



COMMUNICATION ECONOMICS ORGANIZATION

20-22 May 2022 - India

4th PROCEEDINGS BOOK

EDITORS

Mr. Luigi Pio Leonardo Cavaliere

Dr. Ali Ahmad

Dr. Ruhul Amin Sardar

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International CEO

(**C**ommunication, **E**conomics, **O**rganization)

Social Sciences Congress

PROCEEDINGS

E-BOOK

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Presentation

We are delighted to introduce IPMI International Business School, Ostim Technical University, Samarkand Branch of Tashkent University of Economics, International Vision University, Alfred Nobel University, International Gorazde University, Nişantaşı University, University of Prizren, Cyprus West University, Central Asian American University, Mohanlal Sukhadia University, Insec, NCM Publishing and CEO Tekmer served as the vehicle of dissemination for a showpiece of articles at the **International CEO (Communication, Economics, Organization) Social Sciences Congress (CEO SSC 2022, India)** that was held online on May 20–22, 2022. 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 **30 countries: Afghanistan, Albania, Argentina, Azerbaijan, Belarus, Bosnia & Herzegovina, England, India, Indonesia, Iran, Iraq, Italy, Georgia, Kosovo, New Zealand, Nigeria, Pakistan, Philippines, Republic of Moldova, România, South Africa, Spain, Sri Lanka, Thailand, TRNC, Tunisia, Türkiye, Ukraine, United States, Uzbekistan**. It is a great privilege for us to present the proceedings of **CEO SSC 2022** 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 **116 different institutions or Universities**. The 3 days long conference gathered close to **209 national and international attendees** to enliven a constellation of contributions. **90** papers of the **136** papers approved to present at the congress are outside of Türkiye. **66% of the papers presented at the congress are from outside Türkiye**. 6 awards were issued to distinguished papers, and a total of **136 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.

All presentations made during the congress were published on the social media accounts of the CEO Congress.

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

Sunuş

20-22 Mayıs 2022 tarihlerinde "4. Uluslararası CEO İletişim, Ekonomi ve Organizasyon Sosyal Bilimler Kongresi" Mohanlal Sukhadia University ev sahipliğinde Hindistan'da Alfred Nobel University, International Vision University, Samarkand Branch of Tashkent University of Economics, International Gorazde University, Nişantaşı Üniversitesi, Cyprus West University, University of Prizren, NCM Yayıncılık, Insec, Ostim Teknik Üniversitesi ve IPMI International Business School iş birliği ile **online ve fiziki katılımlar** ile gerçekleşmiştir.

Kongremizde *Afganistan, Arnavutluk, Arjantin, Azerbaycan, Beyaz Rusya, Bosna Hersek, İngiltere, Hindistan, Endonezya, İran, Irak, İtalya, Gürcistan, Kosova, Yeni Zelanda, Nijerya, Pakistan, Filipinler, Moldova Cumhuriyeti, Romanya, Güney Afrika, İspanya, Sri Lanka, Tayland, KKTC, Tunus, Türkiye, Ukrayna, Amerika Birleşik Devletleri, Özbekistan* gibi **30 ülkeden ve 116 kurum/üniversiteden 209 akademisyen** tarafından hazırlanan **136 bildiri** sunulmuştur.

Kongremize **182** bildiri özeti gönderilmiş, editör ve hakem süreçlerinden sonra bunlardan 143 tanesi sözlü sunuma kabul edilmiş, ancak **25 oturumda 136 bildirinin sunumu** gerçekleşmiştir. Sunulan bildirilerin tam metinleri, **978-605-73822-2-1** ISBN'li bu e kitapta yayımlanmaktadır.

Kongrede sunulan 136 bildirinin 90'ı yurt dışındandır. Yayımlanan **bildirilerin %66'sı Türkiye dışındandır**. Okumakta olduğunuz tam metin kitabında **yayımlanan tam metinlerin ise %65'i Türkiye dışındandır** (66 yabancı, 37 Türkiye'den). **Önceki Uluslararası CEO Kongre'lerde olduğu gibi 4. Uluslararası CEO Kongre'de de hem bildiri özet kitabında hem de tam metin kitabında yabancı oranı %50'den fazladır.**

Onaylı ve yayımlanan **136 bildiriden üçü Türkiye'den ve üçü yurt dışından olmak üzere altısına en iyi bildiri ödülü duyurulmuştur. Bunun yanında genç yetenek ödülü ilk defa 4. CEO Kongrede verilmiştir.**

Kongre esnasında gerçekleşen tüm sunumlar kongrenin sosyal medya hesaplarında yayımlanmıştır. Tekrar yararlanmak istendiği durumlarda CEO Congress sosyal medya hesaplarından izlenebilir.

Kongrenin bilim insanlarına, kamu ve özel sektör ile STK'ların yönetiminin etkinliğine katkı bulunmasını temenni eder, bildirileriyle katkıda bulunan akademisyenler ile düzenleme kurulu, danışma kurulu, bilim ve hakem kurulundaki meslektaşlarımıza ziyadesiyle teşekkür ederiz.

A Special Thanks To...

Below is a list of individuals who have supported **CEO Congress 2022 India** by donating some of their time. It is these people who make our work possible and have been a great help. We would like to say a special THANK YOU for all those listed below.

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2. Türkiye’de Dijital Dönüşüm ve İşgücü Verimliliği İlişkisi - **Asst. Prof. Dr. Fatma Merve EKİZ**
3. Innovative Reforms and Digitalization in Public Administration of The Republic of Azerbaijan - **Assoc. Prof. Dr. Murteza HASANOĞLU, Sara MAHMUDOVA**

Outside Türkiye

1. Humanitarian Issues In The Ukraine-Russia Conflict - **Asst. Prof. Putri HERGIANASARI, Asst. Prof. Triesanto Romulo SIMANJUNTAK, Ms. Rizki Amalia YANUARTHA, Mr. Luigi Pio Leonardo CAVALIERE**
2. Encountering The Wild: The Development of Forest Management Policies in Assam with A Special Reference to The Hologapar Gibbon Sanctuary - **Mr. Rajib DEY, Mr. Souvik DASGUPTA**
3. Profitability, Liquidity, Activity, and Solvency Analysis of Halal Fast Food Restaurant: PT. Fast Food Indonesia (FAST) in Seven Years Period - **Shafa Iqlima Dzikro, Prof. Dr. Wiwiek Mardawiyah Daryanto, MM, CMA**

Young Talent Award

1. A Study of Human Development Index of Southern Rajasthan: Future Prospects and Potentialities - **Tamish AGARWAL**

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CONTENTS

Subject	Page
Presentation	I
Sunuş	II
Thanks to	III
Institutions of the Authors	IV
Advisory Board	VII
Organising Committee	VIII
Congress Chairs	VIII
Organizing Committee Members	IX
Country Coordinators of the Congress	XI
Scientific and Peer Review Committee	XII
Papers Received Best Paper Awards	XVI
Keynote Speeches & Guest Speeches	XVII

Name of Paper and Author(s)	Page
On the Ways of Using Drama Techniques for Developing Intercultural Competence Assoc. Prof. Dr. Micaela ȚAULEAN	1
An Initial Process of Academic Mentoring in San Luis, Argentina Sergio QUIROGA	8
The Legal Status of Collegial Permanent Bodies of Belarusian and Polish Parliaments: Comparative Legal Analysis Assoc. Prof. Dr. Aksana CHMYHA	14
Child Labour- A Case Study of Child Labour Working in Domestic Households Ms. Kavita LAMA	22
Orientalists and Quran Asst. Prof. Dr. Muhammad YASEEN	34
Türkiye’de İslami Bankacılığın Doğuşu ve Karşılaştığı Zorluklar Assoc. Prof. Dr. Sadık SERÇEK, Yıldız YILDIZ	39
Representation of Women in Media and Other Sectors: A Study on Gender Perception Research Scholar Nelofar ARA, Dr. Umar Farouk MOHAMMED Dr. Sukanya Das	49
The Slow but Imminent Death of the Film Spectator Dr. Chandrasekharan PRAVEEN	57
My Supervisor Keeps Me in the Dark: Mushroom Management Style, Organizational Commitment and Organizational Cynicism Assist. Prof. Esra AYDIN	64
The impact of Communication, Collaboration and Managerial integration on Organizational Civic Behavior Samra JUSUFI, Asst. Prof. Dr. Luan VARDARI	71
The Role and Impact of Management on Employee Performance and Motivation in SME’s Edisa KORO, Asst. Prof. Dr. Luan VARDARI	83

Enhancing Digital Education towards Teaching and Learning in Covid-19 Situation Dr. Velankanni ALEX, Dr. Ferdin Joe JOHN JOSEPH Mr. Luigi Pio Leonardo CAVALIERE	96
Humanitarian Issues In The Ukraine-Russia Conflict Asst. Prof. Putri HERGIANASARI, Asst. Prof. Triesanto Romulo SIMANJUNTAK Ms. Rizki Amalia YANUARTHA, Mr. Luigi Pio Leonardo CAVALIERE	104
Optimization Of Economic Resilience Dairy Farmers During Pandemic Use Value Chain-Based Cooperatives to Improve Their Function Assoc. Prof. Dr. Sri SULANDJARI, Mr. Luigi Pio Leonardo CAVALIERE	114
The Shadow Pandemic: Impact Of COVID-19 On Women Akeel Naveed RAJA, Anshu SHARMA	127
From Margins to the Metropolitan: The Political Economy of Folk Painters of 19th Century Colonial Calcutta Debbarna MUKHERJEE	132
Regional Entrepreneurship: Stories, Accountability, Resource Acquisition, Decision Making and Impact of Covid-19 Res. Asst. Anurag VYAS, Asst.Prof.Dr. Sachin GUPTA	140
Tüketici Mahkemelerinin Sigorta Uyuşmazlıkları Bakımından Görevi Res. Asst. Gökhan GÜNCAN	145
Effect of Meditation on Impulsivity in Adolescents: A Review Article Research Scholar Dr. R K Roshni Raj Lakshmi	150
Lean Supplier Selection for a Packaging Company via Integration of CRITIC and EDAS Methods in the Context of Lean Supply Chain Assoc.Prof.Dr. Gülşen AKMAN, Bahar ATAŞ, Res.Assist. Çağın KARABIÇAK	157
Paradox State and Warning for Natural Resources Management in Kalimantan Dr. Semuel RISAL, Ms. Rizki Amalia YANUARTHA, Putri HERGIANASARI Mr. Luigi Pio Leonardo CAVALIERE	172
The Correlation of Student Engagement and Academic Performance: A Review of Literature Research Scholar Sabina PARVEEN	185
Defining and Redefining Woman Health: A Theoretical Standpoint Shewani Kumari, Nelofar Ara	189
Encountering the Wild: The development of Forest Management Policies in Assam with a Special Reference to the Hoolongapar Gibbon Sanctuary PhD. Research Scholar Rajib DEY, PhD. Research Scholar Souvik DASGUPTA	198
The Control Powers of Parliament Members of Belarus and Poland (Comparative Legal Analysis) Assoc. Prof. Dr. Aksana CHMYHA	202
Was it Really Necessary to Go to a Hospital in a Parallel Universe without Covid-19 Asst. Prof. Dr. Hatice GENÇ KAVAS	211
Baburname'nin Yazıldığı Coğrafya ve Alışılmışın Dışında Bir Yaşam Öyküsü Dr. Mukadder GÜNERİ	222
Profitability, Liquidity, Activity, and Solvency Analysis of Halal Fast Food Restaurant: PT. Fast Food Indonesia (FAST) in Seven Years Period Shafa Iqlima Dzikro, Prof. Dr. Wiwiek Mardawiyah Daryanto, MM, CMA	236

Covid-19 ve Havalimanlarında Kriz Yönetimi Mehmet Cemil ACAR	247
Serbest Eczane Çalışanlarının Etik Davranış Göstermelerinde Sosyo-Demografik Özelliklerin Rolü: TRC12 Bölgesinde Kesitsel Bir Çalışma Bilal AKSU, Gülşen KIRPIK	262
Etik Liderlik ile Örgütsel Bağlılık İlişkisi: TRC31 Bölgesinde Serbest Eczane Çalışanları Üzerinde Bir Araştırma Emrah KARAKAYA, Gülşen KIRPIK	278
A Sociological Study on Cardiovascular Disease among Men and Women in Kashmir Research Scholar Nargis KHATOON, Research Scholar Nelofar ARA	290
Beyond Economic Poverty: Imperative of Poverty Mentality in Achieving Sustainable Development Goals (SDGs) in Nigeria James Tumba HENRY	300
New Education Policy 2020: A New Paradigm of Dual Degree Program Dr. Ashish JORASIA, Mr. Ashutosh KUMAR	304
Uniqueness Of Haider Ali and Tipu Sultan Among the Eighteenth-Century Indian Rulers Mr. Arindam PARUA	315
Metaverse ve Çalışma Yaşamına Etkisi Assoc. Prof. Dr. Senem NART, Lect. Dr. Cavit ÇOLAKOĞLU, Lect. Arda TOYGAR	320
The Economical Geopolitics of China in Central Asia Dr. Gulmira KERIM	329
Evaluation of Sustainable Development Goals in Terms of Democracy, Participation and Governance Res. Assist. Dr. Sinem ŞAHNAGİL	345
Sufi Shrines: A Spiritual Space for Women in Kashmir Gulzar Hussain	354
Virtual, Classic or Both? Dzenita DELALIC	360
Effects of Climate Change on Coastal Landforms Souryabrata PAL	366
Innovative Reforms and Digitalization in Public Administration of The Republic of Azerbaijan Assoc. Prof. Dr. Murteza HASANOĞLU, Sara MAHMUDOVA	377
A Statistical Method to Estimate An Unkonown Price in Financial Markets Shkelqim Hajrulla, Dritan Osmani, Vasil Lino, Daniel Avdiu, Desantila Hajrulla	383
The Estimation of Stock Market Using Probability Distributions Shkelqim Hajrulla, Leonard Bezati, Daniel Avdiu, Desantila Hajrulla, Fatmir Hoxha	392
Örgütsel Maneviyat ve İşe Adanmışlık Asst. Prof. Dr. Özgür ÇARK	402
İnsan Kaynaklarının Karanlık Yüzü Asst. Prof. Dr. Özgür ÇARK	412
Tarihteki Üç Büyük Veba Salgınına Mali Açıdan Bakış Burcu DURAK OLDAÇ	422

Azerbaycan Yönetiminde Toprak Bütünlüğü Mücadelesi (100 Yıl Önce) Assoc. Prof. Dr. Rana BAYRAMOVA	430
X-XIII Yüzyıllarda Azerbaycan'da Siyasi Ve Hukuki Düşünce Tarihinde Ütopik Fikirler Assoc. Prof. Dr. Terane ZEYNALOVA	438
Understanding the Social Dimensions of Sārtha (Caravan): An Early Historic Perspective Ph.D. Research Scholar Soumya GHOSH	444
Exploring The Emergence of a Region and Its Socio-Political and Cultural Dynamics: A Case Study of Vidarbha (C.1st BCE to 8th CE.) Ms. Poulami RAY	458
Corporate Social Responsibility As a Development Basis For A Tourist Enterprise Assoc. Prof. Dr. Antonina VERHUN, Assoc. Prof. Dr. Julia BONDARCHUK	468
From Prosperity to Crisis: Extinction of Native Rice Species as a Result of Green Revolution Amineeta PAL	478
A Study of Human Development Index of Southern Rajasthan: Future Prospects and Potentialities Tamish AGARWAL	488
Hayvanların Korunmasında Evrensel Haklar: Hayvanlara Saygı Gösterilmesi Hakkı Prof. Dr. Z. Gönül BALKIR, Lect. Başak BALKIR GÜLEN	503
Antroposan Çağda Hayvan Onurunu Korumaya Çalışmak Prof. Dr. Z. Gönül BALKIR, Lect. Başak BALKIR GÜLEN	510
Impact of Digital Currency on Indian Monetary System Dr. Deepa Soni	516
Piyasa Değeri Ar-Ge Giderleri İlişkisi: BİST İmalat Sanayinde Bir İnceleme Lecturer Bülent ORDU, Prof. Dr. Rahmi YÜCEL	524
The Great Resignation: A Quantitative Analysis of the Factors Leading to the Phenomenon Ms. Sunandita KUNDU, Mr. Soham DAS, Mr. Snehashis NAG	534
Küreselleşmeye Yönelik Yaklaşımlar Açısından Uluslararasılaşmanın Önemi Assoc. Prof. Dr. Arzu GÜRDOĞAN	549
Turizm İşletmelerinde Örgüt Kültürünün Örnek Olay ile İncelenmesi Assoc. Prof. Dr. Arzu GÜRDOĞAN	562
Döngüsel Ekonomide Dünya ve Türkiye Üzerine Bir Değerlendirme Dr. Zeynep HÖBEL	569
İklim Değişikliğine Uyum Sürecinde Temiz Enerji İçin Vergi Politikaları ve Uygulamaları Dr. Zeynep HÖBEL	583
Challenges Faced by Teachers when Following Online Teacher Professional Development (TPD) Courses in Sri Lanka Mr. Raveenthiran Vivekanantharasa	593
Three Narratives of the Ukraine Crisis and the Perspectives of Conflict and Peace Studies Dr. Rey TY	600
Sürdürülebilir Kalkınma ve Maliye Politikaları Arasındaki İlişki PhD Student Esin GÜZHAN	611

Effect of Mind Sound Resonance Technique on Trail Making Test in Adolescents: A Controlled Trial Research Scholar Dr. R K Roshni Raj Lakshmi	619
Bütçe Başarısı Açısından Yönetim Muhasebesi Bilgisi Kullanımı Geri Bildirim ve Hedeflerin Netliğinin Önemi: Yöneticiler Üzerinde Bir Çalışma Prof. Dr. Rahmi YÜCEL, Dr. Derya YÜCEL	624
Creating Shared Values toward Enhancing Company's Performance: An Evidence from IPMI's MBA Students' Experience Dr. Ir. Amelia Naim Indrajaya, MBA	634
Kurumsal Kaynak Planlama ve Veri Görselleştirme Teknolojisi: Müşteri İlişki Analizi Süleyman ER, Assoc.Prof.Dr. Gülşen AKMAN	645
Asya Bölgesi Ülkelerinin Yaşam Kalitesinin ÇKKV Yöntemleri ile Analiz Edilmesi RA. Dr. Nazli ERSOY	658
Dijitalleşme Kaynaklı Vergi Sorunları ve Çözüm Arayışları Mustafa Sefa MAZLUM	671
Economic Recovery by Developing Business Strategies: Mediating Role of Financing and Organizational Culture in Small and Medium Businesses Muhammad Umair, Assoc. Prof. Dr. Azer Dilanchiev	683
Türk Sinemasında Mizah ve Folklorun Beş İşlevi Dr. Erhan HANCIĞAZ	702
B'nei Menashe: Claim and Consequences; A Case Study Mr. Shuvam SARKAR	709
Political And Racial Complexities in Africa with Reference to Nadine Gordimer's Novel July's People PhD Research Scholar Tabassum PRAVEEN, Assoc. Prof. Dr Md. Mahfuzur RAHMAN	715
Avrasya Enerji Jeopolitiğinde Ukrayna'nın Konumu Asst. Prof. Dr. Halit HAMZAOĞLU	719
BIST Hizmet Endeksi ile Döviz Kuru Arasındaki Nedensellik İlişkisi: ARDL Analizi Dr. Öğr. Üyesi Yunus YILMAZ, Serkan ÇELİK	728
Implementation of Value Education in Adult Education Curriculum: An Indigenous Case Study Prof. Dr. Siham EL-KAFAFI	739
Doğu Avrupa Ülkelerinin Entegrasyon Politikasında Amerika Birleşik Devletleri ve Avrupa Birliği'nin Rolü Lecturer Efendiyeva Gunel MAMMAD	748
Shackles of Tradition and Pursuance of Modernity: Sociological Aspects Dr. Meenakshi RANA, Dr. Harry	754
Revisiting the Political Revolution of Bhagat Singh: An Erroneous Insight in Punjab, India Mr. Jobanpreet Singh	758
Conceptual Boundaries Regarding Controlling And Budget System. State of The Art. PhD. student Ionela URSU	762
Orta Doğu ve Doğu Avrupa Ülkelerinde Kadınların Siyasi Etkinliği Lecturer Mammadova Aysan Nüsret	772
Etik Liderlik Davranışları ve Çalışanların Örgütsel Adalet Algısı: Nitel Bir Araştırma	778

PhD. C. İper İNCEKARA, PhD. C. Almula Umay KARAMANLIOĞLU Prof. Dr. Ünsal SİĞRİ	
Türk-Amerikan İlişkileri: Silah Ambargoları Dr. Mehmet Nur ÇELİKASLAN	790
Effect of Bank Specific and Macroeconomic Factors on Credit Risk of Islamic Banks in Pakistan Asst. Prof. Dr. Shams UR RAHMAN, Mr. Luigi Pio Leonardo CAVALIERE Mr. Mati ULLAH	798
Postmodern Hareketler Işığında Grafik Tasarımın Reklam Çalışmalarına Yansımaları Asst. Prof. Dr. Bilge ÇAĞLAR DEMİR	811
Faizsiz Finansal Piyasaların Yönetiminde Kutsal ve Klasik Kaynakların Önemi Dr. Parviz RUSTƏMOV HACI OĞLU	821
Science for Society: Saga of Science Organisations in Eastern India Sukalyan Gain	828
Nepalis of Sikkim Asst. Prof. Ms. Reendima GURUNG	837
Cultural Heritage Tourists in the CALABARZON Region Philippines: Basis for Tourism Development Plan Prof. Dr. Macario G. GAYETA	845
The Current State of Practice for Phasing Content And Technology in Continuous Pedagogical Education Dr. Afat SULEYMANOVA	862
Empowering the Specially-abled through Skill Development Education Dr. Charuta Gajbhiye	880
The Legal and Political Implications Over Resources Which Transcend Borders and Spill Over in Conflicts Msc. Rakela ISMAILAJ NONA, Prof. Dr. Ismail ZEJNELI, Prof. Dr. Alba DUMI	889
Cities, Migrants, and Their Inclusion in the Urban Development Dr. Namrata Singh PANWAR	899
Appreciation of Gender Inequality in the Republic of Azerbaijan Prof. Dr. Sevda Alieva	913
Y ve Z Kuşağının Sosyal Medya Kullanımlarında Birbirlerine Bakış Açısı Üzerine Bir İnceleme Gülden AYDIN, Saim KARABULUT	927
Issues Facing the Agriculture Sector in Karnataka Assoc. Prof. Dr. Suchitra S, Research Scholar Marutesh S	940
Homeopathy as an Alternative Branch of Western Medicine: The Story of its Acceptance in Bengal (1860-1947) Ph.D. Research Scholar Sulagna Som	950
Change in Airport Resource Management Model in Crises: Modifications of Slot Applications in the Covid-19 Pandemic Process Instructor Sema BATTAL, Assoc.Prof.Dr. Savaş S. ATEŞ	959
Örgütsel Adalet Algısının Örgütsel Güven Üzerindeki Etkisi: Kamu Çalışanları Üzerinde Bir Araştırma Pınar Kader Alparslan, Prof. Dr. Ali Erbaş	968
CONGRESS PROGRAM	980



4th International CEO Communication, Economics, Organization & Social Sciences Congress

On the Ways of Using Drama Techniques for Developing Intercultural Competence

Assoc. Prof. Dr. Micaela ȚAULEAN

Alecu Russo Balti State University

mtaulean@yahoo.com

ABSTRACT

Teaching with intercultural perspective encourages appreciation and understanding of other cultures as well as one's own. By teaching a foreign language through intercultural dialogues, we can provide interpersonal relations, perspective talking, understanding alternative points of view and analyse how cultural conditions affect values, attitudes, beliefs and behaviours. Drama and role-playing can be considered useful for clarifying intercultural misunderstandings as drama elements involve language students in a role-play and simulation as well as encourages them to position themselves in the role of a member of the other culture. Teaching with such perspective at English lessons promotes the student's sense of the uniqueness of his own culture as a positive characteristic and enables the student to accept the uniqueness of the cultures. The article is about the ways of developing intercultural competence using drama elements at the EFL classes.

