler arasında hizmet alım anlaşmalarının yapılması,
- 2- Kentler arasında işbirliğinin daha etkin olabilmesi için belediye meclislerinde öncelikli maddelerin görüşülmesi için ortak çalıştayların kurulması,
- 3- Kentlerin ve çarşı yönetimlerinin salgından daha az hasarla çıkabilmesi için belediye meclisleri ile elektrik, su, atık vb. bazı alanlarda fiyat indirimleri konusunda protokollerin imzalanması,
- 4- Merkezi yönetimle belediyeler arasında salgın döneminde vergilerin belli dönem için alınmaması veya vergi oranlarında indirime gidilmesi gerektiği ifade edilmektedir.

SONUÇ

Geleneksel çarşılar İran geleneksel yaşamının ve mimarisinin bir sonucudur. Tasarımı ve deseni ile İslami çarşının kent hayatında icra ettiği sosyo ekonomik ve yönetsel fonksiyon iyi bilinmektedir. Çarşı, İran şehrinin eski ve tarihi dokusunun ana unsurlarından biridir ve aynı zamanda İran'ın tarihsel bir köküdür.. İran uygarlığının binlerce yıllık geçmişini yansıtan bir köktür ve Çarşı İran kentleri için önemli bir ekonomik, politik ve sosyal merkezdir. Ayrıca çarşı siyaseti ve kimliği üreten kamusal alandır.

Ancak Pehlevi döneminde modernleşme ile beraber Batı mimarisi mal ve örüntülerinin İran kent yaşamına gelişiyle yollar, konutlar ve özellikle çarşılar, kentlerin yapısında sadece karşılaşma ve ticari alanlar olarak tasarlanmaya başlamıştır. Bu gelişme İran'ın alışveriş kültürünü ve sosyal hayatını Batılı manada dönüştürmüştür.. Kentin AVM'lerini mal arz ve talebinin sadece karşılaştığı diğer fonksiyonların ise ihmal edildiği başka bir alan haline getirmiştir. Moderniteye olan inanç, aynı zamanda modern sermaye ilişkileri ve değerleri ile insanların deneyimlediği mekanların ve binaların temellerini oluşturmuş ve İran kentlerini dönüştürmüştür.

Bu dönemde modern pasaj tarzı çarşının kentteki varlığı, yeni kamusal alanlar ve yeni eğlence mekanları yaratılmasını sağlamıştır. Yani çarşılar kendi içinde bir evrim yaşamış İslam Devrimi'nden sonra da modern kentsel yaşam ve modern yaşam deneyimlerini üreten “Parizyen Çarşılar” varlıklarını devam ettirme yönünde çaba sarf etse de de bir süre başarılı olamamıştır. Bu dönemde geleneksel çarşıların restorasyonu ve yeniden parlatılması söz konusu olacaktır. İslam devrimi köklerini restore edilen çarşılar (Aşura Ayları bu çarşılar toplu olarak kutlanacaktır) yeniden üretmek için mücadele etse de İran kentleri 90'lı yıllarda

tüm dünyaya damgasını vuran küresel ekonominin ve onun gözdesi yeni AVM'lerin yürüncesine girmekten kaçamayacaktı. Yeni ultra modern AVM'ler küresel kültürün yeni ürünleri olarak İran kentlerinde pıtrak gibi çoğalacak ve yeni küre- kentsel kültürü üretecekti. Covid-19 Pandemisinin ortaya çıkmasıyla birlikte, İran kentlerinde salgının yönetimi konusunda tam olarak başarı sağlanamayacaktır. Bunun nedenlerinden birini, geleneksel çarşıların uzun yıllar ihmal edilip, yeni yaşam kültürünü ve ticareti üreten kapalı, klimalı, kitleleşmiş ve küresel AVM'lerde aramak yanıltıcı olmayacaktır. Kentlerin ve binlerce yıllık tecrübenin sonucu ortaya çıkan geleneksel İran çarşılarının ve ticaret hayatının salgından sonra yeniden keşfedilmesi tesadüfi değildir. Covid 19 salgını geleneksel İran çarşılarının kamu sağlığı ve insan doğasına uygunluğunu küresel AVM'ler karşısındaki mütevazı üstünlüğünü bir kez daha ortaya koymuştur.

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The Impact of the Macroeconomic Factors over the Performance of the Banking Sector in Republic of North Macedonia

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ABSTRACT

Monitoring and assessment of the performance of banks and the banking sector as a whole, presents a serious challenge, especially in the environment in which they operate today. The needs and demands of the clients are constantly increasing and changing, as well as the regulatory requirements, which influence the banking operation process, their efficiency, and effectiveness. This paper examines the importance and effects of the macroeconomic factors over the performance of the banking sector in the Republic of North Macedonia, considering the trend in the banking industry. Thus, the logic behind this research is to determine whether and in which direction are aimed effects of some selected macroeconomic variables. The relation between the profitability of the banking sector and some macroeconomic variables has been analyzed by employing ordinary least squares method, to perceive the results of the sector and to identify trends in the key indicators and the factors affecting the performance. The study is based on secondary quarterly data on the performance of the banking sector and some selected macroeconomic variables published by the NBRNM, as well as data from the banks' financial statements for the period between 2010-2019. The general conclusion from this analysis is that the unemployment rate and average net salary growth both significantly affect the profitability of the banking sector in the Republic of North Macedonia, but GDP growth and the National Bank policy rate both are statistically insignificant in the model.

Keywords: ROAA, Banking Sector, Macroeconomic Factors, Ordinary Least Squares Method

INTRODUCTION

The past two centuries has marked the development of the market economy, which is directly correlated to the development of the financial sector, comprising the banking system. In other words, the development of the banking system has contributed to the development and strengthening of economic movements. Therefore, the banking system and its operations are essential in theoretical and practical aspect.

The main function of the banks is the intermediation function performed through the purchase of surplus funds from economic units (business sector, government and individual / household) and distributing them to deficit economic units (Hempel, 1994). The second role is providing the economy with liquidity. The globalization had its impact over the increase of the risk the banks encounter. Therefore, as banks insolvency and non-liquidity can have an impact

over the debtors, shareholders, deponents and other institutions borrowing from the bank, banks can have bigger impact on the economy, compared to any other company.

However, there are some serious indicators which warn that the main characteristics of the banking system are in correlation to the periodic instability of the market. The global financial crises caused bankruptcy of some of the biggest financial institutions, underlined the risks encountered by the global financial system, and imposed concern for a radical reform of the banking sector.

In terms of overall overview of the conditions and the perspectives of the banks in the modern business environment, it is necessary to consider the development of the banking operations, the understanding of the banking principles and the banking operation principles. The most important questions regarding this matter is why the banks following the changes in the world economy have new tendencies, as well as the changes in the new scientific paradigm, and how they have changed the business philosophy. In that regard, the answer is that in order to enable its stability and profitability, significant reforms were conducted in the banking sector.

During the past couple of years, we have witnessed an intensified presence of foreign capital inflows in the total capital, increased concentration, increased competition, increased participation of alternative distribution channels, and decrease of operational expenses which caused need for additional productivity and efficiency in the operations.

The development of the new technologies and the achievements in the field of information technology had significant impact over all aspects of banks operations. Financial innovation and the competition in the banking sector lead to decrease of the interest margin in the banking sector and thereof the profitability. On the other hand, in order to comply with the international banking regulation and the corporate management, the banking legislation experienced significant changes. This especially refers to compliance with the BASEL regulation which increased the liquidity as well as it increased the capital requirements implied to the banks. As a result of these changes, in the past couple of years we have witnessed the transformation and modernization of the banking sector, where the foreign banking groups had the biggest impact through overtaking and merging in the banking sector.

The performance of the banks and the banking sector have always been and will be subject of analyses, as it reflects the conditions and the trend of movement in the banking sector, as well as the correlation of certain factors which have the biggest impact over the overall performance of the banks.

The analyses of the performance and the financial indicators of the banks and the sector in general, enables making of rational decisions in corporate management and maintenance of stability in the banks as well as the financial system in overall. The evaluation of the performance of a certain bank, and the sector as a whole, is important for the economy and especially for the subjects which are directly involved in the banking system as deponents, shareholders, potential investors and regulatory bodies.

The evaluation of the profitability of the banking institutions is based on the financial analyses, i.e. analyses of the financial statements and financial indicators of profitability and risk. However, while evaluating the banks performance, the supervisory entities take under consideration not only the qualitative aspects of the bank's operations, but the quantitative indicators too.

Taking under consideration the importance and effects that the financial and banking sector have on the overall economic wellbeing, it is of essential importance to analyze the performance and the determinants of the performance of the banking sector. Hence there is a particular interest in analyzing the two main determinant groups that are extremely important for the performance of the banking sector - the macroeconomic environment (which defines the key environment for efficient functioning) and the organizational factors.

In our paper we attempt to determine the key determinants of the performance of the Macedonian banking sector.

1. LITERATURE REVIEW

The macroeconomic environment in which banks operate is a set of factors that influence the direction of banks' business activities as well as their performance. Research conducted by Gonzales - Hermosillo, Pazarbasioglu, and Billings (1997) shows that macroeconomic factors have a significant impact on financial performance. Among the most important macroeconomic factors that have an impact on the financial performance of the banking sector are the following: gross domestic product, exchange rate, inflation rate and the amount of the referent interest rate of the National Bank. In order to obtain a complete picture of the economic environment, in addition to the aforementioned macroeconomic factors, other macroeconomic determinants are often analyzed, such as: budget deficit, public debt, current balance, as well as the country's international investment position.

A study of Athanasoglou et al. (2006) conducted on Greek Banking industry over the period 1985-2001 reveals that the macroeconomic factors are not significantly affecting the profitability of the banks while all bank specific factors are strongly affecting profitability.

In the study of Pasiouras and Kosmidou (2007), conducted to 584 European banks between 1995 to 2001, reveals that the effect of the inflation is minor or has small influence on profitability of the domestic banks and negative influence on the banks with majority foreign ownership.

External factors of the profitability of the banks are not under control of management body of the banks (Vong & Chan, 2009). In the part of the external factors, in most of the papers there is an evidence over the impact of Gross Domestic Product on the profitability of the banks.

The growth of the GDP is linearly connected to the credit demand which shows that GDP increase leads to higher credit demand and vice versa (Ongore & Kusa, 2013). In a study by Bilal et al., (2013), conducted on Pakistan Banks have discovered that GDP has linear positive effect over ROE.

In a study performed by Toprak and Talu (2015) attempted to reveal the bank-specific and macroeconomic factors of Turkish commercial banks between 2005-2015. They conclude that among macroeconomic factors, real GDP and interest rates have positive relation with profitability while the TL exchange rate has a negative impact.

Ghurtskaia (2018) in her paper performed regression analysis between the dependent variable ROA and independent variables which include ROA, unemployment, inflation, FDI and exchange rate in Georgia. The study suggests that macroeconomic factors have minor significance with the profitability of the banks.

2. EMPIRICAL ANALYSIS OF THE IMPACT OF MACROECONOMIC FACTORS ON THE PERFORMANCE OF THE BANKING SECTOR

2.1. Methodology, Data and Variables

In this paper a descriptive statistical and econometric analyses were performed. As descriptive statistics for calculated patterns by frequency are used the following indicators: mean, minimum value, maximum value and standard deviation. A brief description of these statistical indicators is also provided. Furthermore, in order to determine the linear dependence between the independent variables and the dependent variables, a correlation coefficient is calculated. Additionally, we use a regression analysis, i.e. a multiple regression using the least squares method (LSM). This regression analysis aims to investigate the causal relationship between different variables.

In order to analyze the profitability of banks, a multiple regression equation was estimated in this study. Using the multiple regression analysis model with the ordinary least squares

(OLS) method, it is provided the opportunity to analyze the profitability of the banking sector determined by a series of separate independent variables. The multiple regression equation will be of the form:

$$Y_t = \beta_0 + \beta_1 X_{1t} + \beta_2 X_{2t} + \dots + \beta_n X_{nt} + \varepsilon_t,$$

where Y_t is a dependent variable, while X_1, X_2, X_{nt} are independent variables, $\beta_0, \beta_1, \beta_2, \beta_n$ are the estimated coefficients, and ε_t is the error term containing the other variables affecting the dependent variable, and they are not included in the model, i.e. are not contained in the independent variables.

Accordingly, the OLS method (ordinary least squares) will be applied as previously mentioned. The least squares method is the base of modern statistical analysis. In addition to its limitations and random errors, its numerous variations, expansions and appropriate expressions bear the burden of statistical analysis and are known and appreciated by all. This method is called the "least squares" method because this method minimizes the sum of the squared differences between the predicted and the actual value of the variables. That is, it is equivalent of minimizing the sum of squares of regression residuals. The estimates obtained by this method are considered to be efficient, since there are no other estimates that have less dispersion over the actual value of the parameter.

These grades are often referred to as the best unbiased grades. However, if the assumptions of the OLS method are not fully met, or some of those assumptions are disturbed, then the estimates obtained by the OLS method have a certain degree of bias and are not considered effective judgments. So, despite the widespread application of this method in empirical research due to its simplicity, it also carries certain risks of bias in the estimates obtained with it. This method assumes that the independent variables are exogenous, i.e. they are exogenously assigned to the model, and that is, they influence the dependent variable without the dependent variable affecting them. This would mean that the increase in the loan interest rate would affect the increase in the bank’s profitability, but also that the increase in the bank’s profitability would not affect the increase of the loan interest rate.

Table-1: Description of the Model Variables

Name of the variable	Variable Short Names
Return on Average Assets	ROAA
Real GDP Growth Rate (Annual Growth Rates in %)	GDP Growth
Inflation Rate (Annual Changes in %)	Inflation
Unemployment Rate (in %)	Unemployment Rate
Average Net Salary Growth (Real Changes)	Average Net Salary Growth
National Bank Policy Rate	Policy Rate

The success of econometric analysis ultimately depends on the availability of appropriate data. Therefore, it is considered desirable to give a small overview on the sources, types and limitations of the data, which we find in this analysis. Although data can be obtained from different institutions, the quality of data is not identical everywhere, primarily due to the different methodologies used in data collection. The data used in this empirical analysis are taken from publicly available databases from the NBRM, the Ministry of Finance and the State Statistical Office. The data used for certain variables are quarterly data and cover the period from the first quarter of 2010 to the fourth quarter of 2019. In addition, all data belong to the quantitative data set. Hence, the nature of this analysis allows us to abstract from the use of qualitative data. The table below provides an overview of the individual variables used in the following part of the analysis.

2.2. Analysis of the Integrative Characteristics of the Series

The main goal of this empirical analysis is to determine the causality between the dependent variable on one hand and the independent variable on the other. Given that this empirical analysis is based on time series data, the underlying segment which is examined is the problem of stationarity. The concept of stationarity exists if the mean and variance of the time series are constant over time, and the value of the covariance between two time periods depends only on the distance or lag between the two time periods and not on the actual time for which the covariance is calculated (Gujarati, 1995). The importance of the concept of stationarity is reflected in the regression of one time series variable over another time series variable. Such a regression can result in a very high R^2 even though the relationship between the two variables is not meaningful i.e. we face the problem of “false” regression. This problem is due to the fact that if the two variables, i.e. time series are non-stationary, meaning they show pronounced trends in movement, the high R^2 is due to the presence of the trend, and not to the true relationship between the two variables. It is therefore very important to find out whether the relationship between the two economic variables is true or false, as non-stationary time series can lead to false regression relationship. Hence, it can be concluded that the concept of stationarity is of great importance for the relevance of econometric analysis in this paper. In order to determine the time series integrative characteristic, this paper will apply the ADF test (Augmented Dickey Fuller). The set hypotheses are:

- H_0 : The time series variable has a unit root; the time series variable is non stationary;
- H_1 : The time series variable is stationary.

The results of the conducted ADF-test for the integrative characteristics of the used variables in our model, we can conclude that according to the stated test, all variables except inflation rate are stationary at level I (0). The table 2 shows the results of the integrative characteristics of the used variables.

Table-2: Results of the Integrative Time Series Feature (ADF Test)

Variables	Statistics (LLC-test)	p-value od the statistics (LLC-test)
ROAA	-3,371002	0,0702
GDP Growth	-6,531966	0,0000
Inflation Rate	-2,129762	0,5138
Unemployment Rate	-2,619652	0,0102
Average Net Salary Growth	-3,243261	0,0911
Policy Rate	-7,831813	0,0000

Source: Author's Calculations

2.3. Correlation Analysis

In order to determine the degrees of linear dependencies between variables, we can calculate the simple correlation ratios. They are shown in the table 3.