Keywords: Culture, Culture Shock, Dramatization, Intercultural Competence, Intercultural Dialogues, Prejudices, Role-play, Stereotypes, Cultural Values

INTRODUCTION

In today's globalised world, the ability to adapt quickly to international competition is one of the most important factors to adapt quickly in the face of international competition and it becomes one of the most important factors for successful and sustainable development of future professionals. In education, globalisation is reflected in the Bologna Declaration signed in Italy in 1999, which set out major goals leading to comparability and, as a result, harmonisation of national higher education systems in European countries. The Republic of Moldova joined the Bologna Process in 2005, when several reforms in the field of higher education were implemented. Due to the increasing the mobility of university education, students need such knowledge, attitude and skills to function successfully in another cultural environment.

The last research in methods of teaching and pedagogy (Brown; Byram & Risager; Canale & Swain; Canale & Swain; Țaulean) show the importance of strengthening attention to the socially significant problem of shaping the communicative culture of the teacher and emphasise the need to ensure the integration of the students into national and world culture; to promote mutual understanding and cooperation between people, taking into account the diversity of worldviews.

By teaching a foreign language through intercultural dialogues, we can provide interpersonal relations, perspective talking, understanding alternative points of view and analyse how cultural conditions affect values, attitudes, beliefs and behaviours.

Some researchers (Verriour, Dougili, Fernandez, etc) see drama as a perfect tool for self-development and creativity. They agree that the training of foreign language teachers requires a specific professional learning technology, as qualities such as communicative skills, which are particularly important when creating artificial communication situations in the classroom in the absence of a natural language environment, empathy and the ability to improvise, need to be shaped in a special way. We, teachers of English, can combine drama and interculturalism to develop language and intercultural communicative skills as well as to develop intercultural awareness alongside language awareness in EFL classroom. But realities remind us that the world is divided by cultural barriers. Recognition of numerous cultural differences is not meant to create despair. Effective intercultural communication tries to understand diversity in its many forms and to develop competent intercultural strategies in order to experience outcomes when we are faced with representatives of different cultures.

1. ON INTERCULTURAL COMPETENCE AND ENGLISH LANGUAGE TEACHING

According to UNESCO's vision for education, lifelong learning promotes democracy, tolerance, intercultural understanding, and respect for cultural, religious and linguistic diversity, which are essential to achieving social cohesion and justice. The key concept for the intercultural approach is intercultural communication, which in the context of foreign language teaching language teaching implies learning about the characteristics of different countries, their cultures, traditions and customs.

The analysis of the current world situation shows that the need for intercultural dialogue is one of the conditions for the successful integration of the Moldovan educational system in the European space. The study of intercultural communication recognizes how culture pervades what we are, how we act, how we think, how we talk and listen. When culture variables play a primary part of the communication process. We, language teachers, must not only trace culture's socializing patterns on each student but recognize and respect how cultures imprint accounts for differences in communication style, world view and personality of every student. The term "perceived cultural difference", found at C. Dodd, reminds people that "in the

presence of diversity, such as language, values, thoughts, customs and style, we often strive to resolve internal inconsistencies posed by the diversity” (Dodd, 1995: 45). Intercultural competence, according to most specialists, is an essential feature of any 21st century professional qualification. It is "increasingly in demand on the labour market in recent decades. Increasingly in demand on the labour market, in recent decades it has become, in all occupational fields and partly beyond them, a key qualification concept" (Wiseman, 1993: 56). The concept of *intercultural competence* described by Byram (ibid) has refocused the goal of language education with culture integrated into language study. The use of the term *intercultural* reflects the view that EFL learners have to gain insight into both: their own and the foreign culture (Kramsch, 1993).

Vereschagin and Kostomarov define intercultural communication as understanding between people; Spitzberg defines intercultural competence as the interaction of cultures. Different scholars (Byram M., 1997, 1998; Corbett J., 2003; Fantini A., 2000; Lussier et al. 2007; Samovar L., & Porter R., 1991; Țaulean M., 2015; Wiseman R., 1993) throughout the past 30 years have defined the notion of intercultural competence differently but what they have in common is that intercultural competence is the ability to adequately communicate and effectively interact with a representative of another ethnicity or religion, involves understanding the value system of the "other", empathy, knowledge not only of their language, but also the meaning of gestures, facial expressions, intonation, the most significant symbols of their culture. They all came to conclusion that intercultural competence has both cognitive and affective aspects. There are those who emphasise only one of these aspects (Deardorff), but intercultural experience is the foundation of any type of intercultural competence.

Thus, we can conclude that intercultural communication is a set of specific processes of interaction between people belonging to different cultures and speaking different languages. It takes place between interaction partners who not only belong to different cultures, but are also aware of the fact that each of them is "other" and each perceives the foreignness of the "partner".

Intercultural competence includes three crucial aspects, mastering which helps students to find a common language with a foreigner. The main ones are general cultural and culture-specific knowledge. Undoubtedly, a person who has the need to understand the inhabitants of another country must know its culture, its achievements, history, as well as an understanding of the way of life in other countries. Such knowledge is always useful in unforeseen situations that arise during communication. In any communicative act everything depends on what culture the person belongs to and in this case we deal with intercultural communication, i.e. communication with a representative of another culture. It is the purpose of teaching a foreign language. I. I. Khaleeva suggests expanding this notion by adding the marker "-linguo" (Khaleeva, 2000:12). The result is interlinguocultural communication, which implies interaction through language.

The connection between intercultural communication and education is reflected in concepts such as: intercultural education, intercultural education and intercultural learning. The most common of these is intercultural education, which includes the other two concepts. Taking into account university education and language teaching, the intercultural approach is implemented through the simulation of a dialogue of cultures, which aims at achieving the goal of a communication act, i.e. mutual understanding between members of different ethnic communities ethnic communities. In linguistic education, an important aspect is to highlight the behavioural characteristics of ethnic groups in cross-cultural and socio-cultural studies, which influence on their interaction through a dialogue of cultures. Intercultural education explores ways and methods of teaching a foreign language.

One of the main aims of language teachers is to educate the younger generation with a sense of tolerance and respect for the history and traditions of the peoples of the world. The approach of forming intercultural competence will allow the students to avoid most of the problems of intercultural communication in the future. For example, when communicating with representatives of other countries, people are often guided by previously held stereotypes and prejudices. For example, any Greek is perceived as a quick-witted person, any Turk as a physically strong person, any Pole as lovers of strong drinks or any Englishman is often accused of greediness and selfishness. The latest research shows that the degree of stereotyping is inversely proportional to the experience of intercultural interaction.

2. CHAPTER - DRAMA AND DRAMATIC TECHNIQUES IN THE EFL CLASSES

Intercultural dialogue is made possible by mastering a language of international communication, which is English. Teaching English should be based on respect, understanding and acceptance of cultural differences, which is a prerequisite for achieving the goal of intercultural communication. It is the intercultural approach that represents the link between linguistic and country-specific competences in teaching a foreign language. This makes it a distinctive approach that differs from other teaching methods.

The teaching of foreign language teachers requires special professional training technology because qualities such as communicative competence are particularly important in creating artificial communication situations in the classroom in the absence of a natural language environment, empathy, the ability to improvise, the ability to empathy and the ability to improvise, need to be shaped in a special way. Dramatisation technology can be such a special technology for language training in the EFL classes.

Dramatisation can be understood as a set of activities that are a means of organising role-playing behaviour for students in given real-life and play situations in the educational process, contributing both to the formation and development of students' communicative competence and their all-round development by addressing the emotional and sensory sphere.

The experience of using dramatisation technology in teaching a foreign language shows that dramatic activities create a positive emotional background in the EFL classroom, contribute to a welcoming atmosphere, free from psychological clamps and fear of the foreign language, which plays an important role for the implementation of creative activities of the learners. The atmosphere of enthusiasm and interest, a sense of confidence in their abilities, satisfaction from performing creative tasks helps the student to overcome shyness, to train communication skills in a foreign language, causes a desire to learn more about a foreign language and culture, learn to use a foreign language in authentic situations of real communication with its native speakers.

Modern methods (methods, techniques, approaches) of teaching a foreign language should also “touch” the personality of the pupil as a whole, involve in the learning process his emotions, feelings and sensations, correlate with his real needs, stimulate his speech, cognitive, creative abilities. Drama activities engage students' emotions in the process of learning a foreign language, because participants should not just mimic a role on a linguistic level, using appropriate situations, behavioural clichés and tactics, but experience the situation emotionally, living the role of their character and seeking to defend, argue or simply portray their behaviour, taking into account their cultural value system and their reactions to the situation in accordance with them.

A variety of creative exercises, the use of different types of drama activities, the involvement of topics of interest or the need to express their attitude to the facts and realities of the foreign language and culture, affect students' feelings and emotions. Emotional activity, interacting with speech and thought activity, increases the effectiveness of learning and brings

communication in the classroom closer to the natural process of communication in the native language. The involvement of theatrical technologies in the process of teaching a foreign language stimulates cognitive abilities of students, promotes fast and effective formation of speech skills, acquisition of a whole set of communicative, creative and cultural competences.

The previous research on this topic (Țaulean, 2026) showed that there is a whole range of role-play activities that can enhance the intercultural competence of our language students: from the simple to the complex, from the structured to the unstructured; some role-play activities consist of socio-dramas, sketches; others stick to story dramatization, mock interviews, business meetings and even debates. Educational drama has developed strongly in the UK for over 60 years. Brian Way (1923-2006) was one of the first innovators. In 1946 he was a member of a group of lecturers and teachers who were examining the relationship between theatre and teaching. In the early 1950s he established Theatre Centre in London. The initial aim of this educational theatre company was to provide a place where unemployed actors might meet and practise their art. It became the launch pad for educational theatre in schools and in the next half century Brian became the seminal influence on that movement, worldwide.

A well-designed lesson organised through dramatisation technology increases the students' capacity for work, shortening the warm-up period and lengthening the active work period. This is facilitated by the specificity of the drama activity: creating a play situation in the class, using interesting and relevant material as a stimulus, and alternating activities (improvisation, role play, pantomime etc.) and frequent changes in the form of work (individual, paired, group and group).

According to David Farmer, a writer whose works deal with the background to educational drama, the English language teacher should apply to educational drama as it helps students develop such skills as creativity, enquiry, communication, empathy, self-confidence, cooperation, leadership and negotiation. In his works he suggests a range of drama games and techniques (such as role-play and even some non-verbal communication activities) to use at the EFL classes. We consider his ideas up-to-date as he provides not only the examples of drama use across curriculum and offers classroom strategies and techniques for language teachers but also suggests role-plays that can be useful to explore students' knowledge, understanding and attitudes towards refugees or migrants from another countries and analyse the similarities and differences between us.

At our university course "Intercultural communication" we practiced a series of drama sketches, role-play situations, real-life situations, story dramatization on different topics such as "West-East cultural differences", "Holidays all over the world", "European values", etc. During our seminar we apply to from "Education Pack "all different - all equal" where we found new ideas and activities that can be adopted and use in EFL classrooms. Practicing drama activities on issues of equality, racism, xenophobia, anti-semitism and intolerance, students were encouraged to: work imaginatively and creatively in collaborative contexts, generating, developing and communicating ideas; explore the impact of social, historical and cultural influences on drama texts and activities; develop and demonstrate competence in a range of practical, creative and performance skills; develop a basis for their future role as active citizens in employment and society in general, as well as for the possible further study of drama; actively engage in the process of dramatic study in order to develop as effective and independent learners and as critical and reflective thinkers with enquiring minds.

CONCLUSION

Teaching the cultural values of another country should take place most effectively, given that the learning process takes place outside the language environment. Of course, this entails many difficulties. Therefore, the main thesis of this paper is the necessity to introduce playful

technologies in the process of teaching a foreign language and shaping intercultural competence. By playing, students enter typical situations of communication in another country and imagine themselves in the shoes of their foreign-speaking peers. Dramatisation is an active modern technology of teaching a foreign language, it combines intensive language practice with the acquisition of knowledge, skills and abilities necessary to carry out intercultural communication. Numerous advantages of dramatisation technology allow for its successful use as an effective means of shaping socio-cultural competence of students, the future foreign language teachers.

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An Initial Process of Academic Mentoring in San Luis, Argentina

Sergio QUIROGA

National San Luis University and ICAES

sergioricardoquiroya@gmail.com

Orcid: 0000-0003-2586-6321

ABSTRACT

This paper describes the initial development of a personal process of Academic Mentoring, carried out from the private professional field in the province of San Luis, Argentina. Over the years, knowledge and experiences have been accumulated, worthy of being transmitted to new academics, young scientists who seek to advance and develop in a teaching or professional career.

Mentoring is recognized as the accompaniment process that seeks the personal and professional development of newly received professionals, based on the exchange of knowledge and experiences, in solidarity, between the mentor and the students.

The group of mentors is made up of teachers with added academic value, who promote a culture of values, such as respect and solidarity to train high-quality professionals and human beings committed to their community.

We recognize the figure of the Mentor as that professor with training in mentoring, who accompanies students during their academic career, in order to strengthen their training in an integral way and the students who participate in the Mentoring process.

Keywords: Academic Mentoring, Mentor, Students, Professional Development

INTRODUCTION

Mentoring is a set of educational practices that involve a person who knows the subject (mentor) and one who wishes to acquire certain knowledge in search of their personal and professional development (mentee). These internships bring together activities such as advising, counseling and coaching, so you can transmit additional knowledge to that offered in the academic field. It is a support process that seeks personal and professional development, based on the exchange of knowledge and experiences, in solidarity, between mentoring figures and students.

In Argentina, in academic fields, it is not a practice that can be recognized as habitual, especially in the Argentine provinces, far from the political and commercial center of the city of Buenos Aires. In the interior of Argentina, it is an unusual practice, outside the academic sphere, where mentoring activity can take place between a professor and a student, when the former directs the student in a bachelor's, master's or doctoral thesis.

Inspired to be able to provide help to other professionals, to other students, based on the experience achieved in the academy, start this process of personal and professional help for free. This paper describes the initial development of a personal process of Academic Mentoring, carried out from the private professional field in the province of San Luis, Argentina. Over the years, knowledge and experiences have been accumulated, worthy of being transmitted to new academics, young scientists who seek to advance and develop in a teaching or professional career. The idea that hopes to nurture these processes is to help graduates of the Argentine university in social and human sciences, professional and personal improvement.

As academics, we do a lot of mentoring throughout our careers, and through research on mentoring in and out of academia, it can be estimated that good mentoring is independent of discipline. The mentoring object of this work has been presented especially for professionals graduated from the university, in the social and human disciplines.

The best mentors should create a relationship similar to one between a parent and an adult child, rather than one between a boss and an employee. This relationship is characterized by mutual respect, trust, shared values and good communication, and finds its apotheosis in the transition from mentee to mentoring.

Considering how important mentoring is, there is surprisingly limited guidance on how to become a good mentor. Effective tutoring takes time and has levels of complexity. Mentors trade hours they could use to pursue their own career goals and spend on someone else's. While the prospect of having an energetic and personable junior partner for a multitude of projects is appealing, having the wrong trainee can be painful.

Basically, a trainee must be curious, organized, efficient, responsible, and committed, and often one way to look for these traits is to test future trainees. Similarly, it is possible to give mentees a test that consists of giving them a few weeks to write a review of an article in a relevant area. This gives you a good idea of their thought process, their communication skills, and their level of interest. That way, if they don't return or complete the task, you've avoided working with a trainee who lacks commitment.

The mentor must have an added academic value that promotes a culture of values, respect and solidarity to train high-quality professionals and human beings committed to their community. This advice is a differentiating element and provides higher quality teaching, helping in the formation of new leading mentors and is aimed not only at raising the student's academic performance, but also at developing their leadership skills both in the mentor as in mentoring. It is a process aimed at achieving the success of people. The mentor intervenes in the mentoring process and helps the mentee to face a process of professional or personal transformation.

Mentoring is a methodological-practical relationship in which an experienced professional (mentor) assists another (mentee) to acquire and deepen knowledge, in addition to stimulating

the development of specific skills, with the aim of improving their professional growth and personal, to increase your chances of success in the academic, professional and work world in the future. Mentoring aims to enhance the learning of the mentee through the experience of the mentor, who guides, teaches, guides, stimulates, helps, challenges and transmits his knowledge in a planned, organized and effective manner, to develop the professional skills and abilities of the mentee, and thus to maximize their talent.

The mentor is a professional with a high level of expertise in one or several areas of knowledge, they are the professionals in charge of accompanying and monitoring the objectives set / or indicators of achievement. In this process, the mentor stimulates the professional potential of people based on the transmission of knowledge and learning through experience.

From this perspective, it can be seen that the group of new professionals, recently graduated from university, require more attention because they are in many cases insecure, lack confidence and are trying to establish their own professional identity.

The best-known model for evaluating the results of a training program is still that of Kirkpatrick and Kirkpatrick (2000), which establishes four levels: (1) satisfaction or reaction, as the degree of satisfaction that the participants have with the training (usually through questionnaires); (2) learning (or skills development), which means assessing the degree of knowledge acquisition and/or skills development of the participants; (3) transfer, in relation to the application of what has been learned and (4) impact, which evaluates the repercussion of the training at an individual, collective or organizational level.

Professional development should be understood as a broad, flexible, continuous process characterized by constant reflection on daily experience, including planned opportunities and experiences that promote the growth and development of the profession (Boyer, 1990; Paricio, Fernández and Fernandez, 2019). Professional development is conceived as a collaborative process that achieves the greatest benefits in meaningful interactions with other teachers and, therefore, implies the consideration of teachers as active learners committed to preparing, observing and reflecting on their practice (Fernández et al. al., 2013).

Mentoring encompasses different approaches

1. Formal and informal mentoring

In the first, the relationship between the participants is pre-established by the institution and is governed by a pre-established process that has objectives. Meanwhile, informal mentoring is established among the participants without lines to follow or evaluation. There, both parties (mentor and mentee) determine the times and processes internally. The best example of this type is the relationship established between the leader and the collaborator, where the former tacitly instructs the latter during the day-to-day activities to develop new skills and competencies.

2. Peer to peer

For this classification, a relationship is established between people of the same rank (school grade, position, age) and consists of providing one's own knowledge to complement the partner. This relationship allows skills and knowledge to be shared horizontally, that is, without formalizing the roles of mentor and apprentice. This is a very common practice in the academic field, however, it offers excellent possibilities and opportunities to innovate in the training processes of leaders within organizations,

3. Express mentoring

This model happens governed by the transience of informal meetings between the mentor and the mentee. Due to its dynamic and fast nature, there is no follow-up relationship, but knowledge is transmitted. Networking events or online workshops or seminars, interactions at congresses and conferences are an example of express mentoring.

4. Reverse mentoring (in reverse)

In this process, the apprentice repays the mentor with knowledge or generational perspective. While in peer-to-peer mentoring, learning takes place between two people of the same level, in the reverse mentoring model, interaction between individuals with different roles is encouraged, which nurtures the processes of exchange and knowledge, even more the learning process.

5. Group mentoring

It is the relationship established between the mentor and a group of people who participate in the same project or common interest. In this process individual relationships are not established; the mentor is dedicated to achieving the common good of the group.

External consultancy to achieve specific projects or acquire new knowledge on certain topics is an example of this classification because, generally, face-to-face or virtual meetings are held to follow up on projects, explain new information and resolve doubts in this regard.

6. Cross mentoring

It consists of the exchange of mentors and apprentices. Although it is more typical of the educational sector, in the organizational sphere there can be the action of "providing" collaborators between areas so that they know the practices and processes of other departments, which influence their work or the cultural richness that promotes the exchange of professionals between two offices from different countries or regions.

In other words, Mentoring seeks to convert capacities into skills and abilities, since it fosters change, improvement and growth of him or the beneficiaries; by motivating and provoking changes in their values, attitudes and competencies. It is a highly effective practice to promote learning and talent development. Therefore, this process is highly recommended as it is a methodology that transforms training into meaningful learning.

An academic mentor is a positive role model of a successful student who, at some point, supports their mentee by providing academic advice, sharing resources, and caring about their students' success. The mission is to empower students by encouraging them to develop the various skills and strategies necessary to successfully navigate higher education. Mentoring is recognized as the accompaniment process that seeks the personal and professional development of newly received professionals, based on the exchange of knowledge and experiences, in solidarity, between the mentor and the students.

The group of mentors is made up of teachers with added academic value, who promote a culture of values, such as respect and solidarity to train high-quality professionals and human beings committed to their community. We recognize the figure of the Mentor as that teacher with training in mentoring, who accompanies students during their academic career, in order to strengthen their training in an integral way and the students who participate in the Mentoring process.

Being innovative and competitive today are qualities that must be developed in a quality professional. That is why, to strengthen these qualities, work must be done to enhance the efficiency, use, and optimization of one's own resources to achieve academic, personal, and professional achievements and meet each of the planned goals.

Tutoring can be formal or informal. In an informal setting, learners set goals, but these are often not measurable and relationships are unstructured. For a formal mentoring relationship, there are actionable and measurable goals defined and established with certain requirements.

Mentoring relationships are based on giving advice and direction, while coaching is not.

Mentors also have many benefits, including the satisfaction of seeing others develop; broadened generational and cultural perspectives; strengthening of technical, leadership and interpersonal skills; and continue to experiment with new ideas and points of view.

Mentoring in San Luis, Argentina

Beginning the processes of Academic Mentoring in the province of San Luis in 2022, the following services were offered:

- Elements for the self-diagnosis of needs
- Learning in the management and construction of knowledge autonomously
- Accompaniment in the completion of dissertations, monographs, essays, preliminary projects, protocols, course work
- Advice on the preparation and writing of all types of academic and scientific texts
- Preparation and advice for the preparation of material for the presentation and exhibition of research projects
- Preparation and advice for oral expression and public speaking
- Advice for the creation of a personal and/or institutional blog
- Tools to activate the motivation to learn and obtain new knowledge
- Collaboration in carrying out scientific projects
- Monitoring of the daily progress of a specific subject or discipline
- Clarification of doubts arising in a specific training process
- Advice for the definition of topics and lines of academic research
- Accompaniment and advice for the writing and style of academic and scientific texts
- Advice and support for the publication of academic and scientific texts

On the other hand, the profound transformation produced in the European university educational system has had a significant impact on new university students, on professional socialization in the face of problems immersed in the space of teaching and research of the academic profession (Knight, 2006).

We must recognize that mentoring practices are not common in the province of San Luis (Argentina), and in the Argentine university culture, the process of help and advice that a University Thesis Director or Final Project provides to a student is recognized. Every thesis at the university must have a director, and although the bibliography on this relationship Director-Thesis student has grown, it acquires different dimensions.

The idea of promoting these mentoring services in San Luis was to offer this service free of charge with the objective of, on the one hand, gaining experience in mentoring and, secondly, seeking to advise professionals recently graduated from university in the construction of goals, strategies for the development of their professional careers. For this to happen, they must develop training processes that improve their skills in pursuit of their personal and professional goals.

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The Legal Status of Collegial Permanent Bodies of Belarusian and Polish Parliaments: Comparative Legal Analysis

Assoc. Prof. Dr. Aksana CHMYHA

Belarusian State University

ch.ok.vas@gmail.com

Orcid: 0000-0002-5793-3798

ABSTRACT

Goal – to analyze the key points of concepts of Belarusian and Polish collegial permanent bodies in comparative feature.

Research methodology – The basis of the work is the comparative-legal method of research, as well as other methods of scientific knowledge

Score - in European legal science an essential right of MPs (Members of Parliament) is to jointly form collegial permanent bodies as mutually agreed within their respective Parliaments. MPs perform their functions in the framework of parliamentary commissions of both Polish Parliament and Belarusian legislative (representative) authority at the same time carrying out their mandatory duties. A number of progressive characteristics of the jointly formed groups of parliamentary commissions and other collegial bodies are stated.

Originality/value - A new conclusion has been reached that it is preferable to further improve the regulatory framework that promotes the establishment of the right of members of Parliaments to participate in the work of collegial permanent bodies, which should be based both in Poland and in Belarus on the study and mutual implementation of the accumulated positive legislative experience of these states in this area.

Keywords: Collegial Permanent Bodies, Parliament, Legal Status, Belarus, Poland, EU, Comparative Legal Analysis

INTRODUCTION

Every modern state vests a number of considerable powers in its Members of Parliament. This is due to the fact that “both direct and indirect elections in the Republic of Belarus are based on the principles of the universality, equality, freedom and secret ballot, which demonstrates the democracy and the rule of law in the country” (Chmyha, 2019a). The Parliament of Poland is no exception to this rule too. Members of Parliaments of these neighboring states exercise their rights and perform their duties both individually and collegially within the national legislations of the said states.

Permanent Parliamentary bodies direct these powers at securing proper functioning of the respective legislative chambers through and collegial parliamentary bodies operating as provided for by the national legislation. Thus, in the course of exercising their powers and duties Members of Parliament “supplement and specify the powers vested in the body of deputies and their coalitions. This means that they exercise many of their powers collaboratively. This also concerns the duties performed by the deputies” (Karasev, 2009).

1. PARLIAMENTARY COMMISSIONS IN BELARUSIAN AND POLISH PARLIAMENTS

So it is hard to overestimate the role of collegial permanent parliamentary bodies. First and foremost, parliamentarians exercise their right to team up by entering parliamentary commissions – the most numerous and at the same time varied collegial bodies of the Parliament.

Note that permanent commissions are formed within the Polish Parliament for the chamber’s term of office and listed in the regulations of the Sejm and the Senate (e. g., Article 18 of the Sejm Regulations specifies 25 types of permanent commissions for the said chamber, while the Senate has 14 commissions) (Skrzydło, 2008). It also bears noting, that supplements to the Regulations of each of the Polish Parliament chambers describe in detail the powers of each permanent commission. We believe that this measure aims at avoiding clashes between these bodies arising from boundary delimitation of their activities.

It should also be borne in mind that Polish MPs cannot enter more than two permanent commissions. This said, a deputy who performs the minister’s or state-secretary’s functions cannot join a commission. Thus, permanent commissions are formed by the Sejm deputies and Senators respectively. The actual structure of each committee is approved by the resolution passed by the chamber as proposed by its panel and consulted with *Rada Starszych*.

Unlike the permanent commissions of the Polish Parliament, its ad hoc commissions are set up by the respective chamber for a definite, strictly formulated purpose and perform their functions within a limited period. To achieve the said purpose the Sejm or the Senate sets the goal, principles and the procedure for the said ad hoc commission, which performs its function and is dissolved. In fact, ad hoc commissions are usually formed to draft or discuss bills of special importance (e. g., an ad hoc commission of the 3rd session was formed to discuss amendments to a number of codes, the eight ad hoc commissions created at the 4th session of the Sejm prepared certain bills) (Garlicki, 2011). Besides, Article 111 of the Polish Constitution and the Polish Law of 21 January 1999 “On the Investigatory Commission of the Sejm” allow the Sejm to set up examination commissions as a subtype of ad hoc commissions to examine a certain case.

To perform the tasks imposed on the parliamentary commissions, both Sejm commissions and those of the Senate carry out their duties in the form of sessions headed by the chairperson or, if the latter is absent, one of the vice-chairpersons (a peculiar feature of any parliamentary

commission is that “a commission may request its panel structure to be changed at any time, and there has been a lot of such cases in its practice)” (Garlicki, 2011). Note that the activities of the permanent commissions formed at upper and the lower chambers of the Polish National Assembly have a lot in common.

For example, the Sejm commission members perform the following tasks at its sessions:

- 1) consider draft laws and resolutions;
- 2) consider the regulations received from the Senate and aimed at amending or rejecting a bill passed by the Sejm as well as the President’s proposal for the Sejm to review the bill;
- 3) consider and assess the main provisions of draft laws and resolutions;
- 4) consider the reports and statements made by ministers and higher state administration authorities, as well as the senior officials of other state bodies and organisations;
- 5) analyse the activities of certain sectors of the state administration and economy;
- 6) consider the issues of implementing and executing laws and resolutions passed by the Sejm as well as carrying out its requirements;
- 7) give opinion on the proposals made by the Marshal of the Sejm in relation to the election and appointment of certain individuals to certain public positions by the Sejm or their recall.

As for the procedure followed by the Polish MPs in performing their duties as part of parliamentary commissions, it should be mentioned that their sessions, including the closed ones, may involve not only permanent members, but also those deputies who do not belong to the respective commission. These deputies may take the floor in debates and make proposals without the right to vote. Besides, the panel or the chairperson of any commission may invite any representatives of professional or social agencies, commission experts or bureau officers of the deputy clubs, reporters from the mass media, radio or television to take part in its session. Summarizing the results of their activity, Sejm or Senate commissions adopt requirements, conclusions, reports or draft rulings, resolutions, addresses, statements or declarations made by the Sejm. Besides, a Polish parliamentary commission may resolve on taking into account the information or position presented.

All said above allows us to draw a conclusion that parliamentary commissions perform the functions of ancillary bodies to the Sejm and the Senate, without the right to make final decisions, e. g. concerning a certain bill, but just prepare a draft resolution then passed on to the plenary session of the chamber. However, in fact most chamber resolutions take into account and match the opinions given by the commissions. Therefore, commissions play a key role in the Parliament.

All Belarusian MPs (except for the Presidents and Vice-Presidents of the chambers), like the Sejm deputies or Senators in Poland, have to form permanent commissions, which are set up and perform their functions to complete the tasks of the Belarusian legislative authority as its constituent parts during the entire period of its power. Unlike Polish MPs, the said people’s representatives may enter only one permanent commission. The significance of this duty is emphasised by N. M. Kondratovich, who describes the functions of Belarusian Parliament, justly paying special attention to the fact that “the continuity and efficiency of its performance is to a great extent due to the permanent commissions”(Kondratovich, 1995).

“Permanent commissions perform quite a broad scope of duties” (Golovko, 1979) in the National Assembly of the Republic of Belarus. It should be noted that the main functions of permanent commissions include drafting bills, preliminary examination and preparation of the issues that fall within the parliamentary chambers’ jurisdiction. Current legislation entitles the commissions to employ experts, call for independent expert examination of draft bills, set up volunteer research, advisory and other boards to look into the issues within the respective

commission's scope of duties. It goes without saying that "massive involvement of professionals and activists in the commission activities facilitates profound understanding of the issues discussed and making the best possible decisions" (Golovko, 1979).

More specifically, permanent commissions of the National assembly chambers:

- 1) prepare draft laws to be considered by the chambers of the National assembly;
- 2) pre-examine and prepare issues that fall within the National assembly chambers' jurisdiction;
- 3) prepare resolutions on draft bills and other legal acts as well as other issues within the National assembly chambers' scope of duties;
- 4) draft bills and other legislative acts as instructed by the Presidents of the National assembly chambers and on their own initiative;
- 5) examine written requests received from individuals and legal entities with proposals on improving the legislation of the Republic of Belarus;
- 6) arrange parliamentary hearings;
- 7) set up working groups involving the permanent commission members, other deputies to the House of Representatives, members of the Council of the Republic as well as representatives of the governmental authorities and other state bodies, non-governmental associations and research organizations;
- 8) employ experts and professionals, call for independent expert examination of draft bills, set up volunteer research, advisory and other boards to look into the issues within the respective commission's scope of duties;
- 9) request official documents, information and other materials they need to perform their duties from governmental authorities, other state bodies and officials;
- 10) invite representatives of the governmental authorities and other organisations to take part in preliminary examinations of draft bills and other issues that fall within the National assembly chambers' jurisdiction;
- 11) perform other duties provided for by the regulations of the National assembly chambers and other legislative acts of the Republic of Belarus .

Note that to secure proper implementation of the resolutions passed by the permanent parliamentary commissions Belarusian governmental authorities and other state bodies and officials are to present the documents and materials requested by the permanent commissions of the Belarusian National assembly chambers within their jurisdiction and mandate within a month or another agreed period. An exception to this rule is disclosure of state or other legally protected secrets in accordance with the procedure prescribed by the legislation of the Republic of Belarus.

Apart from permanent commissions, Belarusian National Assembly chambers, like the Polish Sejm or the Senate, may form ad hoc commissions as needed. Their creation procedure, tasks and activities are set by the resolutions passed by the corresponding Parliament chambers of the Republic of Belarus. As a rule, ad hoc commissions are formed to address a certain issue (a list of issues) that arises in the course of the activity performed by the House of Representatives or the Council of the Republic.

It should be noted that the elected President and members of such ad hoc commissions are deputies to the House of Representatives and members of the Council of the Republic of the National Assembly of the Republic of Belarus. These elected officials bear the main burden of securing the efficient performance of the commission. Alongside with that, to ensure the proper functioning of the said bodies, the newly-formed ad hoc commissions may employ experts and professionals who are not MPs. Note that by joining an ad hoc commission neither deputies to

a House of Representative nor members of the Council of the Republic cease their membership in the permanent commission.

To carry out their activities, ad hoc commissions of Belarusian Parliament may request documents, information and other materials necessary to perform their functions as well as exercise other powers vested in them in accordance with the procedure set by the National Assembly chambers and other legislative acts of Belarus. Besides, members of ad hoc parliamentary commissions may request documents and materials they are entitled to from Belarusian government authorities, other state bodies and officials, who are to provide them within a month or another agreed period.

Having performed their function or earlier as ruled by the chambers of the National assembly ad hoc commissions and, consequently, their MPs cease their activity. Note that Belarusian members of Parliament who take part in ad hoc commissions are responsible and accountable to the respective chambers of the supreme legislative body of the Republic of Belarus.

Thus, MPs perform their functions in the framework of parliamentary commissions of both Polish Parliament and Belarusian legislative (representative) authority at the same time carrying out their mandatory duties. These duties may include the following powers:

- 1) put forward issues to be discussed at the commission meetings;
- 2) take part in discussing the issues considered, make remarks and proposals on the said issues;
- 3) have a casting vote on the issues discussed;
- 4) put forward proposals concerning inspections of the respective bodies and non-governmental organisations, take part in such inspections and discuss their results at the commission meetings;
- 5) take part in discussing candidates appointed, elected or approved by the representative authorities;
- 6) propose the representative authority to put draft legal acts to public discussion etc.(Karasev, 2009).

2. PRESIDIUMS OF THE SEJM AND SENATE

Apart from the parliamentary commissions, who perform their duties according to the industry criterion, the strategic function in securing the efficient performance of the respective Parliaments in both countries is performed by the Presidiums of the Sejm and the Senate in Poland and the Council of the House of Representatives and the Presidium of the Council of the Republic in the Republic of Belarus – they play a major role.

Special attention should also be paid to the fact that both the Sejm's and the Senate's Presidiums in Poland have mostly identical formation procedures, structure and powers. In particular, pursuant to Article 11 of the Sejm's Rules of Procedure, the Sejm's Presidium, as a permanent collegial body of the said chamber, comprises the Marshal and Vice-Marshals. It also bears noting that the Basic Law of the Republic of Poland does not prescribe the positions taken by its members. However, parliamentary traditions of other states sometimes provide for completely different Presidium structures than that set by the Polish chamber Regulations. For example, the Finnish Presidium includes heads of commissions, the Presidiums of Austria, Italy, Norway and Switzerland – heads of parliamentary groups (Skrzydło, 2008). The analysis of the Chamber Presidium structure and formation procedure in Poland makes us turn to the Polish parliamentary history, when the 1st convocation Senate's Presidium included, apart from the Marshal and Vice-Marshals, senators – Presidium members (Skrzydło, 2008).

The Sejm's Presidium exercises the following powers:

1) approving the work schedule for the Sejm on advice of the Council of the Seniors (*Rada Starszych*);

2) approving the weekly work plans for the sessions at least three months before the start of the session weeks;

2) arranging cooperation of the Sejm's commissions and coordinating their activities;

3) evaluating draft laws for their correspondence to the current legislation;

4) taking disciplinary action towards Members of Parliament;

5) determining the payments due to the Sejm's deputies under the current legislation;

6) interpreting the Rules of Procedure for the lower chamber of the Polish Parliament, as well as a number of other important powers.

The performance of this Parliamentary body is regulated by the head of the chamber, who sets the agenda and the date for each Chamber Presidium session. All the resolutions taken by the Presidium are passed by a majority vote. Note also that in the event of a tie, the Marshal of the respective Parliamentary chamber shall always be entitled to a casting vote, which, we believe, indicates the significance of the said elected official for the functioning of the Chamber Presidium. Analysing the implementation procedure for MPs' duties in the framework of the Chamber Presidium, we cannot but mention the fact that "in many cases the powers of the Presidium overlap with those of the chamber's Marshal" (Garlicki, 2011), which is not always beneficial for the exercise of the seat powers by the said elected politicians.

3. COUNCIL OF THE HOUSE OF THE REPRESENTATIVES AND THE PRESIDUM OF THE COUNCIL OF THE REPUBLIC OF BELARUS

As for the Republic of Belarus, as it was said above, the main permanent collegial bodies of its Parliamentary chambers are the Council of the House of Representatives and the Presidium of the Council of the Republic. Their powers and formation procedures are for the most part identical.

In particular, the Council of the House of Representatives includes the Chairperson of the House of Representatives, his / her deputy, as well as the chairpersons of permanent commissions. The Council of the House of Representatives is headed by the Chairperson of the House of Representatives.

To arrange the functioning of the House of Representatives and its bodies, the Council of the House of Representatives:

1) manages the session preparation activities for the House of Representatives;

2) decides on introducing a draft agenda for the session of the House of Representatives, as well as draft resolutions on its amending and (or) supplementing, to the House of Representatives;

3) ensures the presence of the deputies to the House of Representatives at its sessions;

4) resolves issues related to convening and holding sessions of the House of Representatives;

5) hears reports on the performance of permanent commissions and other bodies of the House of Representatives;

6) instructs the Secretariat of the House of Representatives on issues related to convening and holding sessions of the House of Representatives, law making and other issues within its powers;

7) puts forwards proposals on the establishment, reorganisation or liquidation of permanent and ad hoc commissions of the House of Representatives as needed;

8) ensures organisational, legal, methodological and informational support for the activities of permanent commissions and other bodies of the House of Representatives;

9) establishes ad hoc working groups of deputies to the House of Representatives, professionals and researchers to prepare and revise draft laws and other acts in the Council of the House of Representatives;

10) instructs permanent commissions and other bodies of the House of Representatives on the issues in their power;

11) establishes an ad hoc commission for preliminary consideration of a draft law and its preparation for the House of Representatives as needed;

12) informs deputies to the House of Representatives about resolutions passed by the Council of the House of Representatives;

13) applies to the President of the Republic of Belarus for conferring deputies to the House of Representatives and the Secretariat officials of the House of Representatives with national awards of the Republic of Belarus;

14) decides on awarding the Honorary Certificate of the National Assembly of the Republic of Belarus;

15) approves directives on the Commendation of the Chairperson of the House of Representatives of the National Assembly of the Republic of Belarus and the Commendatory Letter of the Chairperson of the House of Representatives of the National Assembly of the Republic of Belarus;

16) appoints the plenipotentiary representative of the House of Representatives in the Constitutional Court of the Republic of Belarus;

17) supervises the timely consideration of inquiries, proposals and remarks made by deputies to the House of Representatives;

18) decides on international business trips of parliamentary delegations, their accompanying officials, advance groups of parliamentary delegations, deputies to the House of Representatives and Secretariat officials of the House of Representatives, and approves the reports made by the deputies to the House of Representatives on the results of international business trips related to their deputy powers;

19) approves an international parliamentary cooperation plan for the House of Representatives and the parliaments of foreign states, international parliamentary agencies and other international organisations;

20) exercises other powers provided for by the legislative acts of the Republic of Belarus.