Econometric theory has confirmed that an absolute value of R higher than 0.80 is already a sign of strong multicollinearity. The results shown in the table 3 show that most of the variables' values are not highly correlated. According to the t-statistics of the ratios and their p-values several conclusions can be stated. For instance, there is a high negative correlation between the variables ROAA and unemployment rate, and moderate negative correlation between the variables ROAA and National Bank policy rate. Among the variables ROAA and unemployment rate there is a strong and significant negative relationship with a ratio of 0.807693. This indicates that there is a strong inverse proportional relationship between banks' profitability and unemployment. We can say that the unemployment shown through reduced disposable income and reduced savings among economic entities causes a decrease in the banks'

loan base through reduced deposits; and because most of the banks' profits are derived from their lending activity, their profitability declines. On the other hand, the reduced profitability of banks and the reduced loan offer to the citizens and the business sector cause a decrease in the economic activity and increase of the unemployment.

Table-3: Correlation Ratios

Correlation t-Statistic Probability	ROAA	GDP Growth	Unemployment Rate	Average Net Salary Growth	Policy Rate
ROAA	1,000000 --- ---				
GDP Growth	0,023945 0,147649 0,8834	1,000000 --- ---			
Unemployment Rate	- 0,807693 - 8,444579 0,0000	-0,120091 -0,745689 0,4604	1,000000 --- ---		
Average Net Salary Growth	0,731426 6,611928 0,0000	0,332088 2,170297 0,0363	-0,690926 -5,891553 0,0000	1,000000 --- ---	
Policy Rate	- 0,495974 - 3,520969 0,0011	0,019495 0,120196 0,9050	0,721025 6,414547 0,0000	-0,273928 -1,755765 0,0872	1,000000 --- ---

Source: Author's Calculations

Additionally, moderate negative and significant relationships exist between the variables ROAA and National Bank policy rate with a ratio of 0.495974. The increased profitability of the banks increases their lending activity and is reviving the economy. This will result with increased supply of money, which will cause easier access to money or lower interest rates. Low interest rates, on the one hand, cause higher demand for loans and, revive the economy through greater investment, which also implies increased profitability of banks due to higher volume of activities.

Also, high and significant positive correlation of 0.721025 exists between unemployment rate and policy rate. This means that as interest rates rise, borrowings become expensive, effective demand decreases, investments decline, and the economy begins to contract. As a result, unemployment rate is increasing. Conversely, when unemployment declines, the disposable income of the citizens' increases, they spend more and save more, which means that the loan potential offers of the banks is increased and interest rates are lower. Consequently, there is strong and significant positive correlation between ROAA and average net salary growth. High negative but significant relation exists between unemployment rate and average net salary growth. The other correlations between variables are insignificant, i.e. the p-value is higher than the significance level of 0,05.

2.4. Regression analysis

Based on the individual variables used in this analysis, a multiple equation is specified representing the profitability of the banks in the Republic of Macedonia between the first quarter of 2010 and fourth quarter of 2019. However, due to its wide acceptance and involvement in many empirical researches, in order to come to an indicative estimation, in this research the used method will be the ordinary least squares (OLS) method. The regression equation will be of the form:

$$ROAA_{2010q1-2019q4} = \beta_0 + \beta_1 GDP_{growth_{2010q1-2019q4}} + \beta_2 Unemployment_{rate_{2010q1-2019q4}} + \beta_3 Average\ Net\ Salary_{growth_{2010q1-2019q4}} + \beta_4 Policy_{rate_{2010q1-2019q4}} + \varepsilon_t$$

The results of the regression equation are shown in table 4:

Table-4: Results of the regression equation

Dependent Variable: ROAA				
Independent Variable	Coefficient	Std. Error	t-Statistic	Prob.
GDP Growth	-0,055071*	0,028486	-1,933225	0,0613
Unemployment Rate	-0,085130***	0,027774	-3,065076	0,0042
Average Net Salary Growth	0,117943***	0,041141	2,866804	0,0070
Policy Rate	0,025282	0,114247	0,221293	0,8262
C	3,128046***	0,525795	5,949169	0,0000
Parameters of Importance of the Model				
Determination Ratio (R²)				0,738210
Adjusted Determination Ratio (Adjusted R²)				0,708291
F-statistics				24,67370
The significance of F-statistic				0,000000

*** / ** / * denotes significance at 1%, 5% and 10% level of significance, respectively; Source: Author's Calculations

Based on the results we can point out the following conclusions:

- The parameters β_1 , β_2 , β_3 , and β_4 show that banks' profitability expressed by the ROAA indicator:
 - will decrease by 0,055071% if GDP increase by 1%;
 - it would decrease by 0,085130% if unemployment increase by 1%;
 - will increase by 0,117943% if average net salaries increase by 1%;
 - will increase by 0,025282% if National Bank policy rate increases by 1%.
 - but if we take into account the p-values we can say that from the statistical point of view, the ROAA indicator of banks' profitability is affected by unemployment and average net salaries.
 - while the econometric analysis revealed that the impact of National Bank policy rate and GDP growth on banks' profitability are not statistically significant.
- The coefficient of determination R^2 has a value of 73,82%, which indicates that many of the variations in the model are explained by the included variables.
- The p-value of the F-statistics of the evaluated model is lower than 5% (0%) and we accept the hypothesis that the explanatory variables have a significant impact on the movement of the dependent variable.
- Multicollinearity has been tested through the variance-inflation factor (VIF). The VIF score of that model is 1,15; and it is generally accepted that if VIF is greater than 5 then multicollinearity should be treated as a problem. Also, many experts consider that if the absolute value of the simple correlation coefficients (r) are higher than 0.80, it is already

a sign of strong multicollinearity. In our case, we can say that multicollinearity by both criteria should not be treated as a problem.

A Breusch-Pagan-Godfrey test has also been performed to test whether the variance of the errors from a regression is dependent on the values of the independent variables. The p-value of the test statistics is 40,01%, i.e. it has a higher value of 5%; in this case we cannot reject the null hypothesis of homoskedasticity.

CONCLUSION

Profitability is a fundamental goal of every financial institution and a prerequisite for its long-term survival. For this reason, in theory as well as in practice, particular attention is devoted to the development of performance indicators and implementing measurement systems. They are supposed to enable the monitoring of performance compared to targets in an appropriate and timely manner, and to establish appropriate reporting systems. Factors affecting the performance of the banking sector can be systematized into two groups: macroeconomic and intra-organizational. The most common macroeconomic factors that are used in similar research papers are: the GDP, inflation and exchange rate. On the other hand, the intra-organizational factors that influence the performance of banks, which have been analyzed in various studies, consists of: size of banks, capitalization, market share, efficiency, ownership structure. Regarding the empirical analysis of the determinants of the performance of the banking sector in the Republic of North Macedonia, it can be pointed out that the correlation analysis of the macroeconomic factors indicates that very high negative correlation exists between the variables ROAA and unemployment, and moderate negative correlation between ROAA and National Bank policy rate.

This indicates that there is a strong inverse proportional relationship between banks' profitability and unemployment. We can say that the unemployment shown through reduced disposable income and reduced savings among economic entities causes a decrease in the banks' loan base through reduced deposits; and because most of the banks' profits are derived from their lending activity, their profitability declines. On the other hand, the reduced profitability of banks and the reduced loan offer to the citizens and the business sector cause a decrease in the economic activity and increase of the unemployment. The increased profitability of the banks increases their lending activity and is reviving the economy. This will result with increased supply of money, which will cause easier access to money or lower interest rates. Low interest rates, on the one hand, cause higher demand for loans and, revive the economy through greater investment, which also implies increased profitability of banks due to higher volume of activities.

The regression analysis indicates that 73,82% of the variations in the banks' profitability expressed by the ROAA indicator are covered by the variations of the variables included in the model (GDP growth rate, unemployment rate, average net salaries growth rate and policy rate). The remaining 14% of the variances are not explained by the model, i.e. they are explained by some variables that are not included in the model.

According to the empirical evidence in this paper, there are several variables that can have a significant impact on the banks profitability. Hence, a cautious approach through better understanding and managing of this variables can be implemented in order to protect and increase profitability. However, as this methods has its own limitations, an additional research can be made in order to specify the measures that can contribute to improving the banking system's performance.

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Türkiye, Büyükşehir Belediyeleri'nin Bütçe Değerlendirmesi için Bütünleşik Çok Kriterli Karar Verme Yaklaşımı

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ÖZET

Belirli bir coğrafi alanda yaşayan insanlara, çeşitli konularda hizmet üretmek amacıyla seçilerek göreve getirilen özel gelirlere, bütçeye ve personele sahip belediyeler, kamu hizmetlerini birinci elden sunan idari yapılarıdır. Belediyelerin ticari işletmeler gibi kar odaklı olmamaları, performans değerlendirme sistemlerine ihtiyacı yokmuş gibi görünse de, son yıllarda artan ekonomik baskı ve sınırlı bütçeleri nedeniyle belediyeler ve performansları da araştırma konusu haline getirmiştir. Özellikle belediyelerin bütçe performanslarının uygun yöntemlerle değerlendirilmesi önem arz etmektedir. Bu çalışmanın amacı, büyükşehir belediyelerinin mali performanslarını bütünleşik çok kriterli karar verme (ÇKKV) yaklaşımları ile analiz etmektir. ÇKKV yöntemleri, karar vericilerin çelişen kriterleri içeren karar verme problemlerini sistematik ve tutarlı bir şekilde çözmelerine yardımcı olmaktadır. Bu çalışmada kriterlerin önem düzeylerinin belirlenmesi için objektif değerlendirme yöntemlerinden Ortalama Ağırlık (OA), CRITIC ve ENTROPI yöntemleri kullanılmıştır. Performansı en iyi olan büyükşehir belediyesini seçerken sıralama ve seçim sürecinde iki farklı ÇKKV yöntemi, MOOSRA ve PIV yöntemleri seçilmiştir.

Anahtar Kelimeler: Bütçe Değerlendirmesi, Büyükşehir Belediyeleri, CRITIC, ENTROPI, MOOSRA, PIV.

Integrated Multi-Criteria Decision-Making Approach for Budget Performance Evaluation of Metropolitan Municipalities of Turkey

ABSTRACT

Municipalities that are selected and appointed to produce services in a certain geographical area, are administrative structures that provide public services first hand through special revenues, budgets and personnel. Although it seems that the municipalities are not profit-oriented like commercial enterprises and do not need performance evaluation systems, due to the increasing economic pressure and limited budgets in recent years, performances of municipalities have also become a subject of research. Especially important to evaluate the budget performances of municipalities with appropriate methods. The aim of this study is to analyze the financial performances of metropolitan municipalities with integrated multi criteria decision-making (MCDM) approaches. MCDM methods help decision makers to systematically and consistently solve decision-making problems involving conflicting criteria. In this study, Mean Weight (MW), CRITIC and ENTROPI methods, which are among the objective evaluation methods, were used to determine the importance levels of the criteria. When selecting the metropolitan municipality with the best performance, two different MCDM methods, MOOSRA and PIV methods were chosen in the ranking and selection process.

Keywords: Budget Performance, Metropolitan Municipalities, CRITIC, ENTROPI, MOOSRA, PIV.

GİRİŞ

Şehirler, çok sayıda vatandaşı, işletmeyi, farklı ulaşım yöntemlerini, iletişim ağlarını, hizmetleri ve kamu hizmetlerini barındıran karmaşık sistemlerdir (Neirotti, De Marco, Cagliano, Mangano, & Scorrano, 2014). Halkın seçimi ile görev başına gelen belediyeler, bir yandan kaynaklarını en etkin bir şekilde kullanırken bir yandan da hizmetin en iyisini bekleyen vatandaşların memnuniyetini en üst seviyeye çıkarmak istemektedirler. Teknolojik ilerlemeler ve küreselleşmenin getirdiği yenilikler sadece uluslararası rekabeti değil şehirlerin rekabetinin de önem kazanmasına sebep olmuş, bu nedenle yerel yönetimler ve performansları vatandaşlar tarafından takip edilir olmuştur.

Halka hizmet noktasında en yakın yerel yönetim şekillerinden birisi olan belediyelerin performanslarını ölçmek için çeşitli araçlara ihtiyaçları vardır (Toker, 2019). Yerel yönetim hizmetlerinin performans ölçümü, hizmet kalitesini iyileştirmek, verimliliği ve etkinliği artırmak, müşteri odaklılık sağlamak, iç ve dış kaynak tahsisini iyileştirmek gibi nedenlerle önemlidir (Mellor, 2003).

Köyden kente geçişin artması, trafik sıkışıklığı, hava kirliliği, atık yönetimde zorluk ve yetersiz, bozulan ve eskimekte olan altyapılar gibi çeşitli teknik, sosyal, ekonomik ve organizasyonel sorunları çözmeye çalışan belediyeler giderek azalan kaynaklarını en etkin kullanmak zorundadırlar (Şener, 1998). Performans esaslı bütçe ve performans esaslı yönetim anlayışı ile belediyeler için daha hassas bir değerlendirme aracı oluşturularak kaynakların ne derece etkin kullanıldığı incelenebilecektir.

Bu çalışma, büyükşehir belediyelerin bütçe performans değerlendirmesine, temel bütçe göstergelerini içerecek ve bütçe performanslarını ortaya koyacak çok kriterli bir karar metodolojisi uygulamasını sunmayı amaçlamaktadır. Bu çalışma, büyükşehir belediyelerin performansını değerlendirmek için objektif ağırlık belirleme yöntemleri ile PIV ve MOOSRA yöntemlerini birleştiren ÇKKV yöntemlerinin uygulanmasını içermektedir.

1. LİTERATÜR ARAŞTIRMASI

Belediyeler veya yerel yöntemlerin performansı birçok araştırmacı tarafından çalışmalara konu edilmiştir. Ferrarini, Bodini, & Becchi (2001) Reggio Emilia eyaletinde 45 belediyenin çevresel ve sürdürülebilirlik performansı 25 gösterge ile analiz edilmiştir. (Dall'O', Norese, Galante, & Novello (2013) sürdürülebilir enerji eylem planlarını sürdürülebilirliğe daha hedefli bir yaklaşımla desteklemek için, ELECTRE III yöntemine dayanan metodolojiyi, İtalya'nın Lombardiya bölgesindeki orta büyüklükteki bir belediyeye uygulamışlardır. (Kaygısız Ertuğ & Girginer (2015) 14 büyükşehir belediyesinin mali hizmet performansı gri ilişkisel analiz ve veri zarflama analizi ile belirlenmiştir. Galariotis, Guyot, Doumpos, & Zopounidis (2016) kamuya açık verilerden toplanan ve kolayca hesaplanabilen finansal oranları birleştiren, yerel yönetimlerin finansal performansını değerlendirmek için yeni bir yaklaşım sunmuşlardır. 2000–2012 döneminde Fransız belediyelerin finansal performansları çok kriterli bir yaklaşımla değerlendirilmiştir. Vavrek, Adamisin, & Kotulic (2017) Slovak Cumhuriyeti'ndeki belediyelerin performansı sekiz kriter altında TOPSIS yöntemiyle değerlendirilmiştir. (Gök & Yiğit (2018) 30 büyükşehir belediyesinin sürdürülebilirlik performansını TOPSIS yöntemi ile incelemiştirler. Akçakaya & Urmak Akçakaya (2019) büyükşehir belediyelerin çevresel performansları COPRAS ve ARAS yöntemi ile analiz edilerek, sıralamaları yapılmıştır. (Haq

& Boz (2019) 2017 yılında Rize’de faaliyet gösteren 138 çay çiftçisinin verimlilik düzeylerini veri zarflama analizi ile incelemişlerdir. Ozdogan, Yildizbasi, & Rouyendegh (2020) belediye hizmetlerinin performans değerlendirmesini bulanık AHP ve bulanık TOPSIS yöntemi ile araştırmışlardır. Ergülen, Ünal, & Harmankaya (2020) 30 büyükşehir belediyesinin mali performanslarını veri zarflama analizi yöntemi ile analiz etmişlerdir.

2. ARAŞTIRMANIN HEDEFLERİ

Aşağıdaki hedefler bu araştırma için temel olarak alınmış ve aşağıda belirtildiği gibi maddeler halinde verilmiştir:

- Büyükşehir belediyelerin bütçe değerlendirmesi için temel bütçe göstergelerini içeren entegre bir ÇKKV performans ölçüm çerçevesi önermek.
- Belirlenen performans göstergelerinin önem düzeylerini objektif değerlendirmelere göre araştırmak.
- Büyükşehir belediyelerin bütçe performanslarını farklı bütünlük ÇKKV yöntemleri ile sıralamak.