4. COUNCIL OF THE SENIORS (RADA STARSZYCH) IN THE PRACTICE OF THE POLISH PARLIAMENT

Discussing the permanent collegial bodies of the Polish Parliament, we cannot but mention the Council of the Seniors (*Rada Starszych*) of the Polish Sejm and the Senate – the only bodies, the composition of which, according to professor Wiesław Skrzydło, does not depend on the chambers' will" (Skrzydło, 2008). It should be noted that the above associations are political bodies, whose performance is directed at establishing and securing interaction between parliamentary clubs on the issues related to the activities and performance of each of the Parliamentary chambers. Said otherwise, as professor Leszek Garlicki reasonably believes, "formally, the Council of the Seniors (*Rada Starszych*) is just an advisory body" (Garlicki, 2011). The powers of the Senate's Council of the Seniors (*Rada Starszych*) are mostly the same as those of the Sejm.

It is interesting that “in the Polish parliamentary system the ‘seniority’ criterion bears no relation to the age or experience in the Parliament” (Skrzydło, 2008). In other words, this body, pursuant to the above goals of the Councils of the Seniors (*Rada Starszych*) of the Polish Parliamentary chambers, includes, but is not limited to, the following persons: 1) Marshal; 2) Vice-Marshals; 3) chairpersons or vice-chairpersons of deputy clubs; 4) representatives of the coalitions formed for the purpose of joint representation in the Council of the Seniors (*Rada Starszych*) and including at least 15 deputies; 5) representatives of parliamentary groups, put on a separate voting list on the first day of the Sejm’s powers (Article 15 of the Sejm’s Rules of Procedure).

It should also be mentioned that the Council of the Seniors (*Rada Starszych*) assesses draft plans of the Sejm's activity, the agendas and scheduling of its sessions as well as proposals concerning the election of the Sejm’s bodies, and solves other issues set by the Marshal of the Chamber or its Presidium.

The Council of the Seniors (*Rada Starszych*) is convened as requested by the Sejm’s Marshal or its Presidium, or proposed by a club included in the *Rada* or a group numbering at least 15 deputies (Article 16 Part 2 of the Sejm’s Rules of Procedure). Note that, although the Council of the Seniors (*Rada Starszych*) is an advisory body of the chamber, its resolutions are quite a great force in the Parliament.

CONCLUSION

Summing up and analysing the activities performed by Polish and Belarusian Members of Parliament within parliamentary collegial permanent bodies, we cannot but mention a succinct statement by a French legal researcher P. Lokke who compared parliamentary activity with an iceberg, with public parliamentary sessions being just a visible emerged part of it. They are just a performance staged for the public after the parliamentary majority and the government have come in ... commissions to an agreement concerning the legal initiatives to be passed (cit. ex. Nudnenko, 2004). We believe that this statement presents quite a fair description of MPs’ activities within parliamentary collegial permanent bodies in any developed state, including Poland and Belarus.

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Child Labour- A Case Study of Child Labour Working in Domestic Households

Ms. Kavita LAMA

Department of Law, University of Calcutta

amrilama13@gmail.com

Orcid: 0000-0001-6581-2948

ABSTRACT

Despite hectic planning, welfare programmes, legislations and administrative actions in the past six decades, a large majority of the Indian children continue to remain in distress and turmoil. United Nations considers “any work carried out to detriment and engages children (5-14) years in violation of international law and national legislation and if the work deprives them of schooling or puts them under the dual burden of schooling and work is child labour”. Yet the data compiled by ILO indicates that there are 152 million working children in the world between 5-17 years, of which 23.8 million are in India. Children of this age are engaged in factories, tea industries, rag picking and domestic help. Out of all, there is a change in the nature of child labour in modern society as it is becoming more home-based, which adds difficulty in regulation.

Data from different states like Himachal Pradesh, Nagaland, Sikkim, New Delhi, West Bengal etc. shows that girl-child is preferred more in a domestic help which leads to more exploitation and abuse making it gender-biased issues. To effectively combat child labour, Child Labour (Prohibition and Regulation) Act 1986 has been amended in 2016, however, the act is not clear on the children working in households and it is still unclear “whether domestic help is a child labour or not”.

The paper sought to explore the issues related to child labour from the perspective of human rights implications within the context of spirit and goals of Indian Legislation and international instrumentalities on the protection of human rights of the child, as child labour is a human right problem and has a long term adverse effects.

Keywords: Child Labour, Human Rights, Domestic Households, Constitution

INTRODUCTION

Human beings have to traverse many phases of life out of which childhood is the most prime as it is believed to be the malleable period of life. It is also the first conscious stage of life. Human character takes its shape in childhood because at this stage the mind is very delicate and receptive. Every parent and society wants their children to grow into good, healthy and responsible citizens. This is only possible when the child gets good foods, proper education, nurturing, shelter, better and healthy environment for their all round development. Lack of these facilities puts the children in jeopardy and mentally and physically scattered. Child labour is one such example and is a social issue in India and abroad where kids are exploited by formal and informal sectors.

The matter in question about child labour is wholly protuberant in dominating and less developed countries like India where nuclear family belonging to weaker sections push their children to work to earn rather than giving them education. These children are easy prey for industries that are always on the look for cheap labour.

The 86th amendment was brought to the Indian constitution, 2002 with object to provide free and compulsory education to the person belonging to the age group of 5-14 years. Yet the data compiled by ILO provides that there are 152 million working children in the world between 5-17 years, of which 23.8 million are in India. Children of this age are engaged in factories, tea industries, rag picking. Out of all, there is a change in the nature of child labour in modern society as it is becoming more home-based, which adds difficulty in regulation. ILO estimates 7.4 million children of the age group 5-14 years are engaged in domestic work, which is disproportionately carried out by a girl.

Child Labour is a social problem in our country where children are tortured by organized and unorganized sectors of industry. This problem is quite prominent in dominating countries like India where poor families push their kids to work to earn instead of educating them. Law relating to Child Labour in India can be traced back to 36 years before which was introduced to fulfill and protect the rights of the children. Unfortunately, even after a recorded number of child labour in various industries and also in domestic households, there has not been a single reported case of child exploitation or illegal child labour. When the case was reported, nothing has been done to combat the same. There is no platform in place to protect their rights and expose the exploiters. Child labour is a crime against humanity as children below the age of 18 years are pushed to work in coal industries, construction, firework and more. They are forced to work as domestic help, brick kiln workers and bid rollers against their abilities and without seeking their consent.

Domestic child labour is one such worst form of child labour and thus person working below the minimum age of employment should be completely banned. Data from different states like West Bengal, Nagaland, Sikkim etc. shows that girl-child is preferred more like a domestic help which in turn turns into more exploitation and abuse making it gender-biased issues. It is estimated that in India 74 per cent of child domestic workers are between the ages of 12 and 16. This population usually goes uncounted, unheard and remains invisible. Therefore this group needs more attention, awareness and advocacy.

The question has been raised frequently as “Is Domestic Help a Child Labour?” or does child working in a domestic household come under the purview of child labour?

RIGHTS OF CHILDREN

The legal provisions available to children in India are divided into two parts; rights guaranteed under Indian Constitution and legal rights guaranteed under various statutes. Former rights are enumerated in the various provision of the constitution in the name of articles. Legal rights are those rights which are provided in the various statutes enacted by the Parliament and the State Legislatures. These contemplated rights guarantees child with social, educational, constitutional and human rights.

a) Constitutional Rights

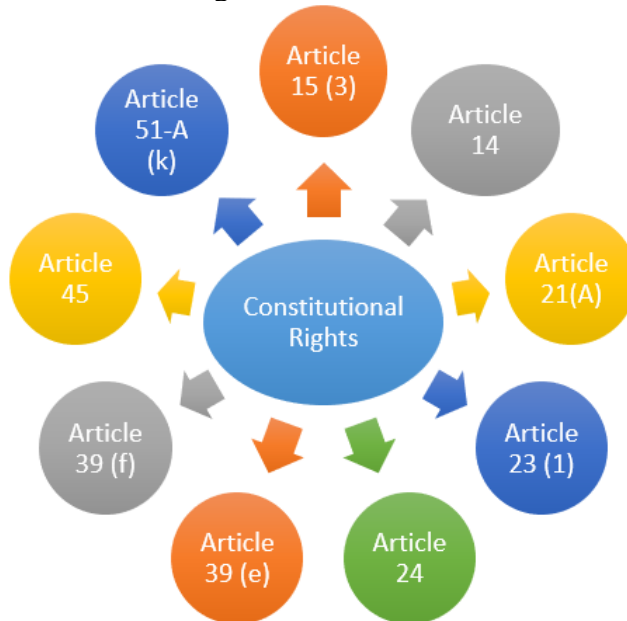


Fig:1 Rights of Child under Indian Constitution

The above diagram shows different constitutional rights guaranteed under Indian Constitution for the safeguards of children. The constitution of India is the supreme and basic law of the land. Victims of child labourers are tortured, exposed to dangerous work and paid a pittance of their long hours of work. Forced to forego education, shouldering responsibilities far beyond their years, becoming worldly-wise when their peers have yet to leave the cocoons of parental protection, these children never know what childhood is. The Constitution of India enumerates that:

- a. Article 14: Article 14 is the right of equal treatment which is also applicable to person below the age of 18 years. Article treats all children with equally irrespective of any consideration and also protects the one them from exploitation of any kind.
- b. Article 24 contemplates that “no child below the age of 14 years shall be employed to work in any factory or in any dangerous activity”.
- c. Article 39 (f) says childhood and are children be safeguarded against exploitation and against moral and material abandonment.

Article 15 (3) of the constitution provides special provisions for children, where it enables the state to make affirmative discrimination in favour of children. Article 21 (A) enumerates “the state shall provide free and compulsory education to all children of the age of six to fourteen years of age. It thus makes elementary education fundamental rights of the children. There was no such rights called right to education when constitution was framed by the constituent members, it was came to be forced in the year 2002 by the 86th constitutional amendment act of 2002. The government described this amendment as “the dawn of the second revolution, in the chapter of rights of citizens”. To support the article, judiciary has also passed an order

stating “child should not be restricted only to free and compulsory education, but should be extended to have quality education without any discrimination on the ground of economic, social and cultural background” . In J.P. UnniKrishana case the court held “ government institution for being reluctant with the enforcement of article 45 and held that every child who is deprived of the right to education can issue a writ of mandamus against the appropriate authority for the enforcement of their deprived right”.

Article 23 (1) prohibits human trafficking that includes child trafficking too and forced labour. It prohibits slavery in any form and any act which harms the dignity and freedom of a child. Article 25 prohibits children below the age of fourteen years to employ in factory, mine or any other hazardous occupation. The provisions basically focus on the prohibition of child labour which is regarded as a inhumane practice that snatches the opportunity of having a normal childhood from children. Article 39(e) requires state to ensure children of tender age are not abused and that they are not forced by economic necessity to enter vocations unsuited to their works.

Legal Rights: Legal rights are those rights which are equally available to all the citizens irrespective of gender, caste, creed, age, sex so on and so forth. Child too has access to these legal rights that are guaranteed under various legislations passed by the Parliament. However, there are different sets of rights that are especially enacted and came into force passed by Indian Parliament with passage of time, in keeping views of the need and of the children for their protection and safeguards of the children. Various legislations which contains several rights and safeguards for children are discussed below.



Fig: 2 Legal Rights guaranteed to child

The above figure shows the bundle of legal rights provided to children for exercising their rights and protects from the violations of such rights providing penalties upon the one who violates it. Right of Children to Free and Compulsory Education Act, 2009 provides every person who falls under the category of 6 to 14 years, the right to free and compulsory elementary education in the neighbourhood school. Child Labour (Prohibition and Regulation Act, 1986 forbids engagement of children below the age of fourteen years in notified hazardous occupations and industries that is not suitable and harmful for the health of the child. The act also regulates the working conditions of the children in other employment.

Guardians and Wards Act, 1890 mandates that the court must take into consideration the welfare of child appointing the guardian. Young Persons (Harmful Publications) Act, 1956 prevents the dissemination of certain publications harmful to young person. Legal Services Authorities Act, 1987 provides for free legal services to children for better understanding of their rights and safeguards them. Lastly, Protection of children from sexual offences act, 2012 protects the child from any any kind of sexual offences and safeguards the child who is the victim of such offences.

INTERNATIONAL INSTRUMENTS ON CHILD RIGHTS

Convention on Rights of the Child 1989

The convention secures a ennumerable number of human rights for children including civil, cultural, political and social rights. Article 1 of the convention defines the term “child” as a child means every human being below the age of eighteen years. All of seventeen Asian countries have ratified or acceded to this convention as of October 24, 2014. The Convention is the most widely ratified Human rights treaty in the history and has inspired governments to change laws and policies and make investments so that more children finally get the health care and nutrition they need to survive and develop .

Article 34 of the CRC mandates state parties to take all appropriate measures to include the sexual exploitation and sexual abuse of children, including measures to prevent the exploitative use of children in pornographic purposes and materials.

Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse

The Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse²¹ (also called the “Lanzarote Convention”) contains provisions addressing child pornography offenses (its Article 20) and online grooming offenses (its Article 23). The Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse is open for ratification by the Member States of the Council of Europe.

THEORETICAL FRAMEWORK

WHAT IS CHILD LABOUR?

An attempt has been made by diverse research scholars, academia, national and international organizations in defining child labour from social and legal perceptions.

In general, child labour is a practice wherein child is involuntarily asked to work or employed in economically beneficial activity on a part-time or a whole-time. Children working in this sector are deprived of basic childhood experiences such as schooling, nurturing, and are mentally and physically scarred. Practice where children are forced to engage or employed in any sort of economically beneficial activity on a part-time or a full-time basis. The International labour Organization (ILO) states that “many children are engaged in Child Labour Worldwide”. Francis Blanchard, the Director General of the International Labour Organisation states “ Child labour can be conceived to include children under the age of 15 years in work or employmeny with the aim of earning a livelihood for themselves or for their families”.

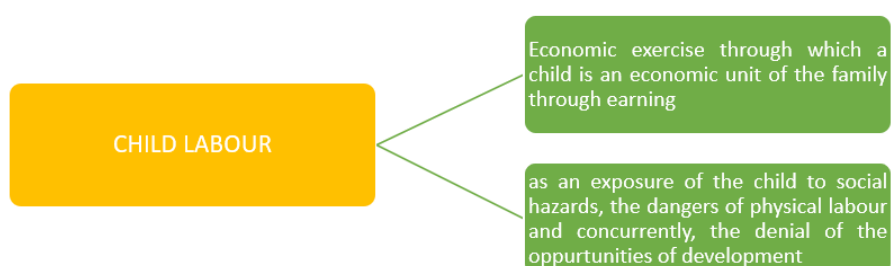
International Labour Organisation defined child labour as “ work regularly done by the children under the age of 15 with very limited exceptions”. It distinguished “child work” and “child labour” defining former as “spending few hours a day of on tasks which are not enormous, can raise child’s self esteem, teach a trade for the future help of the family” and tha later as “long hours of hard slog, detrimental to a child’s schooling and damaging to his or her emotional , physical and psychological development.”

All 187 members states of the International Labour Organisation (ILO) have ratified the ILO Convention on the Worst Forms of Child Labour, 1999 (No. 182) defined child labour as following:

all forms of slavery of practice similar to slavery, such as the sale and trafficking of children, debt bondage and serfdom and forced or compulsory labour, including forced or compulsory recruitment of children for used in armed conflict;

- a. the use, procuring or offering of a child for prostitution, for the production of pornography or for pornographic performances
- b. the use, procuring or offering of a child for illicit activities, in particular for the production and trafficking of drugs as defined in the relevant international treaties
- c. work which, by its nature of the circumstances in which it is carried out, is likely to harm the health, safety or morals of children.

V.V Giri, Late President of India delineated two different senses of child labour:



Francis Blanchard, the Director General of the ILO states “ Child Labour can be defined to include person under the age of fifteen years in work or employment with the onjective of earning a livelihood for themselves or for their families.

WHO IS CHILD?

From the above points we are clear as what defines child labour. Now it becomes important as to understand and define who is child ? for this Indian Legislation and International Organisation has defined the “child”as per the relevant legal statutes and the jurisdiction of the concerned states. Let us understand the term “child” form the below mentioned table:

LEGISLATION	DEFINITION
Child Labour (Prohibition and Regulation) Act, 1986	Children who has not completed 14 years of age
The Motor Transport Workers Act, 1961 & The Beedi and Cigar Workers (Conditions of Employment) Act, 1996	One has not completed 14 years of age
Prohibition of Child Marriage Act, 2006	Male= 21 years & Female= 18 Years

As per the data from National Sample Survey 2009-2010, compiled by the Child Rights and You (CRY) a non-governmental organosation working for the underpriviledged children, 25 percent of children in the 15 to 18 years of age are employed in some income generated activities. The situation is worst among Scheduled Tribe (36.1%) and Schedule Caste (29.2 %) and other Backward Caste (26.1%) categories. States with worst record in employing children in the adolescent age group are Gujarat, Karnatka and Andhra Pradesh.

WHY CHILD LABOUR?

In India where one in five persons is living , below the poverty line, child labour is a complex phenomena. Children work out of compulsion and without their earning, a family cannot

survive. Huge number of them do not even have families or cannot count on them for support. In these circumstances, the alternative to work maybe idleness, destitution, or worse or crime. Employers give certain justifications for employing children to support their guilt feelings. They say that the work keeps children away from starvation. They are prevented from committing crimes which they would have indulged in if they had no jobs. The bureaucrats hold that the total eradication of child labour is not feasible because the government cannot provide substantial alternative employment to them. The social scientist say that the main cause of child labour is poverty. The children either supplements their parent's income or are the only wage earners in the family. According to the Planning Commission of India;s Poverty estimates 2011-12, released in July 2013, that 21.9 percent of the total population of India or about 720 Million people live below poverty line. Of these, 217 Million (25.7%) are living in rural areas and 53 Million (13.7%) in urban areas. The highest number of persons living below the poverty line are found in Uttar Pradesh (5.98) Crore, followed by Bihar (3.58) Crore, Madhya Pradesh (2.34) Crore and Maharashtra (1.98) Crore. These persons are forced to send their children to work in factories and other organized and un-organized sectors. Another reason is that child labour is deliberately created by vested interested to get cheap labour. The third reason forwarded for the existence of child labour is that it benefits industries, such as carpet industries, which earns crores of rupees in foreign exchange by exporting carpets. In the case of domestic employments, it becomes more easy to hire the children as there is hardly any chance of children being paid who is engaged in households works and also difficult for the law agencies, police and other persons to track and keep record those child working in domestic households. With this, following are some of the prominent reasons for child labour in India.

Primary reasons –

a) Poverty

Children are compelled to work due to poverty and to the economic benefits which bestow upon their parents or family members. Due to poverty in the family, the children of such parents think the children's contribution in the family income is positive because the money they make may contribute to the family members to spend on them. Planning Commission estimates Expert Group Methodology percentage of population below the poverty line in 1994-95 is 39.6.percent (40 percent for rural and 36.6 percent for urban areas). This percentage is still higher for Orissa (48.3%).

Sometimes children go to work with their parents as a helping hand and also work independently to find a place of job for future. Otherwise, the migrant parents depute the little hands with the households/ traditional/family occupations during their absence.

The literate society and the people with high awareness, advanced and modern prefer children for our domestic sector, construction projects, restaurants/dhabas etc. because it is easy to exploit them and derive the surplus value. As they are children with a weak bargaining power, we take advantage by deriving surplus value in terms of wage paid, works done and working hours.

b) Lack of decent schooling-

c) Educational and growth of informal economy

OUTCOMES

- Deprived of a healthy and nurturing environment in which to grow
- Suffer physical and mental trauma
- Not getting education
- Subject to various kinds of abuses
- Prevents him/her from blossoming into a happy and healthy adult

CHILD LABOUR IN INDIA

Justice Subba Rao remarked “Social Justice must start with the child. Unless a soft plant is properly sustained, it has a pocket chance of multiply into a strong and useful tree. So, the first preference in the plate of justice should be stated to the well-being of children” .

YEAR	GOVERNMENT INITIATIVES
1938	Employment of Children Act, 1938- Not successful to address the root cause of child labour in India
1979	The Gurupadswamy Committee was established to look and tackle the child labour issue
1986	Child Labour (Prohibition and Regulation) Act was enacted
2016	Child Labour (Prohibition and Regulation) Amendment Act - prohibits the employment of children below the age of 14 years
2017	Child Labour (Prohibition and Regulation) Amendment Rules- Broad framework against child labour

FIG: 3, TIMELINE OF CHILD LABOUR LEGISLATION IN INDIA

OVERVIEW OF CHILD LABOUR (PROHIBITION AND REGULATION) ACT, 1986

EXTENT – Whole of India

SECTIONS- Total 26

PARTS- 4

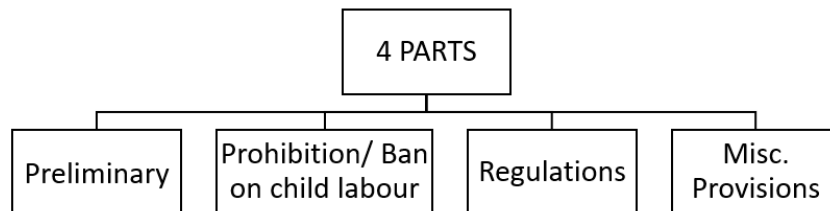


Fig: 4 Child labour (prohibition and regulation) act, 1986

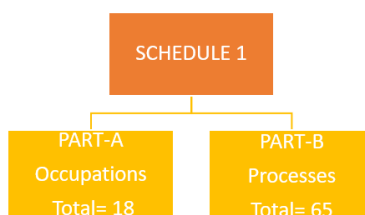
OBJECTIVES

To prohibit the engagement of children



Section 3- Prohibition of Employment of Children

- The act prohibits the employment of children in certain occupations and processes.
- The occupations which are prohibited are mentioned in the Act under the schedule in Part-A



Regulation of conditions of work of children- section 6-13

- There is a schedule having Part-A and Part-B, where child cannot work, but, leaving these lists mentioned under P-A and B, children can work.
 - The establishment where children can work should comply with section 6-13 of the act.
- Provided:-

1. Period of work shall not exceed 3 hours
2. Can work more than 3 hours, one hour break to be provided after 3 hours of work
3. Period of work shall not exceed 6 hours
4. Timing- 7 P.M and 8 A.M (Not Permitted)

ROLE OF INDIAN JUDICIARY IN COMBATING CHILD LABOUR

People Union For Democratic Rights V. Union of India

Person below the age of 14 years of employed in the construction activity must be restricted. Justice P.N Bhagavathi: Citing Article 24 of the COI held – apart from the need of ILO Convention No.59, we have Article 24 of the Constitution which even if not attend up by suitable legislation, must “Proprio Vigour” and construction act plainly and absolutely a hazardous employment, it is open that by ground of constitutional prohibition no child under 14 years can be allowed to be unavailable in construction work”.

Judiciary played a very important role in the protection of child labour. Judiciary has always taken preventive measure to safeguard them form the employer by fixing their working hours, providing medical facilities, fixed the number of wages etc. The judiciary has directed State authority to create an environment where the child can grow and develop his personality without facing any abuse as mentioned in our constitution.

METHODOLOGY

- 1) On 25th February 2022, a survey was conducted with the help of some local people of the concerned states between 20 participants who are child and the young adults who engages themselves daily on the different households chores, specially in the district of West Bengal, Sikkim and Delhi.
- 2) There were at least 60 negative responses from different states: Sikkim, West Bengal and Delhi and Manipur.
- 3) Rest of the studies is based on doctrinal method, with the help of both primary (Government Reports, Speeches, Scholarly Journal Articles) and secondry (Textbooks, Review of law and legislation, biographies Articles etc.) sources of information on the relevant research topic.

A CASE STUDY OF CHILD LABOUR WORKING IN HOUSEHOLDS

Convention No. 189 of ILO defines domestic work as “work performed in or for a household or households and domenstic worker means any person engaged in domestic work within an

employment relationship”. Child working in a households or domestic work is a general reference to children’s work in the domestic work sector in the home of a third party or employer. This general concept encapsulates both permissible as well as non-permissible situations.

According to the ILO child labour in domestic work refers to situations where domestic work is performed by children below the relevant minimum age for light work, full-time non-hazardous work in hazardous conditions or in a slavery like situations.

CASE STUDIES

17 year old Pratima Singh from Mirik, Darjeeling District, West Bengal when she come back to home from school in the afternoon. After lunch she completes her homework assigned by the school authorities. In the evening, she joins her mother at their fruits shop on Krishna Nagar Market, Mirik. She is engaged in the activities of selling fruits and others till 9 PM, often joined by her brother, when her mother is busy in other related tasks.

Nine years old Rahul Kumar was brought to Nagaland by his father from Uttar Pradesh so that he could attend school. However, for the past three years he was being made to do all the domestic work and was also beaten up by his step mother. His father refused to intervene the same. The abuse came to light to the neighbours. When unbearable to bear the beating, he ran out of the house crying then neighbours rushed him to the city hospital.

14 year Rakesh Tamang from Gangtok, Sikkim was working as a servant at the home of reputed Advocate at Sikkim High Court. He was given all the households works and also the work outside the house like fetching the waters, cleaning the cars and other related activities. Despite performing all the works assigned to him by the house owners, the owners used to beat him for unnoticeable loopholes in the works assigned to him was devoid of foods and basic facilities, the one needs to survive the life.

The above case studies contemplates the child working in the households with some having educational facilities and some not. The prime question from the above case studies is that does asking your child or any child the case may be to help with households work/ domestic work on the family constitutes child labour?

In the view of the above incidences or any such incidences in the country, this chapter seeks a clarity on the issues with the help of available literature review on the concerned topic and also with the help of enacted legislations and rules framed by the Indian Governments. The Juvenile Justice (care and Protection of Children) Act, 2000 says that engaging or employing children under 14 years of age is a crime. The Child Labour (Prohibition and Regulation) Act exempts children working in their family business as long as it does not interfere with their education. Advocates working on the areas of child labour and other related areas says “as per the interpretation of the current legal system on child labour, the above incidences or any other incidences of same nature would fall in the definition of “Child Labour”.

Due to the rapid increase in child labour in domestic households, the National Commission for Protection of Child Rights (NCPCR) is immensely working to bring households under the ambit of labour laws. India is estimated to have atleast 13 million child labourers. Central Governments though, have broadened the coverage of child labour laws by banning working of children in informal sector like restaurants, dhabas, hotels. However, same has not been exempted and taken into consideration to the child working in domestic households.

Child Labour in domestic work is often hidden because of its links to social and cultural patterns. In many Western Countries child labour in domestic work is considered and accepted as socially and culturally. Therefore, regarded in a positive light as a protected and non-stigmatised type of work and preferred to others forms of employment especially for girls.



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There are many root cause of this practice that can be divided between “push and pull” factors. Poverty is the primary reasons for child being forced to work in domestic households as servant and a care-taker of little children. Other factors are lack to education, gender and ethnic discrimination, social exclusions, lack of awareness about the their human and fundamental rights, rural-urban migration, domestic violence.

FIGURES RELATING TO CHILD LABOUR IN DOMESTIC WORK

According to the data complied by International Labour Organization, following are the status of child labour working in a domestic households in different regions.

17.2 million children are in paid or unpaid domestic work in the households of a third party or employer;

Out of these, 11.5 million are in child labour, of which 3.7 million are in hazardous work (21.4% of all child domestic workers);

5.7 million, mostly adolescents, in permissible work but need to be protected from abuse and provided with decent work;

in addition, undetermined numbers of children are in domestic work as result of forced labour and trafficking. In 2012, the ILO produced Global Estimates on Forced Labour. Out of the total number of 20.9 million forced labourers, children aged 17 years and below represent 26% of all forced labour victims (or 5.5 million children). While the specific number of children in forced labour and trafficking for domestic work remains unknown, evidence points to the existence of significant numbers of children in debt bondage, victims of trafficking and in servitude situations;

67.1% of all child domestic workers are girls;

65.1% of all child domestic workers are below 14 years: 7.4 million aged 5 to 11 and 3.8 million aged 12 to 14;

child domestic work touches all regions of the world.

CONCLUSIONS AND RECOMMENDATIONS

The Right to Education Act, says “no child should be employed anywhere neither at home, nor at any factory or brick kiln”. There must be a total ban on child labour. In India there are many cases of poor children working in different sector at the cost of their education, spending whole life in poverty and dejection. However these cases go unreported. Be witnessing the after affects of child labour, I strongly condemn child labour in any form and should totally be banned as it contradicts the spirit of the Right to Education Act.

Rise in child labour in domestic units, child working in domestic should bring under the ambit of Indian Labour Laws. The same is not covered by the child labour laws in India. Therefore, National Commission for Protection of Child Rights (NCPCR) is seeking to bring the pertaining issues to be addressed and bring the same under the purview of child labour laws as early as possible.

Today, the need of an hour is to take effective action for the enforcement and implementation of the provisions prohibiting child labour in domestic households. It is observed that declaring child labour in domestic households null and void could create a chaos in the society. The law enforcement agencies should take any other alternate drastic step for preventing child labour from the grass root level.

In pursuance of the legal provisions guaranteed to children under Indian Constitution, the state has enacted a laws to combat child labour. However, those laws were not properly implemented, either there is a slackness on the part of the law implementing authorities or it has failed to arouse the public awareness amongst the masses. We as a law abiding citizens should understand this it is not possible to bring about a change in the status of children through

legislative action alone. One must acknowledge that there is large gap between the law and social attitude and beliefs which act as barriers in the enforcement of laws for children's emancipation.

The Universal Declaration of Human Rights has proclaimed that childhood is entitled to special care and assistance. The same principle has been enshrined in the Geneva Declaration of the Rights of the child, 1924 in the Declaration of the Rights of the Child adopted by the General Assembly on November 20, 1959, in the International Covenant on Civil and Political Rights. The document on the Convention on the Rights of the Child 1989, which India also has accepted an international responsibility to procure for the children rights enshrined in the Convention. It is the guiding principles on the law of treaties that although it is a voluntary act for a State to ratify or accede to a treaty, yet once ratified or acceded to, it has to be observed in absolute good-faith. This principle is known as 'pacta sunt servanda'. It is the duty of a nation to observe the right guaranteed in the United Nations Convention on the Rights of the Child in their better spirit.

To end the child labour in domestic work, cooperation among the concerned authorities like law enforcement agencies, judiciary, society, government and parents work together to combat the child labour in domestic households, to protect children from working in the hazardous and non-hazardous sector. Even if they are working as such must be protected from abusive working and employment condition and to promote decent work for all domestic workers.

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Orientalists and Quran

Asst. Prof. Dr. Muhammad YASEEN

Islamic Studies
National Textile University Faisalabad
yaseen@ntu.edu.pk

ABSTRACT

Jews and Christians viewed themselves as God's chosen nation. They were anxiously waiting for the last prophet and dreaming to assume control over the world with his assistance. As Allah has already decided to deprive them of their status because of their ethicalness, noncompliance, and depraved behavior. He raised the prophet from Bani Ismail. This filled them with envy and emissary. Moreover, the success of Islam dreaded them, so to save the religion they tried to prove that the teachings of Islam are incomplete, defective, and ineffective. Such types of efforts are still continuing in form of orientalism. This movement got strength after the Crusade. When they were not able to demoralize Muslims in the fields of war, they chose the field of research. They prepared a team of their people, sent them to the Muslim world to learn their religion. They also collected their literature and tried to find out mistakes and shortcomings to mislead the people. They reprimanded the Prophet and the Qur'an specifically. The Muslim scholars also wrote a number of articles and books to answer their objections. But still, a great deal of work is required especially in the field of the Holy Quran. This article will revolve around the meaning of orientalism, its history, and objectives, and logical answers about the objections regarding Revelation, Quranic Text and its compilation, etc.

Keywords: Orientalism, Islamists, Arabists, Humanists

INTRODUCTION

The conflict between right and wrong has been started since the start of the creation. If it has been started since the birth of Hazrat Adam, it cannot be wrong. After the creation of Hazrat Adam, Allah commanded the angels to bow before him, they all bowed down except satan. He was proud of his creation by fire. Allah, therefore, rejected him and deprived him of his status. He also challenged Allah to mislead the children of Adam. Allah sends the series of prophets to save human beings from the wiles of satan. Most prophets came from among Bani Israil but they did not respect them rather they rejected, persecuted them, and even did not hesitate to kill them. At this Allah shifted the prophethood to Bani Ismail. It filled them with hatred and jealousy. They used different heresies to reject Muhammad (PBUH) and tried their level best to abolish Islam. But when Islam started flourishing by the following promise of Allah,

هُوَ الَّذِي أَرْسَلَ رَسُولَهُ بِالْهُدَىٰ وَدِينِ الْحَقِّ لِيُظْهِرَهُ عَلَى الدِّينِ كُلِّهِ وَلَوْ كَرِهَ الْمُشْرِكُونَ (Al Quran 9:33)

“It is He Who hath sent His Messenger with guidance and the Religion of Truth, to proclaim it over all religion, even though the Pagans may detest (it).” (Ali 1987)

With the passage of time, the Jews with the help of other nations used different evil planning to wipe out Islam from the surface of the earth. They took up arms against the Muslims in the first phase and Crusade wars started (1095-1102 CE) (Cartwright 2018), Muslims fought with zeal and zest and defeated the enemies. one of the kings of Franc was captured. During his imprisonment, he thought that they cannot defeat the Muslims on the battlefield so they should take some other concrete steps. When he was released, he advised his people.

"اگر تم چاہو کہ مسلمانوں سے میدان کارزار میں لڑ کر ان کو ہزیمت سے دو چار کر کے اس طرح اپنی شکست اور نقصانات کا ازالہ کر سکو تو یہ اونٹ کو سوئی کے ناکے میں سے گزارنے کے مترادف ہے۔ اب تمہیں ان مادی ہتھیاروں کے بجائے فکری و نظری اسلحہ کی مدد سے لڑنا ہو گا۔ اس طرح تم مسلمانوں کو ان سے صحیح عقیدہ کی قوت سلب کر کے زیر کر لو گے۔ تب وہ اصل ایمانی طاقت سے تہی دامن ہو کر ہی ہمیشہ کے لیے تمہاری غلامی کی زنجیروں میں جکڑ دئیے جا سکیں گے۔"

This thought led to Orientalism.

Meaning and definition:

Orientalism denotes “Orient” which means “East” it is the opposite of “Occident” i.e. “West” (Oxford 2009). The almost same words are also mentioned by Bill Ashcroft, “Orientalism is a style of thought based upon an ontological and epistemological distinction made between ‘the Orient’ and (most of the time) ‘the Occident’ (Bill *et. al* 2006: 25). This is particularly used for eastern study as it is written in “Knowledge of Islam and Muslims crystallized into what became known, by the late 18th century, as Orientalism—the study of the history, languages, and cultures of the East.” (Merriam-Webster 2002) According to American Heritage Dictionary, “A quality, mannerism, or custom specific to or characteristic of the Orient. [Scholarly knowledge of Asian cultures, languages, and peoples.” (Amber Nelson 2006): Encyclopedia of Britannica also defines it with the change of some words as, “Orientalism, the Western scholarly discipline of the 18th and 19th centuries that encompassed the study of the

languages, literature, religions, philosophies, histories, art, and laws of Asian societies, especially ancient ones” (Encyclopaedia Britannica 1957)

In short, orientalism is basically a knowledge of the East acquired and researched by Western scholars.

Orientalism is used at the start of 1766 for Father Bolinus in Latin Encyclopedia. Some historians wrote that it was used in 1770 or 1780 in the United Kingdom. After it in French in 1799 and in 1838 in the French Academic Dictionary and then in Oxford Dictionary in 1812. After it becomes a common word in every dictionary.

Objectives of Orientalism:

Dr. Mustafa writes about the objectives of the Orientalism Movement:

- 1- Making misogyny about Islam.
- 2- To affront ordinary Muslims with Muslim scholars.
- 3- Distort the history of Muslims by misinterpretation of their early society.
- 4- Disgrace of Islamic civilization.
- 5- Distorting Islamic books and Sunnah of the prophet and misinterpreting Quranic and Ahadith texts and accepting them according to their own wishes.

Types of orientalist:

The orientalist have been continuously busy in research about Islam and its teachings for since long. They all have the same targets to mislead innocent Muslims. Even some try to show that they are not biased and bigotry. But the fact is against the truth. Somehow, they are divided into different types.

1. Paramours of knowledge and research
2. Biased and antagonist of Islam
3. Professional researchers interested in material interests
4. Atheist orientalist

Abdul Hai Abid wrote in his book "استشراق اور مستشرقین" that Molana Shabali Naamani divided the orientalist into three categories;

1. Unfamiliar with Arabic language and literature and history of Islam. They don't have an approach to the original material rather they depend on the translations.
2. Familiar with Arabic language and history but unfamiliar with Asma al Rjal, principles of Traditions and Darrat, etc.
3. Who has studied the Islamic sciences and religious literature, but could not get rid of their religious prejudices?

Orientalists and Holy Quran:

The main goal of the orientalist was to present the blurred face of Islam in front of the world. For this purpose, they targeted the Holy Quran as they knew that they cannot be misguided until they had a close association with it. William Gayford Balgraph disclose this secret in the following words,

"جب قرآن اور مکہ کا شہر نظروں سے اوجھل ہو جائیں گے تو پھر ممکن ہے کہ ہم عربوں کو اس تہذیب میں آہستہ آہستہ داخل ہوتے دیکھ سکیں جس تہذیب سے ان کو محمد (صلی اللہ علیہ وآلہ وسلم) اور ان کی کتاب کے علاوہ کوئی چیز نہیں روک سکتی۔"

Some other goals were as follows,

1. To assure that Islam is only mental innovation of prophet of Islam.

2. To assure that Islamic teachings are the copy of the Christian's and Jewish beliefs.
3. To ensure that Islamic civilization is counterfeit of Greek and Roman civilizations.
4. To create misconception among the Muslims about the reliability of Quranic and Ahadith text.

Renowned orientalists:

At every age, a number of orientalists made their topic of research in Holy Quran. But the following one got much fame.

1. George sale (1697-1736)
2. Theodor Noldeke (1836-1939)
3. E.H. Palmer (1840-1882)
4. Gustave Lebon (1841-1931)
5. Gold Zhir (1850-1921)
6. John Burton (1863-1940)
7. Richard Bell (1876-1952)
8. D.S Morgoliuth (1885-1940)
9. Arthur Jeoffery (1892-1959)
10. Blachere (1900-1973)
11. A.J. Arby (1905-1969)
12. Montgomery watts (1909-2006)

Objections on Holy Quran:

If one closely observes the books of the orientalists on Holy Quran, he can find many protestations on its teachings and they tried to prove that it was not the wordings of Allah rather it was made by the prophet of Islam. George sale wrote in the preface of his translation, "Muhammad seems not to have been ignorant of the enthusiastic operation of rhetoric on the minds of men; for which reason he has not only employed his utmost skill in these his pretended revelations, to preserve that dignity and sublimity of style which might seem not unworthy of the majesty of that Being whom he gave out to be the Author of them, and to imitate the prophetic manner of the Old Testament; but he has not neglected even the other parts of oratory, wherein he succeeded so well, and so strangely captivated the minds of his audience, that several of his opponents thought it the effect of witchcraft and enchantment, as he sometimes complains." (Sale and Wherry 1985)

In another place, he once again tried to show that Muhammad (PBUH) himself composed the Quran. He also objects to the revelation of the Quran gradually by saying that if it was revealed at once, he could not be able to answer the objections raised by the people. He wrote, "For if the whole had been published at once, innumerable objections might have been made, which it would have been very hard, if not impossible, for him to solve." (Sale and Wherry 1985: 60) He concluded his sentences that Muhammad (PBUH) is the author of the Quran. He said, "That Muhammad was really the author and chief contriver of the Qurán is beyond dispute, though it is highly probable that he had no small assistance in his design from others, as his countrymen failed not to object to him.¹ However, they differed so much in their conjectures as to the particular persons who gave him such assistance,² that they were not able, it seems, to prove the charge; Muhammad, it is to be presumed, having taken his measures too well to be discovered."

Arthur Jeffery, one of the orientalist introduced the holy Quran in his own ways in the following words, "The Quran is the scripture of Islam. It is called the Noble Quran, the Glorious Quran, the Mighty Quran, but never the Holy Quran save by modern, western-educated Muslims who are imitating the title Holy Bible." In this statement, he showed that Holy Quran is saved by modern Muslims and they named him Holy by copying the Bible. He further wrote that it was prepared by Muhammad (PBUH) himself for Muslims. He said, "It is clear that he had been preparing a book for his community which would be for them what the Old Testament was for the Jews and the New Testament for the Christians."

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Türkiye’de İslami Bankacılığın Doğuşu ve Karşılaştığı Zorluklar

Assoc. Prof. Dr. Sadık SERÇEK

Dicle University
sadik.sercek@dicle.edu.tr
Orcid: 0000-0003-2429-320X

Yıldız YILDIZ

Dicle University
yyildiz.yildiz@hotmail.com
Orcid: 0000-0002-1908-3606

ÖZET

Türkiye’de 2006 yılına kadar Özel Finans Kurumları olarak tanınan Katılım Bankaları; İslami kaideler çerçevesinde fon toplayıp fon arz eden ve İslami kaideler çerçevesinde faaliyetlerini gerçekleştiren kurumlar olarak tanımlanmaktadır. Faizsizlik prensibi ile çalışan bu bankalar, Türkiye’de yalnızca özel bankaların dâhil olduğu sektörde faaliyet gösterirken, 2015 yılında Ziraat Katılım ve Vakıf Katılım Bankası’nın kurulması ile birlikte kamu bankaları da sektöre dahil olmuş ve faizsiz finans sektörüne farklı bir perspektif sunmuştur. Bu çalışmada İslami Bankacılık hareketlerinin doğuşundan günümüze kadar geçirmiş olduğu tarihsel süreç, Türkiye’de Katılım Bankalarının çalışma yöntemleri, faaliyetleri ve karşılaştığı zorluklar üzerinde durulmuştur. Yapılan literatür araştırması neticesinde konvansiyonel bankacılığa benzer bir yapıda faaliyet göstermeleri ve bunların revize edilmesinde yaşanan birtakım zorluklar, şube ve çalışan sayısının yetersiz olması, çalışanların eğitimi, faizsiz bankacılık ürünlerinin yetersiz kalması, yapı ve algılamada güçlükler, kanuni yetersizlikler, uygulama problemleri, beklentilerin karşılanmaması gibi zorluklarla karşılaştığı tespit edilmiştir. Türkiye’de Katılım Bankalarının gelişimi ve karşılaşılan bu zorlukların aşılabilmesi için bir takım öneriler sunulmuştur.