3. ARAŞTIRMA METODOLOJİSİ

Büyükşehir belediyelerin bütçe performans göstergelerini değerlendirmek için üç aşamalı bir araştırma metodolojisi benimsenmiştir. İlk aşamada, hem literatür taraması hem de uzman görüşlerinin girdileri aracılığıyla önemli performans göstergeleri belirlenmiştir. İkinci aşamada, kesinleşmiş altı göstergenin önem düzeyleri CRITIC ve ENTROPI yöntemleri ile değerlendirilmiştir. Göstergelerin objektif değerlendirmesi için bu yöntemler tercih edilmiştir. Üçüncü aşamada, PIV ve MOOSRA yöntemleri, belediyelerin bütçe performansına göre optimum alternatifini seçmek için kullanılmıştır.

3.1. CRITIC Yöntemi

CRITIC yöntemi aşağıdaki işlem adımlarından oluşmaktadır (Diakoulaki, Mavrotas, & Papayannakis, 1995):

- Adım 1:** Karar matrisi oluşturulur.
Adım 2: Normalize karar matrisi oluşturulur.
Adım 3: Kriterler arası ilişki derecesi belirlenir.
Adım 4: C_j değerleri hesaplanır.
Adım 5: Kriterlerin ağırlıkları hesap edilir.

3.2. ENTROPI Yöntemi

ENTROPI yönteminin işlem adımları aşağıda sunulmuştur:

- Adım 1:** Karar matrisi oluşturulur.
Adım 2: Normalize karar matrisi oluşturulur.
Adım 3: Entropi değerleri (e_j) hesaplanır.
Adım 4: Farklılaşma derecesi (d_j) hesaplanır.
Adım 5: Kriterlerin ağırlıkları hesap edilir.

3.3. PIV Yöntemi

PIV yöntemi Mufazzal ve Muzakkir (2018) tarafından geliştirilmiş ve aşağıda kısaca sunulmuştur:

- Adım 1:** Karar matrisi oluşturulur.

- Adım 2:** Karar matrisi normalize edilir.
Adım 3: Ağırlıklı karar matrisi oluşturulur.
Adım 4: Ağırlıklı Yakınlık Endeksi (u_i) elde edilir.
Adım 5: Genel Yakınlık Değeri (d_i) hesap edilir.

3.4. MOOSRA Yöntemi

MOOSRA yönteminin işlem adımları Jagadish ve Ray (2014) çalışmasından yararlanılarak aşağıda açıklanmıştır.

- Adım 1:** Karar matrisi oluşturulur.
Adım 2: Karar matrisi normalize edilir.
Adım 3: Alternatiflerin performans değerleri (Y_i) belirlenir.
Adım 4: Alternatifler azalan düzende sıralanır.

4. SONUÇLAR

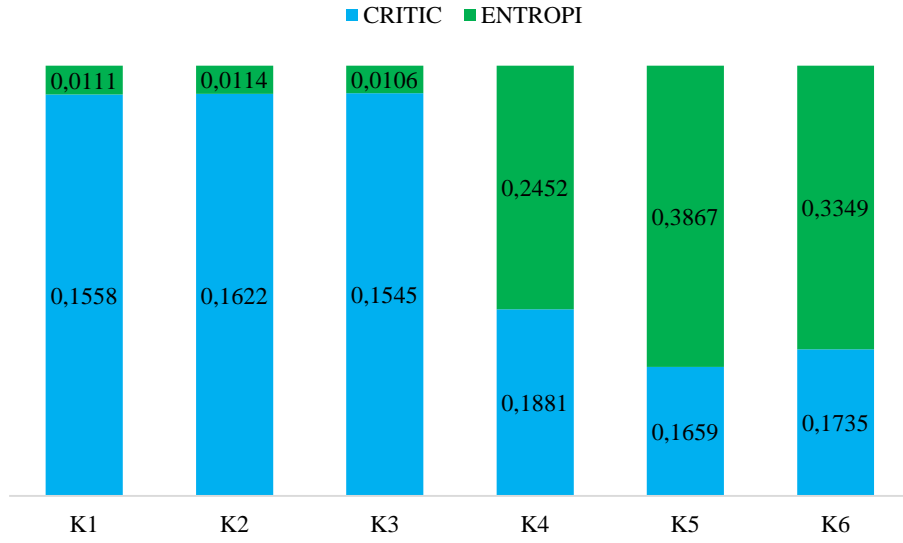
Günümüzde nüfusun artması ve köyden kente geçişin hız kazanması ile kâr amacı gütmeyen kuruluşlardan büyükşehir belediyelerin bütçelerini daha etkin kullanmaya yönlendirmiştir. Bu bağlamda Türkiye'nin büyükşehir belediyelerin bütçe performansların değerlendirmesi için ÇKKV yöntemlerinin kullanımı ile çalışmada yeni bir araştırma metodolojisi önerilmiştir. Bu araştırma metodolojisinde, belediyelerin temel bütçe göstergeleri kullanarak belediyelerin performans sıralaması araştırılmıştır. Tablo 1 çalışmada kullanılan göstergeleri ve kısa açıklamalarını içermektedir. Tablodaki etki sütununda yer alan ▲ simgesi ilgili göstergenin yüksek değerinin ▼ simgesi ilgili göstergenin daha düşük değerinin daha iyi olduğunu ifade etmektedir. Göstergelerin verilerine büyükşehir belediyelerinin 2017 yılı faaliyet raporları ve Sayıştay 2017 yılı Mali Denetim Raporlarından ulaşılmıştır.

Tablo-13: Çalışmada kullanılan bütçe göstergeleri

	Kısaltma	Etki
Personel Giderleri	K1	▼
Mal ve Hizmet Alım Giderleri	K2	▼
Sermaye Giderleri	K3	▼
Vergi Gelirleri	K4	▲
Teşebbüs ve Mülkiyet Gelirleri	K5	▲
Diğer Gelirler	K6	▲

Önerilen ÇKKV metodolojisinin ilk aşaması pek çok çok kriterli değerlendirme yöntemlerinde olduğu gibi göstergelerin ağırlığını tespit etmektir. Literatürde pek çok ağırlık belirleme yöntemi olmakla birlikte bu çalışmada objektif ağırlık belirleme yöntemlerinden CRITIC ve ENTROPI yöntemleri ile göstergelerin ağırlıkları tespit edilmiştir. Bölüm 3.1. ve 3.2.'de verilen işlem adımlarının takip edilmesi sonucunda Şekil 1'de gösterilen ağırlıklara ulaşılmıştır. Elde edilen sonuçlara göre yöntemler arasında göstergelerin sonuçlarında farklılıklar bulunmaktadır. CRITIC yöntemi ile en önemli gösterge K4 bulunurken, ENTROPI yönteminde K5 göstergesi

en önemli tespit edilmiştir. OA yönteminin sonuçlarına her bir gösterge eşit ağırlığa sahip olacağı için bu şekilde yer verilmemiştir.



Şekil-2: Göstergelerin ağırlıkları

Göstergelerin ağırlıklarının elde edilmesinin ardından Bölüm 3.3. ve 3.4.'de verilen işlem adımları kullanılarak belediyelerin bütçe performans sıralamaları yapılmış ve Tablo 2'de sunulan sonuçlar elde edilmiştir.

Tablo-14. Farklı yöntemlere göre elde edilen sıralamalar

	Büyükşehir Belediyesi İsmi	OA-PIV		CRITIC-PIV		ENTROPI-PIV		OA-MOOSRA		CRITIC-MOOSRA		ENTROPI-MOOSRA	
		d_i	Sıralama	d_i	Sıralama	d_i	Sıralama	Y_i	Sıralama	Y_i	Sıralama	Y_i	Sıralama
A1	Adana Büyükşehir Belediyesi	0.429	19	0.773	7	0.444	16	0.861	16	0.973	15	23.325	16
A2	Ankara Büyükşehir Belediyesi	0.389	1	0.564	2	0.385	1	1.226	2	1.419	2	30.470	3
A3	Antalya Büyükşehir Belediyesi	0.418	2	0.753	5	0.432	2	1.066	5	1.225	5	27.860	7
A4	Aydın Büyükşehir Belediyesi	0.425	12	0.825	26	0.444	15	0.822	17	0.928	17	22.498	19
A5	Balıkesir Büyükşehir Belediyesi	0.429	21	0.817	14	0.447	22	0.716	23	0.818	22	18.825	25
A6	Bursa Büyükşehir Belediyesi	0.429	18	0.759	6	0.443	13	0.880	13	0.994	13	24.444	15
A7	Denizli Büyükşehir Belediyesi	0.419	4	0.809	12	0.438	5	1.166	3	1.311	3	33.339	1
A8	Diyarbakır Büyükşehir Belediyesi	0.428	17	0.820	16	0.447	21	0.721	22	0.814	23	19.897	21
A9	Erzurum Büyükşehir Belediyesi	0.430	23	0.824	24	0.450	28	0.601	28	0.669	28	18.191	27
A10	Eskişehir Büyükşehir Belediyesi	0.424	11	0.820	17	0.444	14	0.864	15	0.963	16	24.797	12
A11	Gaziantep Büyükşehir Belediyesi	0.423	9	0.804	11	0.441	8	0.961	8	1.090	7	25.867	10
A12	Hatay Büyükşehir Belediyesi	0.433	27	0.821	20	0.452	30	0.584	29	0.655	29	16.368	29
A13	İstanbul Büyükşehir Belediyesi	0.457	30	0.075	1	0.438	6	0.917	11	1.012	11	27.951	6
A14	İzmir Büyükşehir Belediyesi	0.435	29	0.694	3	0.445	18	0.865	14	0.976	14	24.672	13
A15	Kahramanmaraş Büyükşehir Belediyesi	0.427	16	0.821	19	0.446	20	0.746	21	0.856	21	19.485	23

A16	Kayseri Büyükşehir Belediyesi	0.430	24	0.819	15	0.449	26	0.650	27	0.721	27	19.326	24
A17	Kocaeli Büyükşehir Belediyesi	0.425	15	0.750	4	0.440	7	0.935	10	1.056	10	26.176	9
A18	Konya Büyükşehir Belediyesi	0.431	25	0.783	8	0.448	24	0.786	19	0.868	19	22.897	17
A19	Malatya Büyükşehir Belediyesi	0.418	3	0.821	18	0.437	4	1.241	1	1.424	1	31.432	2
A20	Manisa Büyükşehir Belediyesi	0.430	22	0.816	13	0.449	25	0.682	24	0.766	24	19.520	22
A21	Mardin Büyükşehir Belediyesi	0.425	13	0.838	30	0.445	19	0.650	26	0.734	26	17.876	28
A22	Mersin Büyükşehir Belediyesi	0.434	28	0.784	9	0.449	27	0.758	20	0.861	20	20.301	20
A23	Muğla Büyükşehir Belediyesi	0.422	8	0.822	21	0.441	9	0.960	9	1.097	6	25.589	11
A24	Ordu Büyükşehir Belediyesi	0.422	7	0.822	23	0.442	11	0.963	6	1.066	9	28.527	5
A25	Sakarya Büyükşehir Belediyesi	0.423	10	0.826	27	0.443	12	0.890	12	1.007	12	24.458	14
A26	Samsun Büyükşehir Belediyesi	0.425	14	0.822	22	0.444	17	0.814	18	0.918	18	22.712	18
A27	Şanlıurfa Büyükşehir Belediyesi	0.419	5	0.792	10	0.436	3	1.091	4	1.246	4	28.861	4
A28	Tekirdağ Büyükşehir Belediyesi	0.429	20	0.824	25	0.448	23	0.653	25	0.736	25	18.448	26
A29	Trabzon Büyükşehir Belediyesi	0.422	6	0.828	29	0.442	10	0.961	7	1.080	8	26.465	8
A30	Van Büyükşehir Belediyesi	0.432	26	0.828	28	0.451	29	0.538	30	0.606	30	14.844	30

TARTIŞMA

Ellerinde bulunana sınırlı kaynakları amaçları doğrultusunda harcamaya çalışan büyükşehir belediyelerin performanslarının doğru olarak değerlendirilmesi kentsel sürecindeki ilerlemelerle büyük önem kazanmıştır. Özerk ve dinamik yapıları, halkla iç içe olmaları sebebiyle belediyelerin performansını doğru ölçebilmek gelecekteki adımları açısından çok önemli bir araç olarak kabul edilmektedir. Bu noktadan hareketle bu araştırmada, büyükşehir belediyelerin bütçe performanslarını objektif değerlendirmeler ile ilgili karar verme sürecine yardımcı olacak bir metodoloji ele alınmıştır. 30 büyükşehir belediyesinin 2017 yılı bütçe verilerini kullanarak belediyelerin sıralamaları araştırılmıştır. Bütçe göstergelerinin önem düzeyindeki sonuçları, CRITIC yönteminde “vergi gelirleri” nin en önemli gösterge olduğunu, ENTROPI yönteminde ise “teşebbüs ve mülkiyet gelirleri” nin en önemli gösterge olduğunu ortaya koymaktadır. İkinci en önemli gösterge olarak her iki yöntemde de belediyelerin “diğer gelirler” i gelmektedir. Bu sonuçlar, gelirlerin bütçe performans analizlerinde ne derece önemli olduklarını göstermektedir. Ayrıca, gelirlerin diğer göstergeler ile bağlantılı olması açısından kritik performans kriterleri olarak değerlendirilmelerine yol açmıştır. Kentsel gelişimlerin düşük olmasının nedeni olarak belediyelerin yetersiz gelirlere sahip olması düşünüldüğünde gelirlerin en önemli göstergeler elde edilmesi doğaldır. Belediyelerin bütçe performanslarını sıralamak için PIV ve MOOSRA yöntemleri uygulanmış ve Ankara, Malatya, Denizli ve İstanbul büyükşehir belediyelerin farklı yöntemlerde ilk sırada yer aldığı tespit edilmiştir.

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Örgüt İkliminin Bireysel Yaratıcılık Üzerine Etkisi: Kamu Kurumlarında Bir Araştırma

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ÖZET

Bu çalışmanın temel amacı, işletmenin psikolojik durumu olarak da ifade edilen, işletme çalışanları tarafından algılanıp, onların davranışları üzerinde olumlu ve olumsuz etkileri bulunan örgüt ikliminin örgütte çalışan bireylerin yaratıcılıklarını nasıl ve ne ölçüde etkilediğini inceleyerek, kamu kurumlarındaki etkisini belirlemektir. Bu amaçla Orman Genel Müdürlüğü ve Kocaeli ve İzmit Belediyesinde çalışan toplam 148 kamu personeli üzerinde bir araştırma gerçekleştirilmiştir ve anket yöntemi ile veriler toplanmıştır. Örgüt iklimi, bir örgütü diğer örgütlerden ayıran, zaman geçtikçe de o örgütün değişmez ve katı kuralları haline gelen, çalışanların davranışlarını etkileyip; o örgütü niteleyen ve tanımlayan özelliklerin tamamıdır. Çalışmada örgüt ikliminin organizasyon yapısı, bireysel sorumluluk, ödüllendirme, stres ve destekleyici iklim boyutları ele alınmıştır. Bireysel yaratıcılık ise bireylerin, meraklı, bağımsızlığı yüksek, daha az geleneksel ve biçimsel, meraklı, geniş bir bilgi birikimine sahip, heyecanlara ve duygulara açık, başarılı, sürekli eleştiri yaptığı için mutsuz gibi çeşitli niteliklere sahip olmalarıdır. Çalışmanın sonucunda örgüt ikliminin bireysel yaratıcılık üzerinde anlamlı bir ilişkisi olduğu bulunmuştur.

Anahtar Kelimeler: Örgüt iklimi, yaratıcılık, bireysel yaratıcılık.

The Effect of Organizational Climate on Individual Creativity: A Research in Public Institutions

ABSTRACT

The main purpose of this study is to examine how and to what extent the organizational climate, which is also referred to as the psychological state of the enterprise, which is perceived by business employees and has positive and negative effects on their behavior, affects the creativity of individuals working in the organization, and determines its effect on public institutions. For this purpose, a research was conducted on a total of 153 public personnel working in the General Directorate of Forestry and Kocaeli and Izmit Municipality and data were collected by survey method. Organizational climate, separating an organization from other organizations, has become the constant and strict rules of that organization as time passes, affecting the behavior of employees; they are all of the features that characterize and define that organization. In the study, organizational structure of the organizational climate, individual responsibility, rewarding, stress and supportive climate dimensions were discussed. Individual creativity, on the other hand, is that individuals have various qualities such as curious, highly independent, less traditional and formal, curious, have a broad knowledge, open to excitement and emotions, successful, and unhappy because of continuous criticism. As a result of the study, it was found that organizational climate has a significant relationship on individual creativity.

Keywords: Organizational climate, creativity, individual creativity.