Anahtar Kelimeler: Özel Finans Kurumları, Katılım Bankacılığı, İslami Bankacılık, Zorluklar, Türkiye

The Emergence and Challenges of Islamic Banking in Turkey

ABSTRACT

Participation Banks, which were known as Special Finance Houses in Turkey until 2006; these are corporations that collect and supply funds within the framework of Islamic rules and carry out their activities within the framework of Islamic rules. While these banks, which work with the principle of interest-free, operate in the sector in which only private banks are included in Turkey, public banks have also been included in the sector with the establishment of Ziraat Participation and Vakıf Participation Bank in 2015 and have offered a different perspective to the interest-free finance sector. In this research, examined the historical process from the emergence of Islamic Banking implementation to the present, the working methods, activities and challenges faced by Participation Banks in Turkey are emphasized. As a result of literature research, some difficulties have been identified; the fact that they operate similar to conventional banking structure and some difficulties experienced in revising them, insufficient number of branches and employees, employee training, insufficient interest-free banking products, difficulties in structure and perception, legal inadequacies, implementation problems, failure to meet expectations. A number of suggestions have been presented for the development of Participation Banks in Turkey and overcome these difficulties.

Keywords: Private Financial Houses, Participatory Banking, Islamic Banking, Challenges, Turkey

GİRİŞ

1983 yılından 2006 yılına kadar Türkiye’de Özel Finans Kurumları olarak isimlendirilen Katılım bankaları, Dünya’da Islamic Banking/Interest-Free Banking olarak bilinmektedir. Katılım bankacılığı olarak isimlendirmenin ilk olarak açık, anlaşılır ve net olması, ikinci olarak ise kâr-zarara katılmayı temel alan bankacılığın tam ve doğru şekilde ifade edilmesi olarak iki önemli özelliği bulunmaktadır(Şahin (Ed.), 2006:6). Katılım bankaları Faizsiz Finans Sözlüğünde “özel cari hesaplar ile katılma hesapları aracılığıyla faizsizlik prensibi çerçevesinde fon toplayan ve yine faizsizlik prensibi çerçevesinde topladığı bu fonları kullanarak bankacılık hizmeti sunan kuruluşlar olarak tanımlanmaktadır(Türkiye Katılım Bankaları Birliği[TKBB], 2022). Yapılan tanımlamaya istinaden Katılım bankaları İslami kaideler çerçevesinde hizmet veren ve faizsizlik prensibi ile faaliyetlerini gerçekleştiren kurumlar olarak karşımıza çıkmaktadır. Türkiye’de İslami kaideler çerçevesinde hizmet sunan bu bankacılık türünün 5411 Sayılı Bankacılık Kanunu(2005)’na tabii olduğu; bu kanunun üçüncü maddesinde özel cari hesaplar ile katılma hesapları aracılığıyla fon toplayıp kredi kullanılmak üzere hizmet sunan kuruluşlar olduğu, ülke dışında kurulmuş olan bu tür bankaların Türkiye’deki şubelerini de kapsadığı ifade edilmektedir.

Özet olarak ifade edilirse, Katılım bankaları, faizsizlik esaslı çerçevesinde hizmet sunan, faizsizlik esasına uyabilen çeşitli bankacılık faaliyetlerini yürüten, kârlar ile zararlara katılma esaslarına uygun olarak fon toplayan, kiralama, ticaret ve ortaklık gibi yöntemlerle fon kullanılmakta olan bankacılık modelini ifade etmektedir. İsimlendirmede yer alan “katılım” sözcüğü, faaliyet gösterilen bankacılık türünde kârlara/zararlara katılma esasını baz alan bankacılık olduğunu vurgulamak için kullanılmaktadır(TKBB, 2022).

Bu doğrultuda çalışmanın amacı İslami bankacılık hizmetlerinin doğuşu, Katılım bankalarının çalışma yöntemleri ve faaliyetleri ile Türkiye’de karşılaştığı zorlukları ortaya koymaktır.

Bu amaçla çalışmanın ilk bölümünde İslami bankacılığın doğuşu ve gelişimine, ikinci bölümünde Katılım bankalarının çalışma yöntemlerine, üçüncü bölümünde Katılım bankalarının fon toplama/fon kullanma faaliyetlerine, son olarak dördüncü bölümünde ise Türkiye’de Katılım bankalarının karşılaştığı zorluklara yer verilmiştir.

1. İSLAMİ BANKACILIĞIN DOĞUŞU

Faizin yasaklı kılındığı İslami inanca göre bir seçenek sunan İslami bankacılık hizmetleri 1960’lı yılların başlarında, finans sektöründe samsasyonel bir etki oluşturmuştur. Faizsizlik prensibi ile hareket eden bu bankaların doğuşuna etki eden faktörler arasında ise dini vecibeler, ekonomik nedenler ve politik nedenler yer almaktadır.

İslami bankacılığı ortaya çıkaran faktörlerden ilki ve en önemli olanı dini vecibeler olmaktadır. Zira İslam dininde faiz kesinlikle yasaklanmıştır. İslami hassasiyete sahip kişilerin veya kurumların tasarruflarının ekonomiye kazandırılması ve bu tasarrufların ihtiyaç duyan kişi veya kurumlara aktarılabilmesi için faizsiz bankacılık hizmetlerine gereksinim duyulmuştur(Pehlivan, 2016:300).

İkinci faktörü oluşturan ekonomik nedenlere bakıldığında, çoğunluğunu Müslümanların oluşturduğu ülkelerde/bölgelerde kalkınmanın esas finansman kaynağını meydana getiren tasarrufların artırılıp uygun yatırımlara dönüştürülmesi ile birlikte, yaşanan kaynak israfını ve gelir adaletsizliğini en aza indirme amacı güdülmektedir. Başka bir ekonomik neden ise petrol ihracatçısı olan İslami inanca sahip ülkelerde birikmekte olan fonları çekebilmektir(Erdem, 2013:249-250).

Bu faktörlerden üçüncüsü ise politik nedenlerdir. Burada kastedilen, hem ayrı ayrı Müslüman ülkelerin hem de İslam dünyasının küresel düzeyde politik gücünü ve etkinliğini arttırmaktır.

Bilindiği üzere günümüz dünyasında uluslararası siyaset arenasında güçlü olmanın en önemli koşulu ekonomik güçtür. Buna istinaden ayrı ayrı ekonomik açıdan güçlü Müslüman ülkelerin ya da topyekûn olarak güçlü bir Müslüman ülkeler topluluğunun/birliğinin dünya siyaset arenasında kendi milletlerinin haklarının ve hukukunun müdafaasında daha tesirli olacağına olan inanç bu tip kurum ve kuruluşların gelişiminde etkili olmuştur(Erdem, 2013:250). İslami bankacılığın gelişimi; Dünya’da ve Türkiye’de gelişimi olarak iki alt başlıkta incelenmektedir.

1.1. Dünya’da İslami Bankacılığın Gelişimi

İslami bankacılığın gelişiminin Hammurabi kanunlarına dek vardığı bilinmektedir. Hammurabi kanunlarınının 100 ile 107. bölümleri arasında borç verilmiş biçimine dair maddelerin buna dayanak oluşturduğu gösterilmektedir. İlâveten aynı dönemde yapılmış olan banka mabetlerinde uygulanan sistemin faizsiz yatırımın ilklerinden olduğu varsayılmaktadır(Akın, 1986:110).

Faizsizlik prensibi ile hizmet vermekte olan İslami bankacılık ile alakalı ilk girişimlerin global manada 1960’lı yıllara dayandığı kabul edilmektedir. Mısır’ın Mit Gamr kasabasında 1963 yılında Ahmed En-Neccar tarafından kurulan banka ise bu girişimlerin ilki olarak karşımıza çıkmaktadır. Mısır’da 1971 yılında kurulan Nasr Sosyal Bankası ise ilk İslami banka özelliğine haiz bir banka olarak karşımıza çıkmaktadır.

Global bakımdan büyüme eğilimi göstermekte olan İslami bankacılık hizmetleri Dünya’nın farklı ülkelerinde çeşitli ürün hizmetleriyle uygulama imkânı bularak finans sektöründeki yerini arttırmaktadır. Günümüzde Malezya faizsiz bankacılık hizmetlerinin gelişmekte olduğu öncü ülkelerden olup Birleşik Arap Emirlikleri, Katar, İran ve Suudi Arabistan gibi ülkelerin de faizsiz bankacılık hizmetlerinin ehemmiyetini kavramış ve bu yönde hizmet vermek isteyen ülkeler içerisinde konumlanmaya çalışmaktadır. Son dönemlerde ise faizsiz bankacılık hizmetlerinin büyüüp gelişim göstermesi yalnızca İslami inanca sahip ülkelerle sınırlı kalmayıp ABD, İngiltere, Almanya, Hong Kong ve Japonya da başta olmak üzere Dünya’nın çeşitli ülkelerinde bu çeşitte kurumların faaliyet gösterdiği bilinmektedir(Çetinkaya, 2018:50-51).

Genel olarak İslami bankacılığın gelişimi dönemlere ayrılarak Tablo 1’de incelenebilmektedir:

Tablo 1. Dünya’da İslami Bankacılığın Gelişimi

1950-1960:	Bir dizi sosya-politik olaylardan sonra İslami inanca mensup ekonomistler faizsiz bankacılık imkânlarını gündeme getirmişler ve banka olmayan kuruluşlar aracılığıyla faizsiz finans hizmeti uygulamaya başlamıştır.
1960-1970:	Faizsiz bankacılık sisteminde kâr paylaşımlı uygulamalar tanımlanıp banka şeklinde kurum uygulamaları başlamıştır.
1970-1980:	Dubai İslam Bankası ve İslam Kalkınma Bankası kurulmuş; Pakistan’ın bütün finans sistemlerini İslam kuralları çerçevesine adapte edeceği açıklanmış ve yeni İslami finans uygulamaları geliştirilmiştir.
1980-1990:	İslami bankacılığın varlık değerinin 100 milyar doları geçmesi ile birlikte sektörde bir ivme kazanıp daha da gelişmiştir. İran ve Sudan da bütün finansal sistemlerini İslami çerçeveye adapte edeceği açıklamıştır. İslami yatırım fonları oluşturulmaya başlanmıştır. HSBC, Citibank gibi köklü uluslararası bankaların da içerisinde bulunduğu konvansiyonel bankalar

	İslami çerçeveye uygun ürün ve hizmetlere başlamıştır. İslami finans yapısında yeni ürün uygulamalarına devam edilmiş ve İslami finansa dair akademik çalışmalara başlanmıştır. Dünya Bankası ile Uluslararası Para Fonu da sürece dâhil olmuştur.
1990-2000:	İslami yatırım fonları olağanüstü bir gelişim göstermiş; Down Jones İslami endeksler yayınlamaya başlamıştır. Mevcut İslami bankalar büyümüş ve yeni İslami bankalar kurulmaya başlamıştır. Varlık temelli İslami finans ürünleri geliştirilmiş; İslami ikincil piyasalar oluşturulmuştur. Nice destek kuruluş açılmış olup İslami finans kurumlarına yönelik muhasebe standartları oluşturulmuştur.
2000-	2000’li yıllardan günümüze değin İslami finans sisteminin gelişimi devam ederken; 75 ülkede 550 İslami finans kurumunda 1,3 trilyon dolarlık rezerv oluşmuştur. Muhasebe, denetim ve kontrol mekanizmalarının ehemmiyeti kavranmıştır. İslami Finansal Hizmetler Kurulu ve ilk İslami dereceleme ajansı kurulmuştur. İslami uygulamalar aracılığıyla kamu sektörü kaynak hareketleri de önem kazanmıştır.

Kaynak: Çürük, 2013:81

Özetle, İslam inancına mensup ülkeler dışında da faaliyet göstermekte olan İslami bankacılık sektörü günümüz dünya finans sektöründe de her geçen dönem daha da büyüyüp gelişmeye devam etmekte ve ürün yelpazesini İslami ilkeler çerçevesinde genişletmektedir.

1.2. Türkiye’de İslami Bankacılığın Gelişimi

1975 yılında kurulmuş olan Devlet Sanayi ve İşçi Yatırım Bankası, tasarrufları faizsizlik ilkesiyle uyumlu bir biçimde değerlendirerek faizsiz bankacılığın ilk örneğini oluşturmuş ancak büyük umutlarla kurulmuş olan banka 3 yıla yakın faizsizlik prensibi ile faaliyet gösterebilmiş ve 1978’de yönetim kurulunun kararı ile birlikte faizli bankacılığa dönüşmüştür(Çetinkaya, 2018:56).

1983 yılına gelindiğinde ise Özel Finans Kurumları unvanıyla faizsiz bankacılık sektörünün temeli atılmış ve finansal sisteme dâhil edilmiştir. 1985 yılında Albaraka Türk faizsiz bankacılık hizmetlerinde faaliyet göstermeye başlamış ve ardından diğer faizsiz bankalar da faaliyetlerine başlamıştır. Türkiye’de 2005 yılına kadar Özel Finans Kurumları adıyla bilinen İslami bankacılık uygulamaları 5411 sayılı Bankacılık Kanunu kapsamına alınarak “Katılım Bankaları” ismine dönüşüp finansal sistemde banka statüsüne kavuşmuştur.

Genel olarak Türkiye’de Katılım Bankacılığının gelişimi Tablo 2’de özetlenmektedir:

Tablo 2. Türkiye’de İslami Bankacılığın Gelişimi

1975:	Türkiye, İslam Kalkınma Bankası’na %8,5 sermaye payı ile kurucu ortaklardan olmuştur.
1983:	83/7506 sayılı Bakanlar Kurulu Kararı ile Özel Finans Kurumlarına faaliyet izni verilmiştir.
1984:	İlk Özel Finans Kurumu olan Albaraka Türk Özel Finans Kurumu kurulmuştur.
1999-2001:	4389 sayılı Bankalar Kanunu kapsamına Özel Finans Kurumları eklenmiştir. Bankacılık Düzenleme ve Denetleme Kurumu (BDDK) ve Özel Finans Kurumları Birliği kurulmuştur.
2005:	5411 sayılı Bankacılık Kanunu doğrultusunda Özel Finans Kurumları “Katılım Bankası”, Özel Finans Kurumları Birliği ise "Türkiye Katılım Bankaları Birliği" unvanına dönüştürülmüştür. Özel Finans Kurumları Birliği bünyesinde bulunan Güvence Fonu Tasarruf Mevduatı Sigorta Fonu’na devrolmuştur.
2009:	İlk Tekafül şirketi Neova kurulmuştur.

2011:	İlk özel sektör kira sertifikası ihracı Kuveyt Türk tarafından gerçekleştirilmiştir. Katılım Endeksi, katılım bankacılığı prensipleri doğrultusunda, BIST'te işlem gören hisse senetlerinden oluşan borsa endeksi olarak oluşturulmuştur.
2012:	İlk kamu kira sertifikası ihracı Hazine Müsteşarlığı tarafından gerçekleştirilmiştir. Malezya İslami Bankalar Birliği ile Türkiye Katılım Bankaları Birliği arasında iş birliği anlaşması imzalanmıştır.
2013:	Katılım Emeklilik ilk faizsiz emeklilik şirketi olarak Albaraka Türk ve Kuveyt Türk ortaklığında kurulmuştur
2014:	Katılım Endeksine Dayalı Borsa Yatırım Fonu kurulmuştur. İslami Araştırma ve Eğitim Enstitüsü ile Türkiye Katılım Bankaları Birliği arasında işbirliği anlaşması imzalanmıştır.
2015:	İlk kamu katılım bankası olan Ziraat Katılım Bankası kurulmuştur. Bankacılık Düzenleme ve Denetleme Kurumu (BDDK) bünyesinde katılım bankacılığı alanında çalışmalar yapmak üzere Uygulama III Dairesi kurulmuştur.
2016:	İkinci kamu katılım bankası olan Vakıf Katılım Bankası kurulmuştur.
2017:	Türkiye Katılım Bankaları Birliği ile İslam Kalkınma Bankası arasında Public Private Partnership PPP projelerinin finansmanı amaçlı işbirliği anlaşması imzalanmıştır.
2018:	TKBB bünyesinde, “Merkezi Danışma Kurulu” kurulmuştur.
2019:	Üçüncü kamu katılım bankası olan Emlak Katılım faaliyete geçmiştir
2021:	Cumhurbaşkanlığı Finans Ofisi bünyesinde “Katılım Finans Daire Başkanlığı” kurulmuştur. TCMB Bankacılık ve Finansal Kuruluşlar Genel Müdürlüğü bünyesinde “Katılım Bankacılığı Müdürlüğü” kurulmuştur.

Kaynak: Görmüş, Albayrak ve Yabanlı (Ed.), 2021:124

Bugün Türkiye’de faizsiz bankacılık prensibiyle hizmet veren 6 adet katılım bankası bulunmaktadır. Bunlar Albaraka Türk, Kuveyt Türk, Türkiye Finans, Ziraat Katılım, Vakıf Katılım ve Emlak Katılım bankalarıdır. 2015 yılında kamu katılım bankalarının kurulmasıyla yeni bir ivme kazanan katılım bankacılığı sektöründe yer alan bu 6 banka, Eylül 2021 itibariyle 1291 şube ve 17198 personeli ile hizmet vermeye devam etmektedir.

2. KATILIM BANKALARININ ÇALIŞMA YÖNTEMLERİ

İslami kaideler çerçevesinde hizmet veren Katılım Bankacılığının başlıca çalışma yöntemlerinden olan mudarebe, murabaha, müşareke, icare ve karz yöntemlerine kısaca yer verilmiştir.

Mudârebe, murâbaha, müşareke, icâre ve karz yöntemleri dışında muğârase(ağaç dikip yetiştirme üzerine kurulan ortaklık), müsâkât(bağ-bahçenin işlenmesi üzerine kurulan ortaklık), müzâraa(tarımsal arazilerin işlenmesi üzerine kurulan ortaklık), müsâveme(normal vadeli satış), vadîa(maliyet fiyatı bilinen ürünün zarara satışı), tevliye(maliyet fiyatı bilinen ürünün maliyetine satışı), istisnâ(siparişe dayalı satın alma, eser sözleşmesi), selem(ileriye dönük satın alma), sukuk(İslami yatırım sertifikaları, kira sertifikaları), teverruk(vadeli satın alınan ürünün peşin satılması), tekâfûl(İslami sigorta, katılım sigorta) yöntemleri de bulunmaktadır.

2.1. Mudârebe

Katılım bankalarında kullanılmakta olan bir fon toplama ve fon kullandırma enstrümanı olan mudârebe “yol tepmek” anlamına gelen darb fi’l-arz deyiminde geçen darb kökünden türetilmiştir(Kallek, t.y.).

TKBB(2022)’nin resmi internet sitesinde yer alan Faizsiz Finans Sözlüğünde kısaca emek-sermaye ortaklığı olarak tanımlanan mudârebe yöntemi, kâr paylaşım esaslı ile bir tarafın sermayesini diğer tarafın emeğini ortaya koyarak işletme faaliyetini üstlendiği bir ortaklı türü olarak ifade edilmektedir.

Yukarıdaki tanımlamadan anlaşılacağı üzere mudârebe yöntemi emek-sermaye ortaklığı prensibine göre çalışmakta; bir taraf (rabbü'l-mâl) sermayesini diğer taraf ise (mudârib) emeğini, deneyimini ve bilgisini ortaya koymaktadır.

Katılım bankalarında mudârebe katılım hesaplarının en büyük payı oluşturduğu saptanmış olan bu yöntemde fon fazlalığı bulunan taraf, bu fazla fonu belirli bir vade içinde değerlendirmek için fon toplamakta olan bankanın mudârebe havuzuna yatırmaktadır. Önceden taraflarca paylaşım oranları bir anlaşma ile belirlenmektedir. Havuzda birikmiş olan fonlar çeşitli yatırımlara yönlendirilmekte ve bu yatırımlar neticesinde edinilen kâr miktarları ilgili havuza aktarılarak banka paylaşım oranınca sermaye sahibine düşen kâr miktarı ödenmektedir. Ayrıyeten fon kullandırma kısmında da bir finansman enstrümanı olarak kullanılmaktadır(TKBB, 2022).

2.2. Murâbaha

Katılım bankacılığının en önemli fon kullandırma yöntemlerinden biri olan murâbaha “artma, kâr, ticari kazanç” anlamına gelen ribh kökünden türemiş olan “kazandırma, kâr hakkı tanıma” manasına gelmektedir(Dönmez, t.y.).

TKBB(2022)'nin resmi internet sitesinde yer alan Faizsiz Finans Sözlüğünde kısaca kâr beyanı ile satım olarak tanımlanan murâbaha yönteminde müşteriye maliyetin/alış fiyatının belirtilmesiyle üzerlerine bir miktar kâr ilave edilerek peşin/vadeli satılması şeklinde ifade edilmektedir. Günümüzde müşteri talimatları ve satın alma vaadleriyle malların Katılım bankaları aracılığıyla ilk satıcılardan genelde peşin alınarak ve üzerine bir miktar kâr eklenerek müşteriye vadeli biçimde satılmasına dayalı işlemler olarak uygulanmaktadır. (TKBB, 2022). Kısaca murâbaha sistemi, maliyetin üzerine kâr ilâvesiyle (maliyet artı kâr usulüyle) yapılan satım akdi olup finansal alım-satım da denmektedir.