GİRİŞ

Yeni fikir ve düşünceler yaratma yeteneği olarak tanımlanan yaratıcılık bir ülkenin sosyal ve ekonomik yapısı üzerinde oldukça etkisi olan işletmeler için oldukça önemlidir. Güçlü bir ekonomiye sahip olmak için de, yenilik ve değişimlerin farkında olabilen, çağın gerisinde kalmayıp gelişmeleri yakından takip edebilen ve karlı büyüme sergileyebilen örgütlerin varlığı gereklidir. Bu bağlamda örgütler, bireylerin ihtiyacı olan mal ve hizmetleri karşılayan ve aynı zamanda bu ihtiyaçlara yön veren, piyasa koşullarında ve rekabet ortamında varlığını devam ettiren sosyal, teknik ve ekonomik özelliklere sahip birimlerdir.

Örgütler stratejik bakış açısı ile bu özellikleri yerine getirebilmek ve nihai amaçları arasında yer alan kar elde etmek amacıyla devamlı olarak yenilikler yapmak zorundadırlar. Günümüz hayat koşullarındaki, teknoloji ve bilimdeki akıl almaz değişim ve gelişmeler küreselleşmenin etkisi ile ivme kazanmış ve yeni bir çığır açmıştır. Bu durum yaratıcılık ve teknolojiyi yoğun bir biçimde kullanmayı gerekli kılmaktadır. Örgütler bu duruma ayak uydurabilmek ve sürekli daha iyi ve daha üstün olup rakiplerine karşı fark yaratabilmek amacı ile yeni uygulamalar, yeni ürün, hizmetler ve yeni çözümler üretmektedirler. Ürün çeşitliğinin çok çabuk taklit edilebildiği, rekabetin arttığı ve varlığını devam ettirmenin zorlaştığı çalışma dünyasında işletmelerin en önemli kaynağı hiç kuşkusuz ki “insan”dır. Bunu başarabilmek için de işletmelerin çalışanların bireysel yaratıcılıklarına ihtiyaç duymaktadırlar. Bireysel yaratıcılık, örgütün performansını arttırmak, işin mükemmel yapılmasını ve örgütün rakiplerine karşı rekabet avantajı elde etmesini sağlamak için yeni teknolojiler, yeni yöntemler ve yollar ve faydalı ve pratik ürün fikirleri geliştirmektir. Günümüz şartlarında bu özellikleri taşıyan çoğu yaratıcı birey, işletmeler için kilit konumdaki insan kaynağını oluşturmaktadır. Bu yüzden örgütlerin sahip oldukları örgüt iklimini bu doğrultuda oluşturarak yaratıcılık potansiyellerini ortaya çıkarabilecekleri ve kullanabilecekleri bir çalışma ortamı ve olanakları oluşturmalarıdır. Bu bağlamda bu çalışmanın ana temasını örgüt iklimi ve bireysel yaratıcılık oluşturmaktadır. Çalışmada örgüt iklimi ile bireysel yaratıcılık arasında anlamlı bir ilişkinin olup olmadığının ortaya konulması amaçlanmış ve Kocaeli ve Erzurum illerindeki kamu çalışanlarına bir saha araştırması yapılmıştır. Türkçe literatürde kamu kuruluşlarında örgüt iklimi ve bireysel yaratıcılık arasındaki ilişkiyi araştıran bir çalışmaya rastlanılmamıştır. Bu kapsamda bu çalışma bu ilişkinin ortaya konulması açısından önemlidir.

1. LİTERATÜR TARAMASI: ÖRGÜT İKLİMİ VE BİREYSEL YARATICILIK

Litwin ve Stringer (1968), örgüt iklimini, çalışanlar tarafından doğrudan veya dolaylı olarak çalışma ortamının ölçülebilen farklılıklarının algılanması olarak ifade etmiştir. Katz ve Kahn (1977) ise örgütsel iklimi, kurumun psikolojik durumu olarak dile getirmişlerdir. Ertekin (1978)'in tanımına göre ise, örgüt iklimi, iş görenlerin davranışlarını olumlu ya da olumsuz yönde etkileyen, organizasyona kişilik kazandırma özelliği bulunan ve organizasyona hâkim olan niteliklerin tamamıdır. Hoy ve Meyel (1991) de örgüt iklimi sözcüğünü, her bir bireyin nasıl ki bir kişiliği var ise örgütün kişiliği olarak da mutlaka bir iklimi vardır şeklinde tanımlamıştır (Altınok, 2019:28). Yani, örgüt iklimi, bir örgütü diğer örgütlerden ayıran, zaman geçtikçe de o örgütün değişmez ve katı kuralları haline gelen, çalışanların davranışlarını etkileyip; o örgütü niteleyen ve tanımlayan özelliklerin tamamına örgüt iklimi adı verilmektedir (Cıranoğlu, 2011: 6).

Örgütsel iklimin ilişkili olduğu işe bağlılık, iş tatmin, moral ve motivasyon, liderlik vb. kavramların yanı sıra iş görenlerin ve grupların yaratıcılık etkinlikleri önemli bir yer tutmaktadır. Örgütler için rekabeti geliştirecek ve rekabet koşullarında önemli rol almasını sağlayacak olan faktör yaratıcılıktır. Bu yüzden yaratıcılık ile örgütün iklimi arasında doğru orantılı vardır.

Yapılan birçok araştırma yaratıcılık bireysel performansa bağlı olduğundan ve bu durumu etkileyen çevresel birçok faktörün oluşumundan da bahsetmektedir. Bu araştırmalardan biri Sungur (1997) tarafından yapılmıştır ve yaratıcı örgüt iklimini oluşturacak ana varsayımları şöyle tanımlamıştır. Çalışma ortamında zihni ve fiziki çabaların kullanılması dinlenme veya oyun kadar doğaldır. Çabayı, örgütün amaçlarına yöneltecek tek yol, dışardan yönetme ve ceza ile korkutma değildir. Amaçlara bağlı olmak, onların elde edilmesiyle ilgili ödüllere bağlı olarak değişir. Uygun şartlar altında, sıradan bir birey sorumluluğu sadece almayı değil arayıp bulmayı da öğrenir. Örgütsel problemlerin çözümünde büyük oranda ustalık, imge ve yaratıcılık kullanma kabiliyeti, kişiler arasında oldukça yaygındır. Modern endüstri hayatının koşulları altında sıradan bir bireyin kabiliyetlerinin sadece bir bölümünden faydalanılmaktadır.

İşletme yönetimi bu faktörlerin farkına vardığı ve iş görenlerin niteliklerini görebildiği ölçüde onların yenilikçiliklerinden ve yaratıcılıklarından faydalanabilecektir. Bundan dolayı bu koşulları sağlayacak örgüt ikliminin oluşturulması gerekir (Çavuş, 2006: 135). Yaratıcı fikirlerin çalışanlar tarafından benimsenebilmesi için örgüt ikliminin bu duruma uygun atmosferi oluşturacak biçimde olması, işletmedeki çalışanlara her türlü destek ve teşvikin sağlanması önemlidir. Örgütlerin çalışanlara, uygun çalışma koşullarının sağlanması, iş yapma usullerinde farklı teknikler ve alışılmadık dışında fikirler kullanılması, normal rutinin dışında izlenmeyen yöntemlerin uygulanması konusunda destekleyici tutumlarıyla yön verebilmesi gerekmektedir (Kovancı, 2001: 244). Yaratıcı süreç bu noktada işletmenin yaratıcılığı nasıl içselleştirdiği ve yönlendirdiği ile ilgilidir ve sistemin doğru bir biçimde çalışabilmesi ve çıktılar oluşabilmesi için süreçte “yönlendirme,” “özendirme” ve “ödüllendirme” olmak üzere üç faktör zorunlu görülmüştür (Coade, 2002: 126).

Bireysel yaratıcılığın destekleyici aşamalarından biri olan yönetsel boyut, tamamlanması en zor etmenlerden biri olarak karşımıza çıkmaktadır. Bunun en büyük sebeplerinden biri, yönetimin değişime olan olumsuz tutumlarıdır. Yaratıcılık, çalışanların bireysel yaratıcılıkları ve örgüt ikliminin birleşmesi ile ürün, hizmet ve süreçlerin ortaya çıkması ile kendini gösterir.

Bireysel yaratıcılığın bir örgütte doğup gelişmesine engel olan en büyük sebepler ise iletişimsel sıkıntılar, örgüt ikliminin yenilik üretmek için uygun olmayışı, farklı yollar izlenmesi için daha önce izlenmemiş yollardan ilerlenmesi konusunda kaçınıcı ve önleyici tutumların örgüt içinde benimsenmekte olduğu bilinen bir gerçektir (Kovancı, 2001: 245).

Bireysel yaratıcılığın örgüt iklimi tarafından desteklendiği durumlarda, yönetim, genel yönetim prosedürlerinin yanı sıra çalışana yeni yetiler katma üstüne çalışmalar yürütmektedir. Bireysel yaratıcılığın ortaya konmasında, yönetimin desteğinin güçlü olmasını; yenilik ve yaratıcılığın kaynağını, yaratıcı fikirlerin ve örgüt ikliminin etkisini somut kaynaklara dönüştürebilmesi için yapılacakları algılayacak seviyede olması belirlemektedir (Marşap, 1999:76). Yaratıcı düşüncenin ortaya çıkması için kısıtlama ve baskılardan bağımsız bir çalışma ortamı gerekse de, yönetim çoğu zaman bu tarz uygulamaları düzen ve mali açıdan tehdit olarak algılayabilmektedir (Şimşek, 1997: 322). Yeterli zaman, yeterli kaynak sağlanması da örgütte çalışanların yaratıcı fikirler üretip geliştirebilmesi için şarttır (Kaya ve Aziz, 2005: 10). Bu yüzden araştırmacılar tarafından yaratıcılık ile çeşitli çalışmalar yapılmıştır. Bu kısımda yapılan alan yazın incelemesinde yapılan araştırmalar derlenmiştir.

Ertekin (1978) tarafından yapılan diğer bir örgüt iklimi araştırmasında, Devlet Su İşleri'nin ve İç İşleri Bakanlığı'nın örgüt iklimi özelliklerini saptamak ve genelleme oluşturmak amacıyla bir araştırma yapılmıştır. İklim kavramı 24 boyutta incelenmiştir. Devlet Su İşleri'nin örgütsel ikliminin, daha açık, etkin ve canlı bir görünüme sahip olduğu, net, özendirici ve daha içten bulunduğu, işletme-üye uyumunun daha fazla olduğu tespit edilmiştir. Buna karşılık, İç İşleri Bakanlığı'nda, iklimin çalışanlarca itici olarak algılandığı, erke ve biçimsel norm ve kurallara göre bir iklimin olduğu, örgütte çatışmanın yoğun yaşandığı belirtilmiştir. Bu çalışmada örgüt

ikliminin sadece kişiyi güdüleyen bir faktör olmadığı, kurumun etkililiği üzerinde de katkısının bulunduğu sonucuna ulaşılmıştır.

Bu çalışmayla ilgili olması açısından Parlak (1990) tarafından yapılan araştırma önemlidir. “Türk Kamu Yönetiminde Örgüt İklimi” başlıklı bu çalışmada, kamu kurumlarında hâkim olan örgüt iklimi belirlenmeye ve hangi iç ve dış faktörlerin iklimi oluşturduğu saptanmaya çalışılmıştır. Çalışmanın yürütüldüğü kamu örgütünün destek ve içtenlikten yoksun, sorumluluk ve yetki sorunlarının yanında siyasi otorite baskılarının ve çözümlenemeyen çatışmaların yaşandığı bir yapıya sahip olduğunu tespit etmişlerdir. Kamu örgütünde mali, hukuki ve örgütlenme gibi olguların olumsuz olarak yaşandığını ifade etmiştir.

Çekmecelioğlu (2006), kimya sektöründe faaliyet gösteren sanayi işletmesindeki 450 beyaz yakalı çalışan üzerinde yaptığı çalışmada, örgüt iklimi, yaratıcılık ve duygusal bağlılık arasındaki ilişki incelenmiştir. Örgüt iklimi değişkenlerinden örgütsel cesaretlendirme faktörünün ve işin özelliğinin duygusal bağlılığı pozitif etkilediği ifade edilmiştir. Yönetimin ve takımın desteği, işin niteliğinin yaratıcılığı pozitif etkilediğini vurgulanmıştır (Kanbur, 2015:26).

Balay (2010) Harran Üniversitesi öğretim üyelerinin toplumsal, bireysel ve yönetsel düzeydeki örgütsel yaratıcılık algılarını saptamayı amaçladığı çalışmada “*Örgütsel Yaratıcılık Ölçeği*” geliştirilerek veri toplamıştır. Araştırma 473 kişiden oluşan bir örneklem grubu üzerinde yapılmıştır. Araştırma sonucunda öğretim elemanlarının örgütsel yaratıcılık algılarının, toplumsal ve yönetsel boyutta “orta düzeyde”, bireysel boyutta ise “yeterli seviyede” gerçekleştiği bulunmuştur (Eroğlu,2014:55).

Günaydın (2017), Kocaeli’ndeki kamu kuruluşlarında çalışan 241 çalışandan anket yoluyla veri toplamıştır. Bireysel yaratıcılık ile beş faktör kişilik özellikleri arasındaki ilişkiyi belirlemeye yönelik yapılan çalışmada beş faktör kişilik özelliklerinden, dışadönüklük, öz denetim, uyumluluk ve deneyime açıklık boyutları ile bireysel yaratıcılık arasında anlamlı ve pozitif bir ilişki bulunmuştur. Nevrotiklik boyutu ile bireysel yaratıcılık arasında anlamlı bir ilişki saptanamamıştır.

Yapılan tüm bu çalışmalardan hareketle, ikliminin sadece kişiyi güdüleyen bir faktör olmadığı; örgütün etkinlik, verimlilik ve başarısı üzerinde katkısı olduğu sonucuna ulaşılmaktadır. Bu çalışmada da iklimin bireylerin yaratıcılıkları üzerinde anlamlı ve pozitif bir etki oluşturacağı öngörülmektedir. Çalışmanın diğerlerinden farkı örneklemin kamu çalışanlarından oluşmasıdır. Literatürde görülen çalışmalar özel sektöre aittir.

2. METODOLOJİ

Çalışmanın bu bölümünde; araştırmanın temel amacı, araştırmanın kısıtları, veri toplama yöntemi, araştırmanın modeli, verilerin analizi ve bulgulara yer verilmiştir.

Bu çalışmanın temel amacı, işletmenin psikolojik durumu olarak da ifade edilen, işletme çalışanları tarafından algılanıp, onların davranışları üzerinde olumlu ve olumsuz etkileri bulunan örgüt ikliminin örgütte çalışan bireylerin yaratıcılıklarını nasıl ve ne ölçüde etkilediğini incelemektir. Bu bağlamda, Kocaeli ve Erzurum ilindeki kamu kuruluşlarında bireysel yaratıcılığı geliştiren ve destekleyen faktörleri belirlemek amaçlanmıştır.

Araştırmanın evrenini Kocaeli Büyükşehir Belediyesi, İzmit Belediyesi ve Erzurum Orman Bölge Müdürlüğü çalışanları oluşturmaktadır. Örnek kütle araştırmaya katılan 148 kişiden oluşmaktadır. Araştırma verileri anket yöntemi ile elde edilmiştir. Anketler, araştırma kapsamına dâhil edilen işletmelere mail yoluyla ve elden dağıtılmıştır. Yaratıcı Örgütsel İklim ölçeği, Bernard M. Johnson tarafından yazılmış olan “*Bireysel Yaratıcılık ve İşyerinde Bireysel Verimlilik Derneği*” adlı kitaptan uyarlanarak oluşturulmuştur. Güvenirlilik analizi sonuçlarına

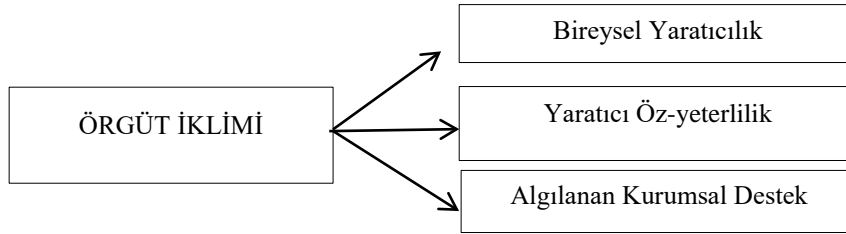
göre 34 önermeden oluşan örgütsel iklim ölçeğinin güvenilirlik değeri; *Cronbach's Alpha* (α) = ,928 olduğu bulunmuştur. Bireysel yaratıcılık ölçeği mevcut çalışma için özel olarak geliştirilen beş maddeyi kullanarak yaratıcı davranışlarda bulunma fırsatlarının bireysel algısı açısından işlevselleştirilmiştir ve ölçek *Cronbach's Alpha* (α) = ,781 ile güvenilirlik göstermiştir. Yaratıcı öz-yeterlilik, altı madde kullanılarak ölçülmüştür; bunlardan dördü “Tierney ve Farmer'ın (2002) “Öz-Yeterlilik” ölçeğinden alınmıştır ve iki madde de farklı çalışmalardan alınmıştır. Bu çalışmada güvenilirlik değeri; *Cronbach's Alpha* (α) = ,823 bulunmuştur. Yaratıcılık için algılanan kurumsal destek ölçeği ise, Yaratıcı Liderlik Merkezi (Center for Creative Leadership) tarafından oluşturulmuş olan “Yaratıcılık için İklimi Değerlendirme” adlı ölçekten alınan altı madde ile ölçülmüştür ve *Cronbach's Alpha* (α) sayısı = ,823 olarak bulunmuştur.

Toplam 58 sorudan oluşan anket formunda birinci kısımdaki 7 soru demografik özellikleri içeren sorulardan meydana gelmektedir. İkinci kısımdaki 34 soru örgüt iklimi ile ilişkili ve üçüncü ve son bölümde ise, 17 soru bireysel yaratıcılıkla alakalı sorulardan oluşmaktadır. Anket formu birinci kısımdaki sorular hariç diğer kısımlarda “kesinlikle katılmıyorum (1) katılmıyorum, (2) katılmıyorum, (3) kararsızım, (4) katılıyorum, (5) kesinlikle katılıyorum” şeklinde beşli Likert Ölçeği kullanılarak hazırlanmıştır.

Araştırma Kocaeli Büyükşehir Belediyesi, İzmit Belediyesi ile Erzurum Orman Bölge Müdürlüğü'nde araştırmaya katılan çalışan personellerin görüşleri ile sınırlıdır. Araştırmada veri toplamada yaygın olarak kullanılan yöntemlerden biri olan “anket” yöntemi kullanılmıştır ve anket uygulamasının genel sınırlılıkları bu araştırma için de geçerlidir. Buna rağmen, elde edilecek bulguların konu ile ilgili araştırma yapacaklara, önemli ipuçları sağlayacağı düşünülmektedir.

2.1 Araştırmanın Modeli ve Hipotezleri

Araştırma amaçları ve hipotezleri doğrultusunda oluşturulan model aşağıda yer almaktadır:



Şekil-1: Araştırmanın Modeli

Bu model ile örgüt iklimi ile yaratıcılık arasındaki ilişki incelenecek ve örgüt ikliminin yaratıcılık değişkenlerini ne derecede açıklayacağı belirlenecektir.

Araştırmanın Hipotezleri: Araştırmanın temel amacına bağlı olarak test edilecek hipotezler ise aşağıdaki gibidir:

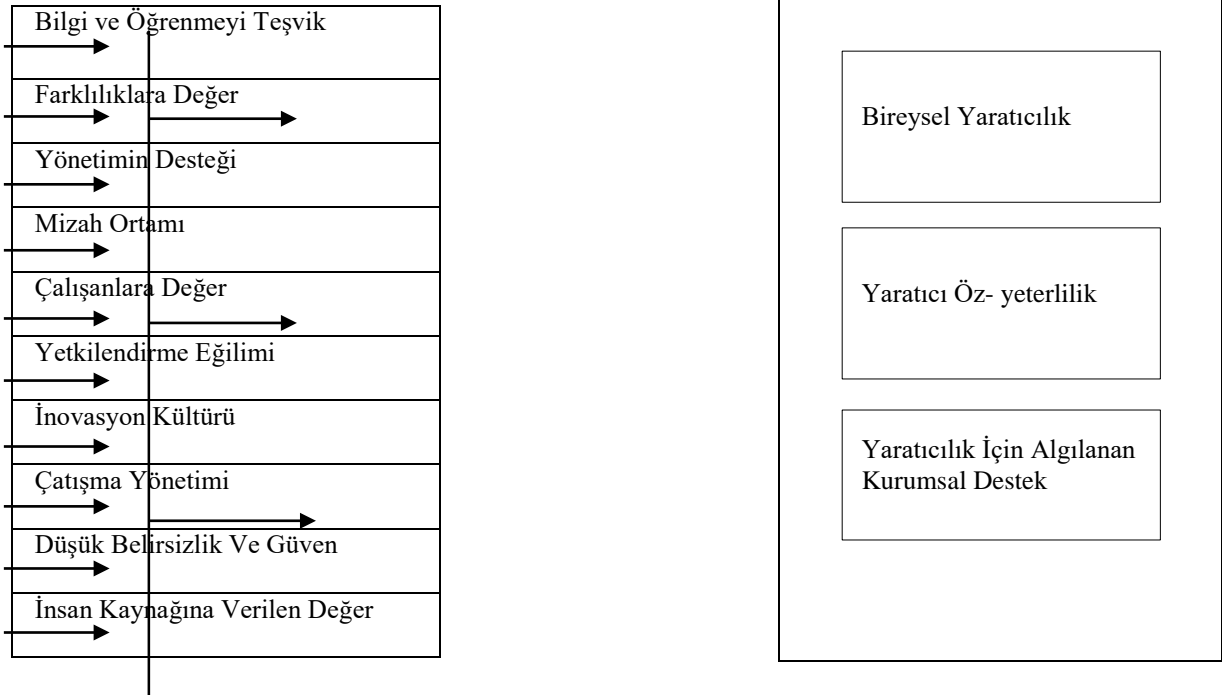
H₁ Örgüt iklimi ile bireysel yaratıcılık arasında bir ilişki ve örgüt ikliminin yaratıcılık üzerinde etkisi vardır.

H_{1a} Örgüt iklimini oluşturan değişkenlerin bireysel yaratıcılık üzerinde etkisi vardır.

H_{1b} Örgüt iklimini oluşturan değişkenlerin yaratıcı öz yeterlilik üzerinde etkisi vardır.

H_{1c} Örgüt iklimini oluşturan değişkenlerin yaratıcılık için algılanan kurumsal destek etkisi vardır.

Tablo- 1: Hipotezler Bağlamında Araştırılan İlişki Modeli



Örgüt ikliminin boyutlarından bilgi ve öğrenmeyi teşvik, farklılıklara değer, yönetimin desteği, mizah ortamı, çalışanlara değer, yetkilendirme eğilimi, inovasyon kültürü, çatışma yönetimi, düşük belirsizlik ve güven ve insan kaynağına verilen değer boyutlarının her biri yaratıcılık boyutlarından bireysel yaratıcılık, yaratıcı öz-yeterlilik ve yaratıcılık için algılanan kurumsal destek arasındaki ilişki incelenmiştir.

3. BULGULAR

Çalışma kapsamında oluşturulan hipotezleri test etmek amacıyla korelasyon ve regresyon (ilişki) analizi uygulanmıştır. Aşağıda bu analizlerin sonuçlarına yer verilmiştir.

Tablo-2: Örgüt İklimi Ölçeği Değişkenleri ve Örgütsel Yaratıcılık Ölçeği Boyutları Arasındaki Korelasyon Tablosu

Örgüt İklimi Boyutları	Yaratıcılık Ölçeği Boyutları		
	Bireysel yaratıcılık ölçeği	Yaratıcı öz-yeterlilik ölçeği	Yaratıcılık için algılanan kurumsal destek ölçeği
Düşük Belirsizlik ve Güven	,336**	,297**	,382**
İnsan kaynağına verilen değer	,455**	,212**	,491**
Bilgi ve Öğrenmeyi Teşvik	,426**	,164*	,501**
Farklılıklara Değer	,339**	,272**	,269**
Yönetimin Desteği	,422**	,381**	,433**
Mizah ortamı	,534**	,252**	,526**
Çalışanlara değer	,406**	,222**	,470**
Yetkilendirme eğilimi	,449**	,223**	,575**
İnovasyon kültürü	,278**	,268**	0,129
Çatışma Yönetimi	,422**	,334**	,369**

Korelasyon analizi sonuçlarına göre, örgüt ikliminin boyutları olan düşük belirsizlik ve güven, insan kaynağına verilen değer, bilgi ve öğrenmeyi teşvik, farklılıklara değer, yönetimin desteği, mizah ortamı, çalışanlara değer, yetkilendirme eğilimi, inovasyon kültürü, çatışma yönetimi ile yaratıcılık ölçeği boyutları arasında, negatif sonuçlar elde edilmediği için, pozitif ve anlamlı bir ilişki olduğu sonucuna ulaşılmıştır. En yüksek anlamlılığın ise, örgüt iklimi boyutlarından “yetkilendirme eğiliminin” yaratıcılık ölçeği boyutlarından “yaratıcılık için algılanan kurumsal destek” arasında olduğu sonucu bulunmuştur.

Aşağıda araştırma hipotezlerini test etmek amacıyla regresyon analizi uygulanmıştır.

H_{1a} Örgüt iklimini oluşturan değişkenlerin “*Bireysel Yaratıcılık*” üzerinde etkisi vardır.

DEĞİŞKENLER	Beta	t değeri	p değeri	R ²	ΔR ²	F	Sig.
Sabit	-2,851	-6,670	,000	,360	,307	6,860	,000
Bilgi Ve Öğrenmeyi Teşvik	,036	1,067	,288				
Farklılıklara Değer	,020	,577	,565				
Yönetimin Desteği	,008	,191	,849				
Mizah Ortamı	,092	2,666	,009				
Çalışanlara Değer	,024	,659	,511				
Yetkilendirme Eğilimi	,021	,461	,645				
İnovasyon Kültürü	,026	,868	,387				
Çatışma Yönetimi	,041	1,262	,209				
Verimlilik Kültürü	,021	,594	,554				
Düşük Belirsizlik ve Güven	-,022	-,580	,563				
İnsan Kaynağına Verilen Değer	,020	,474	,636				

Bu çalışmada bağımsız değişken olarak örgüt iklimi, bağımlı değişken olarak da bireysel yaratıcılık ele alınmıştır.

Örgüt iklimi boyutlarından mizah ortamı boyutunun yaratıcılık ölçeği boyutlarından bireysel yaratıcılık ölçeği üzerinde etkisi olduğu sonucu bulunmuştur. Mizah ortamı değişkeninin ($\beta=,092$; $p<0,10$) bireysel yaratıcılık üzerinde anlamlı ve pozitif etkiye sahip olduğu anlaşılmıştır. Bu anlamda H_{1a} “Örgüt iklimini oluşturan değişkenlerin bireysel yaratıcılık üzerinde etkisi vardır” hipotezi kabul edilmiştir.

H_{1b} Örgüt iklimini oluşturan değişkenlerin “*Yaratıcı Öz Yeterlilik*” üzerinde etkisi vardır.

DEĞİŞKENLER	Beta	t değeri	p değeri	R ²	ΔR ²	F	Sig.
Sabit	-2,439	-5,123	,000	0,211	0,147	3,292	0,001
Bilgi Ve Öğrenmeyi Teşvik	-,052	-1,378	,171				
Farklılıklara Değer	,025	,626	,532				
Yönetimin Desteği	,120	2,534	,012				
Mizah Ortamı	,016	,428	,669				
Çalışanlara Değer	-,017	-,409	,683				
Yetkilendirme Eğilimi	,011	,214	,830				
İnovasyon Kültürü	,035	1,023	,308				
Çatışma Yönetimi	,074	2,042	,043				
Verimlilik Kültürü	-,023	-,588	,558				
Düşük Belirsizlik Ve Güven	,044	1,015	,312				

İnsan Kaynağına Verilen Değer	-,025	-,524	,601				
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Örgüt iklimi boyutlarından bilgi ve öğrenmeyi teşvik, yetkilendirme eğilimi ve inovasyon kültürü değişkenlerinin yaratıcı öz-yeterlilik ölçeği üzerinde etkisi olduğu sonucu bulunmuştur. Bilgi ve öğrenmeyi teşvik değişkeninin ($\beta=,076$; $p>0,05$), yetkilendirme eğilimi ($\beta=,136$; $p>0,05$) üzerinde pozitif, inovasyon kültürü ($\beta=-,051$; $p<0,05$), üzerinde negatif etkiye sahip olduğu bulunmuş olup, bu anlamda H_{1b} “Örgüt iklimini oluşturan değişkenlerin yaratıcı öz yeterlilik üzerinde etkisi vardır” hipotezi kabul edilmiştir.

H_{1c} Örgüt İklimini oluşturan değişkenlerin “Yaratıcılık İçin Algılanan Kurumsal Destek” üzerinde etkisi vardır.

DEĞİŞKENLER	Beta	t değeri	p değeri	R ²	ΔR^2	F	Sig.
Sabit	-2,439	-5,123	,000	0,211	0,147	3,292	0,001
Bilgi Ve Öğrenmeyi Teşvik	-,052	-1,378	,171				
Farklılıklara Değer	,025	,626	,532				
Yönetimin Desteği	,120	2,534	,012				
Mizah Ortamı	,016	,428	,669				
Çalışanlara Değer	-,017	-,409	,683				
Yetkilendirme Eğilimi	,011	,214	,830				
İnovasyon Kültürü	,035	1,023	,308				
Çatışma Yönetimi	,074	2,042	,043				
Verimlilik Kültürü	-,023	-,588	,558				
Düşük Belirsizlik Ve Güven	,044	1,015	,312				
İnsan Kaynağına Verilen Değer	-,025	-,524	,601				

Örgüt iklimi boyutlarından yönetimin desteği ve çatışma yönetimi değişkenlerinin yaratıcılık için algılanan kurumsal destek ölçeği ile etkisi olduğu bulunmuştur. Yönetimin desteği ($\beta=,120$; $p>0,05$), çatışma yönetimi ($\beta=,074$; $p>0,05$) üzerinde pozitif etkiye sahip olduğu bulunmuş olup, bu anlamda, H_{1c} “Örgüt iklimini oluşturan değişkenlerin yaratıcılık için algılanan kurumsal destek etkisi vardır” hipotezi kabul edilmiştir.

4. SONUÇ VE ÖNERİLER

Bir işletmede yaratıcılığın gelişmesi, yaratıcı fikirler üretmenin işletmenin ana stratejilerinden biri haline gelecek şekilde doğru bir biçimde uygulanmaya başlanması için örgütsel iklimin yeterli bir dinamizme sahip olması gerekir. Örgütte yaratıcılığın ön plana çıkabilmesi ve iş görenler tarafından da benimsenebilmesi, işletmede gücü elinde tutan yönetimin bunu ne kadar teşvik ettiği, buna ne kadar inandığı ve ne kadar katılımcı bir tavır takındığına bağlı olarak değişmektedir (Güler,2019:38). Yaratıcılık, çalışanların bireysel yaratıcılıkları ve örgüt ikliminin birleşmesi ile ürün, hizmet ve süreçlerin ortaya çıkması ile kendini gösterir. Dolayısıyla yaratıcılığa üst düzey yönetim dahil her kademedeki çalışan katılmalıdır. Bu

bağlamda bu çalışmanın temel konusunu örgüt iklimi ve bireysel yaratıcılık oluşturmaktadır. Bu bağlamda çalışmanın öncelikli amacı olan, örgüt ikliminin yaratıcılık üzerindeki etkisi açıklanmaya çalışılmıştır. Çalışmanın temel hipotezini destekleyen örgüt iklimi boyutlarından çatışma yönetimi, yetkilendirme eğilimi, inovasyon kültürü, farklılıklara değer, düşük belirsizlik ve güven, bilgi ve öğrenmeyi teşvik, verimlilik kültürü, çalışanlara değer, mizah ortamı, yönetimin desteği, insan kaynağına verilen değer değişkenlerinin yaratıcılığın bireysel yaratıcılık, yaratıcı öz-yeterlilik ve yaratıcılık için algılanan kurumsal destek değişkenleri üzerindeki etkileri de açıklanmaya çalışılmıştır. Örneklemde elde edilen verilere korelasyon ve regresyon analizi uygulanmış ve örgüt iklimi boyutlarından mizah ortamı, yönetimin desteği, çatışma yönetimi, bilgi ve öğrenmeyi teşvik, yetkilendirme eğilimi ve inovasyon kültürünün bireysel yaratıcılık, yaratıcı öz-yeterlilik ve yaratıcılık için algılanan kurumsal destek üzerinde etkisi olduğu sonucuna ulaşılmıştır.

Bu uygulamanın kamu sektöründe yapılmasının nedeni örgüt iklimine yönelik yapılan araştırmaların genelinde özel sektöre yönelik gerçekleştirilmesinden dolayıdır. Bu bağlamda literatüre kamu sektöründeki örneklem nedeniyle katkı sağlanması amaçlanmıştır.