2.3. Müşâreke

Müşâreke paylaşmak, iştirak anlamlarına gelen bir kelime olup TKBB(2022)'nin resmi internet sitesinde yer alan Faizsiz Finans Sözlüğünde kısaca sermaye/kâr-zarar ortaklığı olarak tanımlanmaktadır. Sermayelerini ortaya koyan şahısların, beraber çalışmaları neticesinde ortaya çıkabilecek kârların/zararların paylaşımına dayalı oluşturulan ortaklık modeli olarak ifade edilmektedir.

Müşâreke, bir takım projelerin finansmanlarında katılım bankalarının mevzubahis projeye ortak olmalarıyla gerçekleşmekte olup, bankaların faaliyet alanlarının işletmecilik olmaması sebebiyle işletme yönetiminde doğrudan doğruya etkin olamamakta, proje alanında yönetim uzman olan taraflarca yürütülmektedir. Bu yöntemde ülke ekonomisi ve istihdamına da katkı sağlayabilecek olan Katılım bankaları, yüksek getiri fırsatlarına sahip olmakta ancak aksi durumda projede meydana gelebilecek zararları veya ortaya çıkabilecek problemleri de üstlenmektedir(TKBB, 2022).

2.4. İcâre

Türkçe'de kiralama anlamında kullanılan icar; ücret, ecir kelimeleriyle eş anlamlı olarak karşımıza çıkmaktadır(Bardakoğlu, t.y.).

TKBB(2022)'nin resmi internet sitesinde yer alan Faizsiz Finans Sözlüğünde icâre kısaca kira akdi olarak tanımlanmakta; icâre ile varlığa ait kullanım/yararlanma hakkı, belirli süreliğine, kirayı ödeyen tarafa temlik edilmektedir.

İcâre Katılım bankalarında kiralamada; alt kiralamada; kasa kiralamada; hizmetin finansmanında; para aktarımı, fatura ödemeleri, vergi ödemeleri, tahsilat işlemleri gibi kiraya dayalı bankacılık hizmetlerinde kullanılmaktadır(TKBB, 2022).

2.5. Karz

Sözlük karşılığı “kesip koparmak, karşılık vermek, çaprazından dolaşım gitmek” olan karz, “geri ödenme vaadiyle mal/ödünç-borç verme” anlamına gelmektedir(Apaydın, t.y.).

Karz bir tüketim ödünçü olup, para veya misli bir malın bir artış talep etmeksizin ödünç verilmesine denilmekte ve katılım bankalarında özel cari hesap, karz-ı hasen kredisi, kredi kartlarında kullanılmaktadır(TKBB, 2022).

3. KATILIM BANKALARININ FAALİYETLERİ

Katılım bankaları bütün bankacılık faaliyetlerini faizsizlik prensibine uygun biçimde gerçekleştirmektedir. Faizin mevzubahis olmadığı her türlü bankacılık faaliyetlerini(fatura ödemeleri, kambiyo hizmeti, sigorta aracılığı, kiralık kasa, para transferi gibi) de sunan bu bankaların faaliyetleri, fon toplama ile bu fonları kullandırma faaliyetleri biçiminde sınıflandırılarak incelenebilmekte ve birçok noktada konvansiyonel bankacılıktan farklılık arz etmektedir.

3.1. Katılım Bankalarının Fon Toplama Faaliyetleri

Katılım bankalarında fon toplama faaliyetleri Özel Cari ve Katılma Hesapları yoluyla gerçekleştirilmektedir.

3.1.1. Özel Cari Hesaplar

Katılım bankasında açılabilen, istenildiği zaman tamamının veya bir bölümünün çekilebilir olduğu, hesapta beklediği sürece mudiye getirisi olmayan fonlardan oluşan hesaplar özel cari hesap olarak tanımlanmaktadır(5411 Sayılı Bankacılık Kanunu, 2005).

3.1.2. Katılma Hesapları

Katılım bankasına yatırılmış olan fonun kullandırılması dolayısıyla ortaya çıkabilecek kârlara/zararlara katılma neticesinde mudiye anaparasının garanti edilmediği ve önceden belirlenmiş getirisi olmayan fonlardan oluşan hesaplar katılma hesabı olarak tanımlanmaktadır(5411 Sayılı Bankacılık Kanunu, 2005)

3.2. Katılım Bankalarının Fon Kullandırma Faaliyetleri

Katılım bankalarında fon kullandırma faaliyetleri nakdi finansman, gayrinakdi finansman ve diğer bankacılık hizmetleri(para transferi, vergi ödemeleri, fatura ödemeleri gibi) olarak sınıflandırılarak incelenebilmektedir.

3.2.1. Nakdi Finansman

Bankacılık Kanunu(2005) doğrultusunda katılım bankalarında gerçekleşecek olan fon kullandırma faaliyetlerinin kredi olarak sayılacağı ifade edilmektedir. Buna istinaden Resmi Gazete’de kredi sayılacağı belirtilen finansman yöntemleri ise “kurumsal finansman desteği”, “bireysel finansman desteği”, “kar zarar ortaklığı yatırımı”, “finansal kiralama”, “mal karşılığı vesaikin finansmanı” ve “ortak yatırımlar” olarak belirtilmektedir(Bankaların Kredi İşlemlerine

İlişkin Yönetmelik, Resmi Gazete 26333 (1 Kasım 2006), md. 19.). Konvansiyonel bankacılık uygulamalarından farklı olarak nakdi finansmanlarda finansman bedeli malın satıcısına ödenmekte olup kredi talebinde bulunan kişi/kuruma ödeme yapılmamaktadır.

3.2.2. Gayrinakdi Finansman

Katılım bankaları nakdi finansmanın yanı sıra teminat mektupları, akreditifler, kabul aval finansmanı ve referans mektupları ile gayrinakdi finansman desteği de sağlamaktadır.

4. TÜRKİYE’DE KATILIM BANKALARININ KARŞILAŞTIĞI ZORLUKLAR

Katılım bankaları finans sektörüne pozitif düzeyde katkıları olan bir bankacılık türü olarak karşımıza çıkmaktadır. Özellikle kayıt dışı ekonominin engellenmesine olan katkısı ve yastık altı olarak tabir edilen yatırımların ekonomiye dâhil edilmesi ile birlikte atıl fonların kazanımı ülke ekonomisi için büyük önem arz etmektedir.

Katılım Bankacılığının dünya finans sektöründe yaklaşık 65, Türkiye’de ise yaklaşık 35 yıllık bir geçmişi bulunmasına rağmen karşılaştığı bir takım zorluklar bulunmaktadır. Yapılan literatür araştırması neticesinde karşılaştığı bu zorluklara aşağıda yer verilmiştir.

Yılmaz ve Bağış (2021) araştırmalarında Katılım bankaları ile konvansiyonel bankacılığın faaliyetlerinin benzerliğinin toplum tarafından aynı olarak algılanmalarının zorluk oluşturduğunu ifade etmiştir. Ürün yelpazelerinin konvansiyonel bankalara nazaran yetersiz kalması; konvansiyonel bankacılık ürün ve hizmetlerinin İslami kaideler çerçevesinde revize edilerek kurgulanmasının da bir zorluk olarak karşımıza çıktığını ifade etmiştir.

Keleş (2020) çalışmasında karşılaşılan zorlukların başında kanuni altyapı yetersizliklerinin geldiğini, katılım bankalarına özel bir kanun olmaması nedeni ile diğer banka uygulamalarının şart koşulmasından kaynaklı faizsiz işlem beyanlarını sözleşmelerinde net bir biçimde vurgulanmadığını ifade etmiştir. Para-banka politikalarındaki sıkı tedbir ve uygulamalarla diğer ülkelerde şube/finans kuruluşu açmanın zorluğu da kanuni bir zorluk olarak karşımıza çıkmakta olduğunu belirtmiştir. Yapısal zorlukların, uzman eksikliğinden (uzmanların sadece dini alanda veya iktisadi alanda yetişmesinden kaynaklı her iki alana vâkıf uzmanın zor bulunması), kötü piyasa koşullarından, bankadan kaynaklı (personel ve yönetimin faizsiz finansa yeterince vâkıf olamaması, bilişimsel sorunlar, denetimin yetersizliği gibi) durumlardan ortaya çıktığını ifade etmiştir.

Duramaz (2018) çalışmasında Katılım bankası personellerinin alanında uzman olamaması veya zor bulunmasının bir takım zorluklara sebep olabileceğini; uzman olmayan personelin faizsiz bankacılık hizmetlerini müşteriye net bir şekilde aktaramayışının müşterilerin Katılım bankacılığı sisteminden uzaklaşmasına sebep olabileceğini ifade etmiştir. Bir diğer zorluk olarak ise bankaya ulaşımdan kaynaklanmakta; yetersiz şube sayısı ve genellikle şehir merkezlerinde şube bulundurmaları, dolayısıyla müşteri açısından ikamet ettiği yerde şube olmayışının negatif bir durum oluşturmakta olduğunu ifade etmiştir. Buna istinaden o bölgede Katılım bankacılığı ile ilgili hedeflenen kitleyi bilgilendirecek personel de olmayacağını belirtmiştir.

Aktepe (2013) murâbahaya dayalı finansman uygulamalarının, faizli bankacılıktaki faizli mevduata dayalı kredisine benzerlik oluşturduğunu; kâr oranlarının piyasa faiz oranları ile paralellik göstermesinin de faizden bir farkı olmadığı algısının bir zorluk olarak karşımıza çıktığını ifade etmiştir.

1985 yılında faaliyetlerine başlayan faizsiz bankalar Özel Finans Kurumları olarak isimlendirilmelerinden kaynaklı zorluklar ile de karşı karşıya kaldığı; banka olarak algılanmadıkları için bazı işlemlerde muhataplar tarafından başka bir kurum olarak

algılandıkları görülmüştür. Bu zorluğun aşılması ise 2006 yılına gelindiğinde “banka” statüsüne kavuşmaları ile giderilmiş olup günümüzde İslami inanca sahip bireylerin/kurumların ihtiyaç ve beklentilerini karşılamaya yönelik bir gelişme göstermeye devam etmektedir.

SONUÇ

Katılım bankaları İslami kaideler çerçevesinde fon toplayıp bu fonları yine İslami prensiplere uygun biçimde kullandıran bir bankacılık modeli olarak karşımıza çıkmaktadır. Faizsizlik prensibini esas alan bu bankacılık modelinin ortaya çıkışından günümüzdeki uygulamalarına kadar bir takım zorluklarla mücadele ettiği görülmektedir.

Yapılan literatür araştırması sonucunda konvansiyonel bankacılığa benzer bir yapıda faaliyet göstermeleri ve bunların revize edilmesinde yaşanan birtakım zorluklar, şube ve çalışan sayısının yetersiz olması, çalışanların eğitimi, faizsiz bankacılık ürünlerinin yetersiz kalması, yapı ve algılamada güçlükler, kanuni yetersizlikler, uygulama problemleri, beklentilerin karşılanmaması gibi zorluklarla karşılaşıldığı tespit edilmiştir.

Bu bağlamda başlarda Özel Finans Kurumları olarak tanınan ve ardından 5411 Sayılı Bankacılık Kanunu(2005)’na tabii olan Katılım bankacılığının konvansiyonel bankacılıkla aynı kanuna tabii olması farklılık arz etmediği yanılıgına sebep olmaktadır. En temel zorluklardan biri olarak görülen bu zorluğun aşılabilmesi için öncelikle faizsiz bankacılık sistemine özgü bir kanunun düzenlenmesi gerektiği önerilmektedir.

Şube sayıları veyahut da konum seçimi dolayısıyla konvansiyonel bankacılığa nazaran ulaşılabilirliğin daha düşük olduğu Katılım bankalarının şube sayılarının ve konumunun potansiyel müşteri portföyü göz önüne alınarak arttırılmasının veya alternatif kanallara daha çok özen gösterilmesinin bu zorluğun giderilmesine yardımcı olacağı düşünülmektedir. Ayrıca şube sayılarının arttırılması neticesinde nitelikli çalışanlara daha çok ihtiyaç duyulacağı ve buna istinaden nitelikli çalışan yetiştirmek için eğitimin ön planda tutulması gerektiği önem arz etmektedir. Müşteri ile temas halinde bulunan nitelikli çalışanlar Katılım bankacılığının konvansiyonel bankacılık modelinden farklılıklarını daha açık, anlaşılır, net biçimde aktararak Katılım bankalarının karşılaştığı bu tür zorlukların çözümüne katkı sağlayabileceği öngörülmektedir. Yapısal ve algılama zorluklarının giderilmesi de yine nitelikli çalışan ve doğru iletişim kanallarının seçimi ile mümkün olabilmektedir.

Müşterilerin ihtiyaçlarının belirlenip İslami kaideler çerçevesinde ürün yelpazesinin genişletilmesi için yapılan çalışmalara ivme kazandırmak gerekmektedir. Böylelikle Katılım bankacılığının bankacılık sektöründeki payını daha da arttırmaya devam edebileceği düşünülmektedir.

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Representation of Women in Media and Other Sectors: A Study on Gender Perception

Research Scholar Nelofar ARA

Department of Sociology, Lovely Professional University-Phagwada Punjab-India
nelofarara2017@gmail.com
Orcid: 0000-0003-1366-1505

Dr. Umar Farouk MOHAMMED

Division of General Studies, University of Science and Technology Aliero Nigeria
umarmadawaki7@gmail.com
Orcid: 0000-0003-4108-5090

Dr. Sukanya Das

Asst. Prof, Department of Sociology Lovely Professional University
Phagwarda Punjab-144411, India
Orcid: 0000-0002-3004-9943
Email: sukanya.23327@lpu.co.in

ABSTRACT

Gender is an important reflection in development. It is a way of looking that how societal norms and power structures impact on the lives and opportunities accessible to diverse groups of men and women. Media plays a significant role in every society and it can be an imperative aspect in the endorsement of gender impartiality, both within the working environment and in the representation of women and men. Women and girls frequently face inequity with regard to family law, inheritance rights and employment and property. Not many women are represented in male-dominated judicial and security institutions. In many parts of the world, men and women rely on a variety of customary and informal justice systems. Conversely, they tend to undergo from systemic gender biases, with local male elites dominating the decision-making processes. Gender, poverty and the release of basic services, such as healthcare, edification and social fortification, are intimately interwoven. The delivery of public services is crucial for helping women and men to reach their full possible and comprehend their human rights or their representation. Although gender disparity is steadily narrowing, much remains to be done to lessen discrimination in women and men's well-being or representation within different sectors. The aim of this paper is to highlight the representation of women in different sectors of their life including of media. The present study is based on reviewing of primary data sources (observations) as well as reviewing of secondary sources of data.

Keywords: Discrimination, Gender Inequality, Media, Representation, Women

INTRODUCTION

Globally, more women than men live in poverty. In addition, women are less likely than men to complete a basic education and be assigned to positions of authority both nationally and internationally. Targeting interventions is made easier when people are aware that men and women, as well as boys and girls, experience poverty in different ways and encounter a variety of obstacles when trying to access services, financial resources, and political chances (C McLoughlin: 2010). It is vital to first comprehend the idea of "gender" before starting a gender investigation or looking at the representation or gender picture within various industries. Gender is defined as "socially constructed norms and beliefs which govern the behaviour and activities of men and women" in the World Development Report (WDR) (Sharma and Singh: 2021). Accepting individual's access to and allocation of resources, their capacity for decision-making, and the ways in which boys and girls, women and men, are exaggerated by political processes and social development require understanding these gender relations and the authority dynamics underlying them (Haider H et al: 2015). When compared to men, women are in charge of less land, jobs, and conventional positions of authority or representation, as well as fewer political and financial resources (Ibid). In order to increase output and accomplish longer-term development goals, the World Development Report also emphasizes the need of tackling head-on the persistent barriers and impediments to women's equal opportunity. The Gender and Development (GAD) approach is used, concentrating on more egregious disparities and unbalanced relationships, and analyses the roles and obligations that are socially allocated to men and women, as well as the social relations and interactions between them (Rathgeber E M: 1989). Supporters for gender equality and development (GAD) advocated for a deeper comprehension of how gender inequalities are socially formed and how this affects relationships between men and women (Fraser E, et al: 2015). Instead of integrating women into the current patriarchal system, they pushed for a better awareness of power relations and the gendered nature of systems and institutions that have an impact on the lives of women and men (Ibid). Thus, focusing on rights entails separating formal impartiality from substantive impartiality, emphasizing results for various groups of women, and adjusting rights building to meet the needs of women who are most negatively impacted by the absence of rights that the specific reforms target (Zukang S: 2010). Beyond just official rights and status, citizenship should also be an active idea. A partnership that fosters involvement and agency is how citizenship is viewed in this perspective. The emphasis is on how people and organizations, primarily marginalized groups, assert their rights and work toward social change. It is crucial to identify and promote ways of speaking, participating, and working together that might create a forum for women to actively contribute to and mobilize (Evans A and Nambiar D: 2013).

Formal Participation and Representation among Women

Cultural and structural restrictions are a major cause of gender disparity in formal representation (Ridgeway C. L: 2001). The latter includes social conventions that make it harder for women to transition from their traditionally domestic responsibilities to more visible roles outside the

home. Institutional hurdles include obstacles like rigid political systems that don't take into account the family duties of women and the type of election quotas utilized (if any) (Mlambo and Kapingura: 2019). A more equal representation of women and men in democratic institutions has received substantial attention on a global scale. However, there is growing recognition that quotas are insufficient to guarantee that women's concerns are heard. There are two explanations for this; A more equal representation of women and men in democratic institutions has received substantial attention on a global scale. However, there is growing recognition that quotas are insufficient to guarantee that women's concerns are heard. There are two reasons for this:

- ✓ First, despite their growing participation, women continue to be a minority in patriarchal political systems, making it difficult for them to be heard; and
- ✓ Second, women politicians cannot be unspecified to prioritize or even recognize with the needs of other women. Class, race, religion, socio-economic position, sexual orientation and disabilities are some of the many distinctions that can segregate women (Beaman et al: 2009).

There is growing awareness that quotas can be strengthened and the chances for women's voice reinforced by combining them with leadership development and capacity building (Gupta V.P: 2012). Past studies have indicated that despite the fact that there are more women working in the media than ever before, the top jobs (publishers, executives, chief editors, and producers) are still heavily dominated by men (McCracken Katie et al: 2018). The cultural barriers that prevent women from performing the position of journalist, such as working away from home, travelling away from home, etc., are still present in developing nations where this discrepancy is primarily visible (Ibid). The 'hard' news, such as politics and the economy, is much less likely to be written or covered by women, according to the Global Media Monitoring Project (GMMP), the largest and longest-running study on gender in the world's news media. Female journalists are more likely to be assigned 'soft' subjects like fashion, the arts, family and lifestyle, modeling, entertainment, only advertising beauty products, etc., around the world (Browne E et al: 2015). For example, female media professionals are more likely than their male counterparts to represent the needs and viewpoints of other women. This has ramifications for media content. However, it is crucial to acknowledge that not all women working in the media will be gender conscious and likely to cover women's needs and viewpoints. Similarly, it is not impossible for men to cover gender issues in an effective manner (Ibid). The opinions of male and female journalists do not differ significantly, according to recent studies from 18 different nations (Hanitzsch and Hanusch: 2012). However, having female role models on television, radio, and in print is more likely to give girls and women positive role models, give women the confidence to be sources and interviews, and draw female audiences (N Faria: 2021).

Similar to respect for accuracy, justice, and truthfulness, reasonable gender representation in the media should be a professional and ethical goal (White: 2009). However, there is a lot of uneven gender representation. According to the Global Media Monitoring Project, women are more likely than men to be victims in news stories and to have their family status mentioned (Kangas A, et al: 2015). Women are also much less likely than men to be quoted in the media,

used as "spokespeople or persons," or regarded as "experts." Even little is known about some groups of women, such as elderly and underprivileged women. Stereotypes are frequently used in daily media. Women are frequently portrayed just as family caregivers and homemakers who are reliant on males. Stories written by female reporters are more likely than those written by male reporters to challenge prejudices (Gallagher et al: 2010). Therefore, there is a connection between women's media participation and advancements in women's representation. In the media, stereotypes of men are also present. They are frequently described as strong and dominant. Alternative conceptions of masculinity have little room. Men who take up caring or household responsibilities or who reject violence are frequently mocked in the media. Such representations have the power to alter people's ideas of both what society may expect of men and women and what they may expect of themselves. They advocate for an uneven view of what men and women should play in society. These numerous gender disparities and gaps in the media need to be identified and addressed. The construction of a themed database of women who can be interviewed and used as experts by media professionals is one recommendation made by the European Commission (Morinière P: 2019), as is the expectation that there should be gender parity on expert panels on television or radio. Furthermore, deliberate efforts should be made to depict both men and women in non-stereotypical circumstances (European Commission, 2010).