Bu çalışma ile tespit edilen örgütsel iklim ile bireysel yaratıcılık arasında ilişki ve örgütsel iklimin bireysel yaratıcılığı etkilediği sonucundan hareketle; kamu kurum yöneticilerine ve bu konu ile ilgilenenlere şu öneriler sıralanabilir.

- Örneklem sayısını artırarak sonuçların genellenebilirlik düzeyi artırılabilir.
- İşletmede çalışanların örgüt iklimi ve bireysel yaratıcılık hakkındaki görüş ve algılarını netleştirmek üzere nicel araştırmaların yanı sıra nitel çalışmalar da gerçekleştirilebilir.
- Bu çalışma farklı kamu kurumları arasında karşılaştırma yaparak yinelenebilir ve çıkacak sonuçlar yeni çalışmalara kapı açabilir.
- Çalışanlara işinde inisiyatif kullanma, işini planlama ve karar verme olanağı verildiğinde bireysel yaratıcılıklarının geliştiği sonucundan kurum yöneticileri kurum başarısı için yönetim tarzlarını gözden geçirmeleri sağlanabilir.
- Çalışanların eleştiri veya cezalandırma korkusu olmadan yeni öneriler geliştirebilmeleri, sezgilerini savunmaları yöneticiler tarafından desteklenen bir örgüt iklimi oluşturulabilir.
- Kamu kurumlarındaki yöneticilerin bireysel yaratıcılığı desteklemesinin faydaları konusunda farkındalık yaratacak yöntemler keşfedilmesine yönelik çalışmalar yapılabilir.
- Yöneticiler, çalışanlarının yaratıcılıklarını destekleyen bir ortam oluşturup, kurs, konferans, hizmet içi eğitim ve seminerler düzenleyerek yaratıcılıklarını yeni ürün ve hizmete dönüştürmelerini sağlayarak, işletmenin stratejik hedeflerine ulaşmasına yardımcı olabilirler.

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OPENING CEREMONY

Friday 18 December 2020 09:00-10:00	<p>Opening Speeches (in Turkish)</p> <p>Assoc.Prof.Dr.Mohammed ABUBAKAR, Coordinator</p> <p>Prof.Dr.Himmet KARADAL, Chair</p> <p>Assoc.Prof.Dr.M.Naci EFE, Co-Chair</p> <p>Gökhan ERZURUMLUOĞLU, Regional Sales Manager, Zoom Rahi Systems</p> <p>Edina BRUTUS, Founder, International University of Gorazde, Bosnia Herzegovina</p> <p>Dr.Bilal SUCUBAŞI, Makedonia Halk Bank General Manager, N.Makedonia</p> <p>Prof. Dr. Nihat ALAYOĞLU, Istanbul Chamber of Commerce</p> <p>Prof.Dr.Fadıl HOCA, Rector, International Vision University, Gostivar/N.Macedonia</p> <p>Prof.Dr.Necmettin ATSÜ, Rector, İstanbul Kent University</p> <p>Dr.Akhmetov Berik Bakhytzhonovich, Rector, Yessenov University, Kazakhstan</p> <p>Prof.Dr.Mustafa ALIŞARLI, Rector, Bolu Abant İzzet Baysal University</p> <p>Evren DİNÇER, Mayor of Aksaray/Turkey</p> <p>Turkish Music Recital: Soloist: Asst.Prof.Dr.Ayçin ÖNER, Ankara HBV University</p> <p>Oud: Asst.Prof.Dr. Ali Kerim ÖNER, Ankara HBV University</p> <ol style="list-style-type: none">1. Hicaz Türkü, "Yeşil gözlerini ufkuma ger ki", Beste: Sadettin Kaynak2. Hicaz Tango, "Bir çapkına yangınım", Beste: Kadri Cerrahoğlu3. Hicaz Şarkı, "Değdi saçlarıma bahar gülleri", Beste: Bekirof
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Opening Session: “Post Covid-19 Era: New Normalcy” (in English)

Friday 18 December 2020 11:00-12:00	Moderator: Prof.Dr. Mustafa TÜMER & Assoc.Prof.Dr.Mohammed ABUBAKAR Prof.Dr..Hüseyin ARASLI, University of Stavanger, Norway Prof. Dr. Muhammad SHAHBAZ, University of Cambridge, UK Prof. Dr. Hernán E. Gil FORLEO, University of Buenos Aires, Argentina Assoc.Prof. Dr. Dababrata CHOWDHURY, University of Suffolk, UK Assoc.Prof. Dr. Erdoğan EKİZ, Mohammed VI Polytechnic University, Morocco Assoc.Prof.Dr. Veclal GÜNDÜZ, Bahçeşehir Cyprus University Assoc.Prof. Dr. Azer DILANCHIEV, International Black Sea University, Georgia Assoc.Prof.Dr. Elira TURDUBAEVA, American University of Central Asia, Kirghizistan Assoc.Prof.Dr. Soner YILDIRIM, University of Prizren, Kosovo Dr. Siham EL-KAFAFİ, Director of Arrows Research Consultancy, New Zealand
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18 December 2020, Friday - SESSIONS & MODERATORS

Time	Gorazde Sessions	Sarajevo Sessions	Mostar Sessions
09:00-10:00	Opening Speeches Assoc.Prof.Dr. Mohammed ABUBAKAR		
11:00-12:00	Opening Session Prof.Dr. Mustafa TÜMER Assoc.Prof.Dr. Mohammed ABUBAKAR		
13:00-14:30	Entrepreneurship Session 1 Prof. Dr. Göksel ATAMAN Asst.Prof.Dr. Duygu HIDIROĞLU	Marketing Session 1 Assoc.Prof.Dr. Banu HÜLÜR Dr. Kemal EKER	Administration Session 2 Prof.Dr. Hernán E.Gil FORLEO Asst.Prof.Dr. Polat YÜCEKAYA
14:30-16:00	Entrepreneurship Session 2 Prof. Dr. Birol MERCAN Asst. Prof. Dr. Mustafa GÖMLEKSİZ	Marketing Session 2 Prof.Dr. Alba DUMI Asst.Prof.Dr. Nihat TAVŞAN	Administration Session 3 Assoc.Prof.Dr. Gülbeniz AKDUMAN Dr. Mehmet KAPLAN
16:00-17:30	International Relations Assoc.Prof.Dr. Murteza HASANOĞLU Assoc.Prof.Dr. Elnur Hasan MIKAIL	Marketing Session 3 Assoc.Prof.Dr. Burhan SAYILIR Asst.Prof.Dr. Sevgi SÜMERLİ SARIGÜL	Administration Session 4 Prof.Dr. Ahmet ERGÜLEN Asst.Prof. Dr. Berat AKINCI
17:30-19:00	Economics Session 1 Prof.Dr. Samettin GÜNDÜZ Asst. Prof. Dr. Rabia Aktaş ŞENKARDEŞLER	Marketing Session 4 Prof.Dr. Asım SALDAMLI Asst. Prof.Dr. Pınar Gökçin ÖZUYAR	Administration Session 5 Prof.Dr. Fatma NUR İPLİK Asst.Prof.Dr. Leyla İÇERLİ

19 December 2020, Saturday - SESSIONS & MODERATORS

<u>Time</u>	<u>Gorazde Sessions</u>	<u>Sarajevo Sessions</u>	<u>Mostar Sessions</u>
09:00-10:30	<u>Covid 19 Session 1</u> Assoc.Prof.Dr.Veclal GÜNDÜZ Dr. Dababrata CHOWDHURY	<u>Economics Session 3</u> Prof. Dr. Seyit KÖSE Asst. Prof. Dr.Mehmet ALTUNTAŞ	<u>Administration Session 6</u> Assoc.Prof.Dr. Mine HALİS Asst.Prof.Dr.Özgür ÇARK
10:30-12:00	<u>Research Methods Workshop</u> Prof.Dr. Şevki ÖZGENER Prof.Dr. Remzi ALTUNIŞIK Assoc.Prof.Dr. Mohammed ABUBAKAR Asst. Prof. Dr.Gözde MERT	<u>Administration Session 1</u> Assoc.Prof.Dr. Muhammet SAYGIN Assoc.Prof.Dr. M.Halit YILDIRIM	
13:00-14:30	<u>Covid 19 Session 2</u> Prof Dr. Alba DUMI Assoc.Prof.Dr.Erdal ŞEN	<u>Economics Session 4</u> Prof. Dr.Haşim AKÇA Assoc.Prof.Dr.Mustafa Hakkı AYDOĞDU	<u>Administration Session 7</u> Prof.Dr. Muhsin HALİS Assoc.Prof.Dr. Ali CAN
14:30-16:00	<u>Covid 19 Session 3</u> Prof.Dr.Recep YÜCEL Dr.Nasiye Çiğdem ULUÇ	<u>Economics Session 5</u> Prof.Dr.Youssef EL AZYZY Assoc.Prof.Dr.Erdogan EKİZ	<u>Administration Session 8</u> Assoc.Prof.Dr. Savaş S. ATEŞ Asst.Prof.Dr. Ebru ERTÜRK
16:00-17:30	<u>Communication Session</u> Prof. Dr. Himmet HÜLÜR Dr. Hüsamettin AKAR	<u>Economics Session 6</u> Prof.Dr. Tea KBILTSETSKHLASHVILI Assoc.Prof.Dr. Süreyya KARSU	<u>Administration Session 9</u> Prof.Dr. Şevki ÖZGENER Assoc.Prof.Dr.Ali ÇİÇEK
17:30-19:00	<u>Closing Session</u> Prof.Dr. Şevki ÖZGENER Assoc.Prof.Dr. Mohammed ABUBAKAR		<u>Economics Session 2</u> Asst. Prof.Dr. Bülent DEMİR Dr. Gözde GÜRGÜN

GORAZDE SESSIONS Friday, 18 December 2020

<u>Gorazde Session</u>	https://rahisys.zoom.us/j/8568980123		
18 December 2020	13:00-14:30	Moderator	Prof. Dr. Göksel ATAMAN Asst. Prof. Dr. Duygu HIDIROĞLU
<u>Entrepreneurship Session 1</u>			
<ol style="list-style-type: none"> 1. Kırsal Kesimlerde Kadın Girişimciliği: KKTC Örneği - Dr. Güzhan GÜLAY, Burak ERKUT, Assoc. Prof. Dr. Veclal GÜNDÜZ 2. Açık İnovasyon Uygulamaları Üzerine Bir Çalışma - Ayşe Nur AYAS 3. Menkul Kıymetler Borsası Düzenlemeleri ve Girişimcilik - Asst. Prof. Dr. Duygu HIDIROĞLU 4. Üniversite Öğrencilerinin Liderlik Özellikleri İle Girişimcilik Eğilimlerinin İncelenmesi Üzerine Bir Araştırma - Asst. Prof. Dr. POLAT YÜCEKAYA 5. Girişimcilikte Fonlama Sorununa Yeni Bir Çözüm Önerisi: Kitlesele Fonlamanın Olumlu ve Olumsuz Yönleri Üzerine Bir İnceleme – Lecturer Artür Yetvart MUMCU, Prof. Dr. Göksel ATAMAN 6. Dünyada ve Türkiye'de Başlıca Sosyal Girişimcilik Uygulamaları Üzerine Bir Araştırma - Tuğba SÖNAL, CANAN AKSOY 7. Grupsal Polis Sapmasına Karşı Grupsal Polis Bütünlüğü Perspektifinden Kuzey Kıbrıs Türk Cumhuriyeti Polis Örgütü Üzerine Nicel Bir Araştırma - Asst. Prof. Dr. Osman KAYABAŞI 8. Polis Örgütlerinin Örgütsel Polis Bütünlüğü Düzeyleri Üzerine Uluslararası Boyutta Karşılaştırmalı Bir Bakış - Asst. Prof. Dr. Osman KAYABAŞI 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
18 December 2020 Entrepreneurship Session 2	14:30-16:00	Moderator	Asst. Prof. Dr. Mustafa GÖMLEKSİZ Ms. Camila BARRAGÁN
<ol style="list-style-type: none"> 1. Barriers to Innovation: A Brief Review at the Firm Level - Asst. Prof. Dr. Mustafa GÖMLEKSİZ 2. The Innovation and Employment Nexus: Empirical Evidence from Lationamerica - Ms. Camila Barragán Julián Andres Díaz TAUTIVA, Mr. Luigi Pio Leonardo Cavaliere 3. Entrepreneurial Opportunity Through Use of Earth-Worm Based Manure in India: An Exploratory Study - Asst. Prof. Dr. Analjyoti Basu 4. Social Entrepreneurship and Sustainable Perfomance of Non Governmental Organizations (NGO) in Nigeria - Prof. Dr. Muhammad Sanusi MAGAJI 5. The Cultural Determinants of Entrepreneurship: Evidence from the GLOBE Project - Ms. Camila Barragán Julián Andres Díaz TAUTIVA, Mr. Luigi Pio Leonardo Cavaliere 6. Financial Literacy and Affordable Credit on the Performance of Agricultural Entrepreneur in Northern Nigeria: Paradigm Shift in Islamic Perspectives - Abubakar Ado ADAMU, Nasiru ABDULLAHI, Mohammed Aliyu DANTSOHO, Yazeed MUHAMMED, Aliyu Audu GEMU, Abdullahi Hamid ZAKARI 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
18 December 2020 International Relations	16:00-17:30	Moderator	Assoc. Prof. Dr. Murteza HASANOĞLU Assoc. Prof. Dr. Elnur Hasan MIKAIL
<ol style="list-style-type: none"> 1. Azerbaijan - Turkey Relations: Main Dynamics in Bilateral Relations and Strategic Alliance Aspect - Assoc. Prof. Dr. Murteza HASANOĞLU 2. Kazakhstan, Shining Star of Geography of Central Asia in the 21st Century: Independence Process with Turkey and Emphasis on Petroleum Economics - Assoc. Prof. Dr. Elnur Hasan MIKAIL, Asst. Prof. Dr. Hakan ÇORA 3. Rusya Federasyonu'nda Bürokrasi - Asst. Prof. Dr. Bakko Mehmet BOZASLAN 4. Azerbaycan'ın nakliye ve lojistik sistemindeki beklentileri - Matanat RASULOVA 5. Rusya'nın Ermenistan-Azerbaycan Dağlık Karabağ Münakaşa Çözümüne Katılımı - Assoc. Prof. Dr. Leman QARAYEVA 6. Azerbaijan-Turkey Military-Strategic Cooperation in the Context of Regional Security - Assoc. Prof. Dr. Nafila RAHİMOVA 7. GIS Analysis of the Azerbaijani Lands Occupied by the Armenian Armed Forces (Goranboy Administrative District) - Assoc. Prof. PhD Zaur IMRANI, Prof. PhD Elshan HASHIMOV, Prof. ScD Azad BAYRAMOV, Assoc. Prof. PhD Natavan DJAFAROVA 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
18 December 2020 Economics Session 1	17:30-19:00	Moderator	Prof. Dr. Samettin GÜNDÜZ Asst. Prof. Dr. Rabia Aktaş ŞENKARDEŞLER
<ol style="list-style-type: none"> 1. The Impact of OECD Countries' Export Performance on Economic Growth: Panel Data Analysis for the Period 2006-2019 - Asst. Prof. Dr. Rabia Aktaş ŞENKARDEŞLER 2. Developing a Protective - Preventive and Machine Learning Based Model on Child Abuse - Fatih Mert, Assoc. Prof. Dr. Muhammed Ali AYDIN, Prof. Dr. Abdül Halim ZAİM 3. International Qualification of the Qualified Trader in Commercial Law – Assoc. Prof. Dr. Murat BİLGİN 4. The Impact of IFRS Adoption as Control Variable on the Stock Market-Growth Nexus: Model Countries Germany and Poland - Assoc. Prof. Dr. Ergin AKALPLER, Asst. Prof. Dr. Hariem ABDULLAH 5. Monetary Policy and Capital Flow Implications on Economic Growth in BRICS Countries - Assoc. Prof. Dr. Ergin AKALPLER 			

6. On the Systematic Approach to Updating the Intellectual Factor of the Innovation Economy -
Asst. Prof. Dr. G.B. BERMUKHAMEDOVA, Sutbayeva RAIKHAN, Alshyorazova AKNURUMIT

GORAZDE SESSIONS

Saturday, 19 December 2020

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
19 December 2020 Covid-19 Session 1	09:00- 10:30	Moderator	Assoc. Prof. Dr. Veclal GÜNDÜZ Dr. Dababrata CHOWDHURY
<ol style="list-style-type: none"> 1. Impact of Global Pandemics on The Banking System with a Focus on COVID 19 in Kosovo - Prof. Asst. Dr. Luan VARDARI 2. Managing Healthcare Organizational Change During Uncertainty Perspective of Covid-19: Managing Perceptions Through Effective Communication – Asst. Prof. Dr. Ali AHMAD, PhD. Cand. Kerim KARADAL, Assoc. Prof. Dr. Dababrata CHOWDHURY 3. Covid 19 Pandemisi'nin İran'ın Kentsel Yaşamına Etkisi: Olağan Alışveriş Kentlerinden Kriz Kentlerine Dönüşümün Kısa Hikâyesi PhD. Cand. Mortaza CHAYCHI SEMSARI, Assoc. Prof. Dr. Sevim BUDAK 4. Effects of COVID-19 on the Banking Sector in Bulgaria –Assoc. Prof. Dr. Kamelia ASSENOVA 5. Effects of COVID-19 Outbreak on Higher Education in the Philippines: Obstacles, Opportunitites, and Threats - Asst. Prof. Dr. MACARIO G. GAYETA 6. Pandemi Sürecinde Kaos Kuramı Çerçevesinde Müzik Eğitimi Analizi – Ayşe Soykara GÜLSEVEN, Assoc. Prof. Dr. Veclal GÜNDÜZ 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
19 December 2020 WORKSHOP: Research Methods	10:30- 12:00	Moderator	Prof.Dr. Şevki ÖZGENER Nevşehir Hacı Bektaş Veli University
<p>Prof.Dr. Remzi ALTUNIŞIK, Sakarya University "Ölçek geliştirme süreçleri üzerine bir değerlendirme"</p> <p>Assoc.Prof.Dr. Mohammed ABUBAKAR, Antalya Science University "SmartPLS Veri Analiz Programı hakkında bir değerlendirme"</p> <p>Asst. Prof. Dr.Gözde MERT, İstanbul Nişantaşı University "Akademik çalışma yazım teknikleri üzerine bir değerlendirme"</p>			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
19 December 2020	13:00-	Moderator	Prof Dr. Alba DUMI
Covid-19 Session 2	14:30		Assoc. Prof. Dr. Erdal ŞEN
<ol style="list-style-type: none"> 1. Albania in Focus of Law and High Standards of Democracy Under EU Recommendations - Prof Dr. Alba DUMI, Artan MADANI 2. Pandemic Challenges and Change in Governance Between Japan and Bangladesh – Lecturer PhD. Cand. Mashraky MUSTARY 3. Türkiye’de; Covid 19 Sonrası Turizm Sektörü ve Spor Turizmine Yansımaları - Asst.Prof. Dr. H. Neyir TEKELİ, Assoc. Prof. Dr. Suna Mugan ERTUGRAL 4. Pandemi Sürecinde Dijitalleşme ve Muhasebe - Asst. Prof. Dr. Pınar DALOĞLU 5. Neuroscience, Mental Health and Senism in the Post-COVID-19 Era - Assoc. Prof. Dr. Erdal ŞEN, Nour El Hoda TARABAH 6. İktisat Disiplininde Kurumların Kavramsallaştırılması Üzerine Metodolojik Bir Analiz – Asst. Prof. Dr. Yahya Can DURA 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
19 December 2020	14:30-	Moderator	Prof.Dr.Recep YÜCEL
Covid-19 Session 3	16:00		Dr.Nasiye Çiğdem ULUÇ
<ol style="list-style-type: none"> 1. Pandemi Sürecinde Muhasebe Meslek Mensuplarının Mesleki Tükenmişlik Düzeylerinin İncelenmesi - Assoc. Prof. Dr. Ayşe Nur Buyruk Akbaba, Asst. Prof. Dr. Nurcan BULUT 2. Pandemi Sürecinde Yeni Normal (Yönetim, Üretim ve Pazarlamada Değişen Trendler) - Asst. Prof. Dr. Cihat KARTAL, Asst. Prof. Dr. Esma Ebru ŞENTÜRK, Prof.Dr.Recep YÜCEL 3. Covid-19 Aşı Çalışmalarının Altın Fiyatlarına Etkisinin Davranışsal Finans Açısından İncelenmesi - Asst. Prof. Dr. Çağrı HAMURCU 4. Increasing Power of Digital Technologies Covid-19 Impact Accelerating Dynamics of E-Commerce – Dr. Nasiye Çiğdem ULUÇ 5. COVID-19 Pandemi Sürecinde Bilgi Arama İhtiyacı Nasıl Karşılandı? (Türk Gazetelerinin Kurumsal Instagram Hesaplarındaki Covid-19 Haberlerine Yönelik İçerik Analizi) - Assoc. Prof. Dr. Ayşen TEMEL EĞİNLİ, Res. Asst. Neslihan ÖZMELEK TAŞ 6. The Scientific Context of Internationalization Engrossed the Human Values: An Analysis of The Basic Human Rights’ Violation - Ms. BAKHTAWAR TALPUR, Asst. Prof. Dr. SIRAJ NIZAMANI 			

Gorazde Session	https://rahisys.zoom.us/j/8568980123		
19 December 2020	16:00-	Moderator	Prof. Dr. Himmet HÜLÜR
Communication Session	17:30		Asst. Prof. Dr. Hüsamettin AKAR
<ol style="list-style-type: none"> 1. 1950-1960 Dönemi Kurtuluş Savaşı Film Afişlerinde Bayrak – Dr. Gökçe MARŞAP 2. Tüketim Kalıplarının Genç Gruplar Üzerindeki Etkisi Res. Asst. Kamile ELMASOGLU, Prof. Dr. Himmet HÜLÜR 3. Tüketim Kalıplarının Kimlik Oluşumunda Rolü Prof. Dr. Himmet HÜLÜR, Res. Asst. Kamile ELMASOGLU 4. Kişilerarası İletişim Sürecinde Kendini Açma Davranışı ve Özsaygı Düzeyi Arasındaki İlişkinin İncelenmesine Yönelik Bir Araştırma Dr. Ebru ÇİTİL, Assoc. Prof. Dr. Ayşen TEMEL EĞİNLİ 5. Halkla İlişkiler Ajanslarının Web Sayfalarına Yönelik Bir İnceleme Asst. Prof. Dr. Hüsamettin AKAR 6. İşletme Yönetiminde Dijital İletişim ve İş Dünyasıyla Nasıl Bağlantılı Olduğu Dr. Pelin ÖZKUZEY 			

SARAJEVO SESSIONS
Friday, 18 December 2020

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
18 December 2020	13:00-14:30	Moderator	Assoc.Prof.Dr. Banu HÜLÜR Dr. Kemal EKER
Marketing Session 1			
<ol style="list-style-type: none">1. Introducing Positive Communication - Mr. Abdulatif Hajjismael AHMED2. Reklamlarda İntak ve Teşhis Söz Sanatlarının Kullanılması - Assoc. Prof. Dr. A. Banu HÜLÜR3. Banner Reklamlarındaki Bilgilendirici Metnin ve İnsan Görselinin Tüketici Üzerindeki Etkisi: Faydacı ve Hacı Ürün Karşılaştırması: Bir Göz İzleme Analizi - Ezgi DELEN4. Türkiye’de Z Kuşağının Siyasi Kanaatinin Oluşumunda Medyanın Rolü - Asst. Prof. Dr. Uğur ORAL5. Siyasal İletişimde Görgü ve Protokol Kurallarının Önemi - Asst. Prof. Dr. Uğur ORAL6. KOBİ’lerde Girişimsel Pazarlama Perspektifinden Pazarlama Karması - Inst. Doğu Kayışkan, Prof Dr. Engin ÖZGÜL7. Büyük Veri ve Sosyal Ağ Analizi - Lecturer Fehmi Skender, Lecturer Ilker ALİ			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
18 December 2020	14:30-16:00	Moderator	Prof.Dr. Alba DUMI Asst.Prof.Dr. Nihat TAVŞAN
Marketing Session 2			
<ol style="list-style-type: none">1. Kurumsal Sosyal Sorumluluk(KSS) Teorileri Ne Kadar Etik? KSS Uygulamalarına Süreç- Çıktı Merkezli Bakış - Mustafa Asım ŞİMŞEK2. Kişilik Özelliklerinin Hizmet Kalitesi Üzerindeki Etkisinin İncelenmesi: Sağlık Sektöründe Bir Uygulama - PhD. Cand. Murat ER, Assoc. Prof. Dr. Yusuf Volkan TOPUZ3. Müşteri İlişkileri Yönetimi Çalışmalarının Müşteri Satın Alma Niyeti ve Müşteri Devamlılığına Olan Etkisi - Asst.Prof.Dr. Nihat TAVŞAN, Asst.Prof.Dr.Cem DURAN4. How Emotional Intelligence Curtails Occupational Stress: The Case of Tertiary Educators - Asst.Prof. Dr. Siham EL-KAFAFI5. Responsibilities in Society and Corporate Roles in Focus of Respective Ethical Rules - Asst. Prof. Dr. Gerti DAJÇI, Prof. Dr. Alba DUMI6. Irregularity vs Regularity: The Perception of Sub-Saharan Migrants of the Impact of Regularization - Asst. Prof. Dr. Nadia ELAMRI			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
18 December 2020	16:00-17:30	Moderator	Assoc.Prof.Dr. Burhan SAYILIR Asst.Prof.Dr. Sevgi SÜMERLİ SARIGÜL
Marketing Session 3			
<ol style="list-style-type: none">1. Yeşil Pazarlama ve Yeşil Muhasebe Alanında Yapılan Akademik Çalışmalar Üzerine Bir Araştırma - Asst. Prof. Dr. Sevgi SÜMERLİ SARIGÜL, Dr. Aybüke YALÇIN2. Yenilenebilir Enerji Yatırımlarının Finansmanında Yeşil Tahvil İhracı: Türkiye Örneği - Asst. Prof. Dr. Sevgi SÜMERLİ SARIGÜL, Assoc. Prof. Dr. Betül ALTAY TOPCU3. Temiz ve Güzel Yarınlar İçin: Yeşil Pazarlama - Asst. Prof. Dr. Vedat ULUSOY4. Çocukların Ebeveynleri Üzerindeki Satın Aldırma Güçleri: Teknoloji Ürünleri Açısından Bir Değerlendirme - Asst. Prof. Dr. Vedat ULUSOY5. Hizmet Sektöründe Kalite Değeri Yüksek Firmaların Yeşil Pazarlamayı Uygulama Biçimleri - Ebru MERT6. Şahindere Sargıyerinde Medfun Mülazım-I Sani Mustafa Efendi’nin Şehadeti ve 30. Piyade Alayı’nın Eylül Ayı Harekâtı - Assoc. Prof. Dr. Burhan SAYILIR			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
18 December 2020 Marketing Session 4	17:30- 19:00	Moderator	Prof.Dr.Asım SALDAMLI Asst. Prof.Dr.Pınar Gökçin ÖZUYAR
<ol style="list-style-type: none"> 1. Relationship Marketing Strategies Applied in Maritime Logistics Industry - Res. Asst. Resul TEPE 2. X ve Y Kuşaklarının Katılım Bankacılığına Yönelik Algıları - PhD. Cand. Murat ER, Lecturer, PhD Cand. Hülya ER, Prof. Dr. Remzi ALTUNIŞIK 3. The Impact of the Decline in Crude Oil Price on Dirty Tanker Freight: A Price Bubble Approach - Res. Asst. Dr. Abdullah AÇIK 4. Bankacılık ve Sigortacılık Sektöründe Siber Riskler: Güncel Uygulamalar - Asst. Prof. Dr. İskender DEMİRBİLEK, PhD. Cand. Saim TAŞ 5. Customer Churn Prediction in Telecommunication with Boosting Algorithms - Dr. Ezgi NAZMAN 6. İş Dünyasının Kurumsal Sosyal Sürdürülebilirlik Yaklaşımı; Türkiye Göstergeleri - Asst. Prof. Dr. Pınar Gökçin ÖZUYAR 			

SARAJEVO SESSIONS

Saturday, 19 December 2020

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
19 December 2020 Economics Session 3	09:00- 10:30	Moderator	Prof. Dr. Seyit KÖSE Asst. Prof. Dr. Mehmet ALTUNTAŞ
<ol style="list-style-type: none"> 1. Tarihsel Süreçte Dünyada ve Türkiye’de Reklamcılık Eğitimi - Dr. Kemal EKER 2. Does the Employment of Women Cause Them to Participate in the Labor Force Across the Turkish Regions? - Prof. Dr. Seyit KÖSE 3. İnfomal Cepten Sağlık Harcamalarında Hakkaniyet: İstanbul Örneği - Asst. Prof. Dr. Mustafa NARCI, Prof. Dr. Hacer ÖZGEN NARCI, Asst. Prof. Dr. Zeliha GÖRMEZ Öykü Naz BARTU KAVAS, Asst. Prof. Dr. Gülhan KALMUK 4. Eser Sahibinin Manevî Haklarından Eseri Kamuya Sunma/Sunmama Hakkı - PhD: Cand. Fatmira MULAJ 5. Doğrudan Yabancı Yatırımların İstihdama Olan Etkisi: Gelişmiş ve Gelişmekte Olan Ülkeler Üzerine Ekonometrik Analiz - Asst. Prof. Dr. Mehmet ALTUNTAŞ, Res. Asst. Sümeyya ALTUNTAŞ, Asst. Prof. Dr. Hazar DÖRDÜNCÜ 6. Türkiye’de İMKB İndeksi ve Döviz Kuru Arasındaki Dinamik İlişkinin İtakura Uzaklık Yöntemi ile Belirlenmesi - Assoc. Prof. Dr. Levent ÖZBEK, Dr. Ümit KOÇ 			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
19 December 2020 Administration Session 1	10:30- 12:00	Moderator	Assoc.Prof.Dr. Muhammet SAYGIN Assoc.Prof.Dr. M.Halit YILDIRIM
<ol style="list-style-type: none"> 1. Staff Motivation Techniques - Prof. Dr. Vance BOJKOV, Marieta GOCEVA 2. An Exploratory Study of the Teachers’ Awareness Regarding Dyspraxia at Secondary Level: A Study on Education Sector of Pakistan - Iqra AKRAM 3. State Constitutional Control - Khatai SALMANOV 4. Genetic Variability, Association and Diversity Study Among the Sunflower Genotypes at Seedling Stage Based on Different Morpho-Physiological Parameters Under Polyethylene Glycol Induced Stress - Uzma AYZ 5. The Hydro-Political History of the First Indo-Nepal Koshi River Agreement (1954) - Souvik DASGUPTA 			

6. The Impact of Workplace Politeness on Employee Social Loafing Behavior and the Intention to Leave Work - **Luigi Pio Leonardo CAVALIERE, PhD. Can. Kerim KARADAL, PhD. Can. İlhan ALYAY**

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
19 December 2020 Economics Session 4	13:00-14:30	Moderator	Prof. Dr. Haşim AKÇA Assoc. Prof. Dr. Mustafa Hakkı AYDOĞDU
<ol style="list-style-type: none"> 1. Yenilenebilir Enerji Kaynaklarının Tarımsal Amaçlı Kullanımı ve Bu Teknolojilerin Yaygınlaşması Önündeki Engeller - Asst. Prof. Dr. Hasan ŞAHİN, Assoc. Prof. Dr. Mustafa Hakkı AYDOĞDU 2. Çevre Teknolojileri ve Gelir Eşitsizliğinin Karbon Emisyonu Üzerindeki Etkisi: MIST Ülkeleri Üzerine Ampirik Bir Analiz - Asst. Prof. Dr. Müge MANGA 3. Kırsal Kalkınmada Yeni Çözüm Arayışlarında Kooperatifleşme: İnegöl İncelemesi - Asst. Prof. Dr. Mustafa ÖZYÜCEL 4. Otomobil Satışları Talep Tahmini İçin Yapay Sinir Ağları Uygulaması - Assoc. Prof. Dr. Gülşen AKMAN, Res. Asst. Ali İhsan BOYACI, Esat Bahadır ATAY, Ali Haydar SAYAR 5. The Impact of Branding on Marketing of Retail Banking and its Long-Term Effect on Customer Loyalty: A Case Study of BRAC Bank Dhaka, Bangladesh – Dr. Md Ruhul Amin SARDAR 6. Bir İletişim Aracı Olarak Hayat Ağacı Sembolü - Asst. Prof. Dr. Menekşe Şahin KARADAL, Instructor Fatma KÜÇÜK 			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
19 December 2020 Economics Session 5	14:30-16:00	Moderator	Prof. Dr. Youssef EL AZYZY Assoc. Prof. Dr. Erdogan EKIZ
<ol style="list-style-type: none"> 1. Sustainable Tourism: Case of Ecotourism in the Moroccan High Atlas - Prof. Dr. Youssef EL AZYZY, Assoc. Prof. Dr. Erdogan EKIZ 2. A Multimethod Approach to Develop Future dietitians' Competences in Community-Based Practice - Assoc. Prof. Dr. Elham A. ALJAALY 3. Finalization of Value Added Tax Changes in Kosovo in Accordance with EU Law - MSc. (PhD Cand.) Simeana BESHI 4. Financial Health Analysis of PT Ciputra Development TBK According to Altman Z-Score in Period of 2015 – 2019 - Asst. Prof. Dr. Wiwiek Mardawiyah DARYANTO, Syifa Karina NOFYAN, Sanchia AMALIA 5. Evaluation of Quality of Experience on Management of Virtual Reality for Education and Science - Dr. Agil VALIYEV, Assoc. Prof. Dr. Gahira MAMMADOVA 6. US-China Bilateral Trade Tension Impact on Palm Oil Industry A Case Study: Dupont Approach to Financial Performance Analysis of PT Astra Agro Lestari, TBK - Asst. Prof. Dr. Wiwiek Mardawiyah Daryanto, Andi WIBOWO, Akhmad Kamaluddin JAFFAR 			

Sarajevo Session	https://us02web.zoom.us/j/2847172351		
19 December 2020 Economics Session 6	16:00-17:30	Moderator	Prof. Dr. Tea KBILTSETSKHLASHVILI Assoc. Prof. Dr. Süreyya KARSU
<ol style="list-style-type: none"> 1. The Comparative Analysis of Social Protection System in South Caucasus Region Countries - Assoc. Prof. Dr. Azer DILANCHIEV 2. Impact of Education on Muslim Women's Empowerment in Georgia- PhD Cand. Ayten MERDAN HAJIYEVA 3. E-Accounting Practices on Business Performance - Ahmed Eltweri, Mr. Luigi Pio Leonardo CAVALIERE, Asst. Prof. Dr. Alessio Faccia 4. Corporate Governance Lesson to be Learned From Developed Countries - Ahmed Eltweri, Mr. Luigi Pio Leonardo CAVALIERE, Asst. Prof. Dr. Alessio Faccia 			

5. The Effectiveness of Pension Fund Reform in Georgia - **Prof. Dr. Tea KBILTSETSKHLASHVILI**
6. Katılım Bankacılığında İlişkisel Pazarlama Dinamiği – **Phd. Cand. Enes KOÇOĞLU, Assoc. Prof. Dr. Süreyya KARSU, Prof. Dr. Meltem NURTANIŞ VELİOĞLU**
7. Blablacar İle İşbirlikçi Tüketime Katılım Yolculuğu - **PhD. Cand. Volkan Çağlar YILDIRAN, Prof. Dr. Meltem NURTANIŞ VELİOĞLU, Assoc.Prof.Dr.Süreyya KARSU**

MOSTAR SESSIONS
Friday, 18 December 2020

Mostar Session	rahisys.zoom.us/j/3556215463		
18 December 2020	13:00-14:30	Moderator	Prof.Dr. Hernán E. Gil FORLEO Asst.Prof.Dr.Polat YÜCEKAYA
Administration Session 2			
<ol style="list-style-type: none"> 1. The Argentine’s Monetary Program at the Beginning of the XXI Century- Prof.Dr.Hernán E.Gil FORLEO 2. Urban Historiography of Medieval Rajasthan - Shabir Ahmad PUNZOO 3. A Study on Workaholics, Work Life Imbalance and Self-Determination Perspective of Female Constable in Coimbatore City - Asst.Prof.Dr. J. DEEPA, Assoc.Prof.Dr. S. KAVITHA, Asst.Prof.Dr. M. JAYAMALA, Asst. Prof. Dr. LAITHAMBIGAI 4. Medical Ethics in the Context of Globalization - Mrs. Shirin TOSHPOLATOVA 5. Kırgız Mutfak Kültürünün Yaşayan Efsanesi: Taş – Kordo - Asst. Prof. Dr. Gülmira SAMATOVA, Asst. Prof. Dr. Cemal İNCE, Lecturer Nadira TURGANBAEVA 			

Mostar Session	rahisys.zoom.us/j/3556215463		
18 December 2020	14:30-16:00	Moderator	Assoc.Prof.Dr. Gülbeniz AKDUMAN Dr. Mehmet KAPLAN
Administration Session 3			
<ol style="list-style-type: none"> 1. Vizyon ve Misyon İfadelerinin Stratejik Yönetim Bakış Açısıyla Değerlendirilmesi: Türkiye’nin En Büyük 10 Kurumunda Bir Çözümleme - Assoc. Prof. Dr. Gülbeniz AKDUMAN, Assoc. Prof. Dr. Zeynep HATİPOĞLU, Asst. Prof. Dr. Çağlar PEHLİVAN 2. Onlar İçin Durmak Yok, Sürekli Çalışmak Var: Ev Temizliği Endüstrisindeki “Öteki Kadınlar” - Dr. Mehmet KAPLAN, Asst. Prof. Dr. Berna Turak KAPLAN 3. Impact of kashmir unrest on Elderly people in kashmir:A qualitative study - Shahida AKHTAR 4. Total Quality Management Practices in Public Sector - Phd. Seda ÇANKAYA KURNAZ 5. Toplu Taşıma-Hizmet Düzeyi ve Kentsel Planlama Çalışmaları: İzmir Merkez Kent Örneği – Asst. Prof. Dr. İrem Ayhan SELÇUK 6. Yeni Kırsal Yönetim Modelinde Cinsiyete Göre Görüş Farklılıklarının Değerlemesi - Prof. Dr. Mensur NUREDİN, PhD. Dilek DURAK, Ms. Nazife YAKUPOVA DOMAZET 			

Mostar Session	rahisys.zoom.us/j/3556215463		
18 December 2020	16:00-17:30	Moderator	Prof.Dr. Ahmet ERGÜLEN Asst.Prof. Dr. Berat AKINCI
Administration Session 4			
<ol style="list-style-type: none"> 1. Türkiye, Büyükşehir Belediyeleri’nin Bütçe Değerlendirmesi için Bütünleşik Çok Kriterli Karar Verme Yaklaşımı - Prof. Dr. Ahmet ERGÜLEN, Assoc. Prof. Dr. Ahmet ÇALIK 2. Yerel Yönetimlerin Halkı Tanımaya Yönelik Halkla İlişkiler Uygulamaları; Doğu Karadeniz Belediyeler Birliği Örneği - Asst. Prof. Dr. Mevlüde Canan CAN 3. Mobbing Perception of Teachers and Academicians in Turkey: A Discriptive Analyse at Public Schools and Universities - Dr. Muhsin Kürşat TÜRKER 4. Kent Bellekleri Bağlamında Sayısal Arşiv Yönetiminin Sürdürülebilirliğinin Değerlendirilmesi - Asst. Prof. Dr. Sinan SÜMBÜL, Asst. Prof. Dr. Ceyhan GÜLER 5. Yeni Kamu İşletmeciliği Paradigmasında Kamu Özel Ortaklığı Modeli: Şehir Hastanelerinin Düalist Yönetim Yapıları Üzerine Bir Değerlendirme - Asst. Prof. Dr. Berat AKINCI 6. Gazi Osman Paşa’nın Kharkiv’deki Esaret Döneminde Yerel Gazetelerde Kendisi Hakkında Yayınlanmış Haberlerin Arşivsel Değeri - Asst. Prof. Dr. Mehmet Fahri FURAT 			

7. İşgören Seçimi: Nitel Bir Örnek Olay Çalışması - **Prof. Dr. Himmet KARADAL, Ethem MERDAN**

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18 December 2020 Administration Session 5	17:30- 19:00	Moderator	Prof.Dr.Fatma NUR İPLİK Asst.Prof.Dr. Leyla İÇERLİ
<ol style="list-style-type: none">1. Sağlık İle İyilik Hali Arasındaki İlişki: İller Düzeyinde Bir Araştırma - Asst. Prof. Dr. Serap TAŞKAYA2. The Effect of Corporate Values on Job Satisfaction - Dr. Mustafa ASLAN, Lect. Hülya ATEŞOĞLU3. Üstün Performanslı Örgütlerin Yönetiminde Yeni EFQM Modeli 2020: Değişenler ve Değişmeyenler Üzerine Bir Değerlendirme - Asst. Prof. Dr. Özlem ATAN4. Dijital Dönüşümle Değişen Liderlik Anlayışı: Dijital Liderlik Üzerine Bir Değerlendirme - Asst.Prof.Dr. Leyla İÇERLİ5. Değişime Direnç İle İş Stresi Ve Tükenmişlik Arasındaki İlişkinin Analizi - Satı Nur YILAL, Assoc. Prof. Dr. İsmail GÖKDENİZ6. Makedonya'nın İsim Sorunu ve Prespa Anlaşması - Bejtula ZİBEROVSKI7. The Impact of Brand Value Constituent Factors on Brand Value: A Case Study of Ocarina Brand in Kabul City - Samiullah NAEEMI, Ph.D. Cand. Hamayoun GHAFORZAY			

MOSTAR SESSIONS

Saturday, 19 December 2020

Mostar Session	rahisys.zoom.us/j/3556215463		
19 December 2020 Administration Session 6	09:00- 10:30	Moderator	Assoc.Prof.Dr. Mine HALİS Asst.Prof.Dr. Özgür ÇARK
<ol style="list-style-type: none">1. Algılanan Kurumsal İmaj ile Birey-Örgüt Uyumu, Psikolojik Sahiplik ve Örgüt Temelli Özsaygı Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma - Asst. Prof. Dr. Esengül İPLİK2. Paternalist Liderliğin Örgütsel Bağlılığa Etkisi: Fabrika Çalışanları Üzerine Bir Araştırma - Asst.Prof.Dr. Meryem Derya YEŞİLTAŞ, Ph.D. Cand. Rabia Sultan KURŞUNCU3. Örgüt İkliminin Bireysel Yaratıcılık Üzerine Etkisi: Kamu Kurumlarında Bir Araştırma - Assoc.Prof.Dr. Mine HALİS, Fulya ÖZKAL4. Kariyer Seçiminde Sosyo-Bilişsel ve Manevi Yaklaşımlara Bütüncül Bakış – Asst.Prof.Dr.Özgür ÇARK5. Bireysel Kariyer Davranışlarında ve Başarılarında Cinsiyet Farklılığı - Assoc. Prof. Dr. Didem PAŞAOĞLU BAŞ, Asst. Prof. Dr. Bahar SUVACI6. Kurum Kültürünün Toplam Kalite Yönetimi Başarısına Etkisi – Lect. Tuğba ÇEDİKÇİ FENER7. Kariyer Mentorluğu ve Çok Yönlü Kariyer: İlişki Ağı Kurma Davranışının Düzenleyici Etkisi - Asst. Prof. Dr. Emre Burak EKMEKÇİOĞLU			

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19 December 2020 Administration Session 7	13:00- 14:30	Moderator	Prof.Dr. Muhsin HALİS Assoc.Prof.Dr. Ali CAN
<ol style="list-style-type: none">1. Küresel Egemen Sistemin Bir Enstrümanı Olarak Netflix - Assoc. Prof. Dr. Ali CAN2. Kariyerler İçin Kaos Kuramının İncelenmesi - Asst. Prof. Dr. Gül GÜN3. Örgütlerde Kişiliğin Kuramsal Açından Değerlendirilmesi - Asst. Prof. Dr. Ekin AKDENİZ4. İşletme Yönetiminde Diyalojik İletişimin Rolü: Bir Derleme Çalışması - Asst. Prof. Dr. Gülşen KIRPIK5. Serbest Eczacılık Hizmetlerinde Yaşanılan Sorunların Belirlenmesine Yönelik Kesitsel Bir Araştırma: Adıyaman Örneği - Bahar ALAGÖZ, Asst. Prof. Dr. Gulsen KIRPIK6. Bir Neo-liberal Devlet Eleştirisi Olarak "I, Daniel Blake" Filminin Siyasal-Yönetimsel Analizi - Asst. Prof. Dr. Ahmet Bora TARHAN7. İran Jeopolitiğinin Önemi ve İran'ın Dış Politikasına Etkisi - Tuba ÇAKMAK			

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19 December 2020 Administration Session 8	14:30-16:00	Moderator	Assoc.Prof.Dr.Savaş S. ATEŞ Asst.Prof.Dr. Ebru ERTÜRK
<ol style="list-style-type: none"> 1. Havaalanı Yönetim Stratejileri: Havaalanı Simülasyonları İle Uygulama - Assoc.Prof.Dr. Savaş S. ATEŞ, Res. Asst. Ezgi FİLAZOĞLU 2. PISA Bize Okumada Ne Anlatıyor? Bir Güvenilirlik Çalışması - Res. Asst. TALHA GÖKTENTÜRK, Prof. Dr. Ali Fuat ARICI, Assoc. Prof. Dr. İbrahim DEMİR 3. Dijital Dönüşüm Sürecinde Yükselen Bir Değer: Dijital Liderlik - Dr. Ali İhsan ÇELEN 4. Banka Çalışanlarının Yaşadıkları İş-Aile Yaşam Çatışması İle Duygusal Emek Arasındaki İlişki - Asst. Prof. Dr. Ebru ERTÜRK 5. Türkiye’de Organik Su Ürünleri Üretimi ve Uygulama Alanları - Asst. Prof. Dr. Kurtuluş MERDAN 6. Organik Arıcılık ve Dünya’daki Mevcut Durumu - Asst.Prof.Dr. Kurtuluş MERDAN 7. Impact of Self Help Group Programme on Economic Independence and Gender Equality (A Brief Study of Chennai City, India) - Asst. Prof. Dr. H. Yasmeen SULTANA, Asst. Prof. Dr. M. Abdul JAMAL, Asst. Prof. Dr. M. Fakir ISMAIL 			

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19 December 2020 Administration Session 9	16:00-17:30	Moderator	Prof.Dr. Şevki ÖZGENER Assoc.Prof. Dr. Ali ÇİÇEK
<ol style="list-style-type: none"> 1. Stalin Dönemi SSCB Dış Politikası - PhD. Cand. Emin YADİGAROV 2. Türklerde Evren/Kainat Anlayışı ve Bunun Türk Kültürüne Yansımaları – Asst. Prof. Dr. Şeyda BÜYÜKCAN SAYILIR 3. Modern Dünyada Yeni Bir Din: Futbol - Asst. Prof. Dr. Mehmet Haşim AKGÜL 4. Aile İçi Şiddette Dilin Rolü - Assoc. Prof. Dr. Ali ÇİÇEK 5. Amiran Kurtkan Bilgeseven’in Bütüncü Yaklaşımı Üzerine Bir Değerlendirme - Sümeyye GEDİK 6. Obeziteye Karşı Kamu Politikaları - Asst. Prof. Dr. Dilek AKBAŞ AKDOĞAN 7. Fintech Companies, Opportunities, Corporate Governance and Regulations - Asst. Prof. Dr. Alessio FACCIA, Mr. Luigi Pio Leonardo CAVALIERE 			

Mostar Session	rahisys.zoom.us/j/3556215463		
19 December 2020 Economics Session 2	17:30-19:00	Moderator	Asst. Prof.Dr. Bülent DEMİR Dr. Gözde GÜRGÜN
<ol style="list-style-type: none"> 1. Features of Intellectual Property Commercialization Enterprises in Modern Conditions of Development of World Economic Relations- Asst. Prof. Dr. G.B. BERMUKHAMEDOVA, Sutbayeva RAIKHAN, Kashiyeve ROMAN 2. How Economic Freedom Affect the Business Creation Rate - Mr. Julián Andres Díaz TAUTIVA, Ms. Camila BARRAGÁN, Mr. Luigi Pio Leonardo CAVALIERE 3. Stock Market Liquidity and Economic Growth Nexus: Evidence from Turkey - Dr. Gözde GÜRGÜN, Asst. Prof. Dr. Bilge CANBALOGLU 4. The of Impact of Conflicts on Natural Resources: The Case of Sudanese Darfur Region - Asst. Prof. Dr.Nagmeldin KARAMALLA-GAIBALLA, Asst. Prof. Dr. Siham EL-KAFABI 5. The Impact of the Macroeconomic Factors over the Performance of the Banking Sector in Republic of North Macedonia - MSc. Berkan IMERI, Dr.Bilal SUCUBASI, MSc. Gunter MERDZAN 6. Eurasian Economic Union and Turkish Eurasian Integration - Elmar Khalilov 7. The Inevitable Need for new Skills on the Board of Directors - Asst. Prof. Dr. Alessio Faccia, Mr. Luigi Pio Leonardo CAVALIERE 			