Reasonable gender representation in the media should be a professional and ethical ambition, similar to respect for exactness, justice and truthfulness (White: 2009). Yet, unbalanced gender representation is extensive. The Global Media Monitoring Project finds that women are more likely than men to be featured as victims in news stories and to be acknowledged according to family status (Kangas A, et al: 2015). Women are also far less likely than men to be featured in the world's news headlines, and to be relied upon as 'spokes-people or person' or as 'experts'. Certain categories of women, such as the elderly women and poor, are even less visible. Stereotypes are also widespread in every day media. Women are often portrayed exclusively as home-makers and looking after of the family, dependent on men. Stories by female reporters are more likely to challenge stereotypes than those filed by male reporters (Gallagher et al: 2010). As such, there is a link between the participation of women in the media and improvements in the representation of women. Men are also subjected to stereotyping in the media. They are typically characterized as powerful and dominant. There is little room for alternative visions of masculinity. The media tends to degrade men in caring or domestic roles, or those who oppose violence. Such portrayals can influence perceptions in terms of what society may expect from men and women, but also what they may expect from themselves. They promote an unbalanced vision of the roles of women and men in society. Attention needs to be paid to identifying and addressing these various gender imbalances and gaps in the media. The European Commission recommends, for example, that there should be a set expectation of gender parity on expert panels on television or radio and the creation of a thematic database of women to be interviewed and used as experts by media professionals (Morinière P: 2019). In addition, conscious efforts should be made to portray women and men in non-stereotypical situations (European Commission, 2010).

Leadership and participation

Women are underrepresented in decision-making across the globe, including in politics, the private sector, local government, and civil society organizations. Social standards that mandate their domestic roles and frequently leave them with little free time are to blame for their low engagement. Men are frequently considered to have superior expertise in the areas of leadership and participation, particularly in politics. Women are more often found in non-male groups that were founded by and for women. However, a recent multinational study project called the Developmental Leadership Program (DLP) studies how leadership, power, and political processes either support or obstruct successful growth. Research on women's coalitions in Jordan, Egypt, and South Africa, funded by the Australian Department of Foreign Affairs and Trade (DFAT, now in a third phase of funding 2019–2022), has shown that preexisting or prior networks can facilitate the emergence of coalitions around new issues, for or against change (Notten: 2010). As moms, teachers, volunteers, business owners, and leaders in the community, women frequently play unofficial positions of recognition, influence, and power. Women typically take on leadership roles informally, with a focus on community service, but these leadership qualities can be developed and formalized to offer women formal political authority.

Gender relations and status in the household

Both informal and formal institutions sustain gender relations. Typically, "long-lasting codes of conduct, conventions, and traditions that contribute to gender disparity in all sectors of life" are used to describe informal institutions (Jones et al: 2010). Political systems and labour markets are examples of formal institutions in the economic, political, legal, and social spheres. To determine gender outcomes, these two spheres interact with the local cultures. Discriminatory family codes, son bias, physical insecurity, restricted resource rights and entitlements, and cultural limitations on women's movement and other liberties are social structures that have been highlighted as being particularly harmful for women and girls (ibid).

Gender relations through the lifecycle

Throughout the course of a given situation, gender dynamics and relationships change. Age, infirmity, marriage, the number of children, financial means, and educational attainment are frequently factors in determining status in the household. Particularly in civilizations where families must pay dowries and the daughters are sent to live with the husband's family after marriage, girls, notably adolescent girls, sometimes have the lowest status in the family. Adolescent girls are more exposed to gender-based discrimination, including sexual violence, forced marriage, dropping out of school, and the danger of dying during childbirth, according to recent studies. Many national legal systems reflect the inferior status of women in society. Regarding family law, property and inheritance rights, and employment, women and girls frequently experience prejudice. Access to justice systems is another issue that commonly affects women. Women may be discouraged from reporting conflicts or crimes by male staff members, such as police officers, prosecutors, and judges. Due to the fear of embarrassment and stigma, particularly delicate topics like domestic abuse and sexual assault are likely to go unreported; women do not all behave the same way. There are numerous international



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organizations that work to end the unequal discrimination that women and girls experience. The overarching framework for these is provided by the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW; an international legal instrument that obliges nations to eliminate discrimination against women and girls in all areas and promotes women's and girls' equal rights).

Almost solely in the literature on gender and economic rights, it is discussed how women's economic rights and women's empowerment are related. It emphasizes contributory variables such as women's time utilization, social norms, lack of access to and control over resources and jobs, and gender inequitable laws in order to draw attention to women's frequently unseen labour. Since it gives women access to financial resources that might strengthen their negotiating power in the home, microfinance in particular has come to be recognized as a key tool for women's empowerment. It is believed that through improving women's confidence and their bargaining power, women's status in the community will improve, and their involvement in civic activities and decision-making will rise. Over the past 20 years, women's employment involvement has grown dramatically. From a high of 64% in East Asia and the Pacific to a low of 26% in the Middle East, it greatly differs between emerging regions (WDR: 2012). Women's labour is still frequently restricted to the unorganized sector or low-paying industries, despite the fact that gender trends in labour markets are shifting. Some people refer to the rise of women's employment in formerly male-dominated fields as the "feminization of labour." The term now also refers to the in-formalization of paid work, as well as the lower wages, unfavourable working conditions, and more "flexible" working arrangements that might be provided to women in order to help enterprises offer more affordable prices. The unregulated nature of the informal sector means that there are no universally accepted minimum wages, working conditions, insurance policies, or social safety nets to deal with illness or the inability to continue working. Access to other resources or services may be impacted by rights to some resources. For instance, since land is frequently used as collateral for loans, a woman's inability to acquire credit may be a barrier. Greater prospects for economic growth and women's empowerment are provided by achieving more equitable access to resources. Offering chances to underprivileged women and men has long been a goal of numerous programmes to enhance access to financial services. Evaluations of gendered targeting of micro-financial services have revealed that male recipients contribute less to household well-being and food security, despite diverse success results (Mayoux and Hartl: 2009). Women frequently use disproportionate amounts of natural resources because of their home responsibilities. Women and girls may have more work to do because of wells that are located far from their homes. Projects to save forests may restrict women's access to forest products and have a negative influence on their ability to survive. Donors must make sure that women are included in programme design.

OBJECTIVE OF THE STUDY

The aim of study is to highlight the representation of women in different sectors of their life including of media.

METHODOLOGY

The present study is based on reviewing of primary data sources (observations) as well as secondary sources of data such as; news papers, official reports, previous articles as well as book chapters by keeping the objective, of highlighting the representation of women in different sectors of their life including of media.

CONCLUSION

At the end, we can categorically state that the representation of women in many sectors is assisting in the reduction of gender-related difficulties and differences in our society. However, there are still gendered inequalities in the kind of employment that men and women choose to pursue. Although there are more women working in the media than ever before, producers, executives, chief editors, and publishers are still overwhelmingly male-dominated occupations (White: 2009). Men are more frequently found in managerial and the construction industries, on the other hand, while women are more often employed in traditionally feminine fields like care, low-skilled manufacturing, and lower administrative posts. Additionally, domestic work, small-scale business, and home-based labour are frequently the only sources of income for women in the informal economy. However, initiatives that aim to change gender norms and disparities as ends in themselves are a comparatively recent development. In order to encourage women's empowerment and engagement in political processes, community radio is thought to be a beneficial strategy. For women, radio is frequently their main information source. It transcends literacy hurdles, is available to local communities, and speaks those communities' languages. In places where the programme segments had recently covered, women had distinct objectives. However, they did not have very specific goals (Bhanot et al: 2009). Attention must be given to detecting and correcting these numerous gender disparities and gaps in the media in order to create a balanced perspective on the roles of women and men in society. For better impact and long-lasting change, it is also crucial that prominent community leaders, such as teachers, cultural guardians, and government officials, participate in programmes.

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The Slow but Imminent Death of the Film Spectator

Dr. Chandrasekharan PRAVEEN

Former Principal, Institute of Advanced Study in Education, India

profcpaveen@gmail.com

Orcid: 0000-0002-9365-5406

ABSTRACT

In recent days we have seen an unprecedented metamorphosis of the film viewing experience- from the Cinema Theatre to home viewing on Over the Top (OTT) platforms. The film goers of yesteryears are now being delivered films over the internet in their drawing rooms or favorite place of viewing films. The device could be an Android TV, a Laptop, a Tablet or even a Smart Phone. The reduction in size of the silver screen to a miniature screen, means not just the obliteration of the cinematic experience. It also marks the death of the enthralling film viewing experience which the Dolby or Imax cinema theatre provides. Does it mean the death of the film spectator? What impact does it create on film appreciation? What do we lose in the process?

The investigator attempts to answer such questions through a descriptive analysis of the film viewing experience in own social milieu. It begins by tracing the experience of the movie goers of Malayalam films from the late 1960's to the early years of the current millennium highlighting the cinema viewing experience from the announcement of the release of the film in 'notices' to the recent trend of advertisement related to film release in newspapers and magazines. A review of film viewing and appreciation during film festivals organized annually in Kerala is also undertaken. Data for the study is drawn from the investigator's own field notes and review of articles and write-ups that appeared in journals and magazines and informal interviews with film buffs.

The study reveals that the dwindling audience in theatres and the rising preference of film producers for OTT releases of their movies has seriously affected film appreciation. Not only has it significantly affected the reception of film as an engrossing affective community experience but also transformed the process of film appreciation. The viewer watching the film all alone tries to match the content/theme presented in a film with own schema which at times tend to be extremely narrow or limited. The cathartic effect that often arises from viewing a film as a community experience gets lost forever. Moreover, the reduction of the silver screen to the miniature tablet or smart phone deflates the dimensions of cinema as an art form.

Keywords: Art, Community, Film Appreciation, OTT, Screen

1.Introduction

The South Indian state of Kerala, India has carved a niche in the cinematic annals of Indian cinema through the contributions of acclaimed film directors and films. The journey from the first Black and White film *Vigathakumaran* (1930) to *Chammeen* (1965) which won the Indian President's gold medal for the Best Film, from *My Dear Kuttichathan* (1984), the first Indian film in 3D format to the acclaimed Malayalam short film *Dear Kim Ki Duk* (2009), film viewers in Kerala essentially perceived film viewing and appreciation as a community experience.

By the end of the 20th century, with the opening up of Video Parlours, which stocked and rented VHS cassettes, VCD's and later DVD's for borrowing and viewing, the public theatre viewing experience slowly transformed into a private home viewing experience. The arrival of Cable TV channels only aided and abetted the reduction in number of the theatre goers. The investigator has also found that with the arrival of Internet streaming on demand services and the rise of platforms like Netflix where films can be downloaded on to portable devices, has resulted in the slow but imminent 'death' of the film spectator in not only Kerala state, but in India and perhaps all over the world.

2.Motivation for research/The problem

The investigator ever since specializing in adapting films for pedagogical purposes have been intrigued by Laura Mulvey's statement that Hollywood films objectify the female who is assaulted by the male gaze. (1) Mulvey's remark that people go to watch films to satisfy a voyeuristic pleasure was not only shocking but failed to match the cinema viewing experience of the investigator. But by the time the investigator took up film as a subject of study, the film going experience of Malayalees in general had started switching to a family viewing experience made possible through CD renting services. Even the fraternity of film enthusiasts who used to crowd the theatres in the investigator's native city where annual International Film Festivals are held, began to dwindle. Finally, when the Covid-19 pandemic spread, not only were cinema theatres shut down, but the interest of film buffs slowly switched to downloading films from OTT platforms and viewing them in their bedrooms or sofa sets marking the death of the spectator who used to view films as a community experience.

3.Objectives of the study

The main objective of the study is to trace the film viewing experience in cinema theatres as a group viewing activity in yester years to an individual viewing experience in the homes. The specific objective is to identify the previewing, actual viewing and post-viewing experience which help individuals form an impression of individual films a form of entertainment.

4.Method

The data for this qualitative and analytical study was collected through field-based observations by the investigator followed by informal interviews with film buffs and those associated with the film industry particularly in Kerala State. A review of documents and studies on film appreciation is also attempted.

The study commences by describing the pre-film viewing, actual viewing and post-film viewing experience in the state of Kerala between the late 1960's and the late 1970's. This is followed by identification of shift in film viewing experience from the theatre to the home and its effect on film appreciation. Next the effect of the film viewing experience in modern

times and the recent trend of dwindling audiences in cinema theatres and the preference of OTT platforms and its effect on the film viewing experience is studied.

5. Brief review of studies

Surveys have found that compared to going to the movies, viewing films outside the theatre is common practice nowadays. (The Economist & YouGov Poll, 2018). The American writer and filmmaker, Susan Sontag, once observed that seeing a great film only on television is like not having really seen the film. As early as 2000, Dinsmore-Tuli found that using VCR technology, cinephiles enjoyed re-watching films in their homes. In 2007 Science Daily reported a study which found that movie watchers influence one another, and film enjoyment can be contagious. A 'mutual mimicry' was found to affect participant's evaluation of the overall experience of the film.

To Hanich, the likelihood of being influenced by other people is particularly noticeable while viewing a film in a theatre particularly in relation to responses like weeping, laughter, anger or embarrassment. A Biometric study of watching a film in a theatre and at home found that the former gave a better overall experience. The key aspects in levels of satisfaction with relation to atmosphere and screen size was: Atmosphere 85% theatre/28% home; Screen size 95% theatre/25% home)(Boxoffice Pro). Employing the cognitive model of art appreciation, Fröber & Thomaschke (2019) compared the film viewing experience in a movie theatre and at home. They found that watching a movie in a theatre evokes a stronger emotional experience leading to a more favourable judgment.

6. Findings

6.1. The film viewing experience in yesteryears

True lovers of film in Kerala, considered to be the most literate state in India, can only recall with nostalgia the pre-viewing, actual viewing and post-viewing experience of films. Perhaps the most thrilling and memorable part is invariably the pre-viewing cum interest evoking strategies employed by film distributors of yesteryears prior to the screening of the film. The actual viewing of films preceded by push, pull and grabbing of tickets after waiting for hours in the queue in the hot sun, the actual viewing experience inside the cinema hall and finally the post film viewing experience in homes in Kerala State in the late 1960's to the mid 1980's can run to scores of pages of an impressionistic narrative.

6.1.1. Pre film viewing experience

In the 1970's when TV was yet to arrive, the screening cum release of a new film in a local theatre used to commence with huge billboards displaying the films scenes, sometimes with small cutout of actors loaded on hand carts pulled along the main road. A group of drummers (the local instruments included the chenda and the cymbal) playing rhythmic music moves with measured steps ahead of the hand pulled cart. If the carts are moved around in the night on both sides of the billboards there will be men carrying petromax lamps which illuminated the billboards. For those who take a keen interest in viewing the billboard, a printed notice will be handed over. Incidentally in those days for some children, collecting the notices was a hobby. The hand carts were soon replaced by four wheeler jeeps, then auto rickshaws and finally mini lorries.

Invariably the billboard and the notices will trigger a series of wild guesses about the plot of the film. And if by chance the local radio station plays a song of the new films, it

used to evoke the interest of the women folk who by tradition are considered to be endowed with the ability to sing unlike men! Soon the head of the family will be pressurized into taking the whole family out to watch the film. But sometimes the family-head can come up with an excuse by saying that only the elders can go because the school exams are fast approaching and it would distract the children's concentration.

6.1.2. The cinema theatre film viewing experience

The ticket for first twenty five rows of a cinema theatre is comparatively cheaper. But families seldom choose it. The next twenty five rows may have families occupying the seats. But they are invariably of the lower middle class. The last ten rows known as 'Reserved' are usually filled by families from the middle class. The rich will distance themselves from the motley crowd by seating themselves in the Balcony.

All the chatter will abruptly end when the bell rings for the film screening to commence. There will be a loud uproar followed by a quietness when the curtain raises usually with a music. And when the film title, the lead actors names are displayed on the silver screen the theatre will reverberate with whistles, claps and loud outbursts of joy and excitement.

Within minutes, when the hero is projected on the screen once more there would be a huge uproar. From then on, the display of excitement varies with the theme. When the hero beats to pulp the villain, the men folk will scream with joy and when the heroine is in tears huge sighs and the soft aroma of wet tears would fill the theatre of yester years which were not air conditioned! Sometimes the spouses will be seen comforting the weaker sex to take it easy for after all it is a film!

Slap stick comedy evoke loud laughter and irrespective of age everyone enjoys it. Often there would be film buffs who come to watch the film again and again. They become kill joy when they display their linguistic intelligence by shouting out aloud the dialogue to be uttered during a climax of a comic scene or tragedy!

Two queer film viewing experience essentially different from the ones mentioned above which the investigator experienced have been posted as blog posts and makes one cogitate on film appreciation in general and audience effect in particular(2).

6.1.3. Post film viewing experience

Children were usually found to avidly recall the scenes if they had been served a cone ice cream or packet of groundnuts or popcorn during the intermission. But at any rate, the following day they will narrate the entire plot to their closest friends with own 'special effects' for the stunt scenes.

For adults, the focus of discussion will usually be related to the chronology of events in the plot and dissatisfaction if any regarding retributive justice given the villain. The oops and the waah! used to invariably follow when recalling scenes set in foreign lands.

The investigator has also noted that many women when they come to the cinema theatre study the dressing and style of other women who come to watch the film. They also study in detail the hair style, the gait and sometimes even the way of talking of the heroine. Adolescent girls were found to even imitate the hair style of lead actresses seldom with perfection because during the 1960's and 1970's, Beauty Parlours were unheard of in Kerala. When families visit other families and spend their time in gossip, film story narration is something all family members especially children and women folk adore. Then when someone narrates the plot, those who have seen the film will be ready to pounce the narrator if an error creeps in the narration of sequence of events.

The ultimate effect of such post film viewing experience is a refining of perception of ones own society, culture, motives, feelings and emotions.

6.1.4.The home viewing experience

From the 1970's a common trend among Malayalee families was to migrate to the Gulf in search of jobs. This slowly transformed the local economy and living style of Gulf-returnees. Soon every house used to buy a television set and Video cassette player/Video CD player. And for nominal rates the housewives, and college students used to borrow them for home viewing. In the beginning it was old films and soon new releases of films mostly pirated versions began to be viewed at homes. Since the whole family will be viewing, the choice of films used to be one with plenty of songs, humour and a story element. Often viewing is paused for meals or tea with snacks and exchange of comments regarding the story line, and the theme of the film being screened would follow. This in a way helped build family bonds as the whole family would crowd around the TV set. More significantly a refining of own perception of the film's theme/ message happens for each viewer of the film.

6.1.5.The individual viewing experience

It may however be noted that when computer lap tops became available, adolescents preferred viewing films of their choice in the privacy of their bedrooms without the probing and censoring eyes of their parents. To avoid getting caught, many used to view with close friends and closer relatives of the same age group.

6.2.The film viewing experience in modern times

6.2.1.Pre-film viewing experience

Parallel with the growth of small cities and towns in Kerala, mushrooming of cinema theatres to satisfy the urge for entertainment of the masses was visible in the late 1970's till the early years of the new millennium. While in earlier days the use of hand pulled cart with bill boards was the primary mode of dissemination of news of release of a new film, from the 1980's daily newspapers and weeklies began to set aside pages for film advertisement. The youngsters who migrated to the city in search of jobs relied entirely on newspaper ads, posters and cut outs in theatres for choosing films they wish to watch. This trend continued till the early 1990's when television swept the masses and film trailers and film song from the new films were regularly employed by film distributors to pull the crowd to the theatres. Around this time, the birth of fan clubs too began to ensure that the day of release of a new film turns out to be a minor festival.

6.2.2.The cinema viewing experience

The crowds particularly during morning and noon shows used to be adults who take a break from office hours to view a film of their choice. The evening film beginning 6 or 6.30 pm are invariably attended by families. The mid seventies saw the birth of a crazy crowd who were passionate to gain the credit of seeing the 'first day-first show' Apart from them, there were ones who thronged theatres out of sheer adoration of their favourite actor or actresses. Such fans turn the theatre into a noisy dome, for every time during the screening, when the hero scores a point over the villain they scream in joy.

Around this time from the point of view of film appreciation, a peculiar tendency emerged. One could often overhear constant comparison of performances of actors, and actresses with performances in previous films whether they be good or bad. And usually at the end of the

film while walking out of the theatre, those standing in queue for the next show would eagerly inquire how the film is only to hear “What a film”... “Terrific”...”Hopeless failure” etc. which describe the film in general.

During the weeks that follow, friends and relatives banking on the ‘enlightened’ critique of the film watched by the passionate ‘first show’ goers, come to the theatre, either to concur with the critique or on rare occasions reject outright such observations!

6.2.3. Post-viewing experience

A trend that slowly picked up in the 1980’s was writing of film reviews in magazines and weekend edition of newspapers. But this was usually limited to films that run for over three months. And following the publication of such reviews fresh crowds are allured to the theatre.

Controversial film themes invariably ended up with informed debates by ‘literate’ film goers. And every year newspaper and magazine editors vie with their immediate competitor by getting experts to prepare write-ups for state award or national award winning films. In the 1990’s and 2000’s an extension of the publication of film reviews was interviews with lead actors/actresses, cinematographers and film directors in pre-recorded special interview or live chat shows by local television channels.

The ultimate effect of such interviews and ‘informed’ expert write-ups in magazines and programmes in TV channels was the growth of an enlightened film audience!

6.2.4. The home-viewing experience

The opportunity to view films either downloaded from the internet or streamed on sites like Netflix or Amazon Prime in the comfort of homes, often alone, put an end to comparison of own appreciation of a film with someone who watches the film beside one at the same time. The small screen size and the tendency to multitask (such as munching snacks, cleaning or doing minor work simultaneously) began to affect a fuller focused appreciation of the films being watched.

7. The slow imminent death of the film spectator

Film viewing as a community experience, has the unique advantage of viewing film seriously. The cathartic experience which the investigator is of the opinion emerges only through shared experience of emotion, and not from solitary viewing soon became a thing of the past.

8. Limitations of the study

For conducting the study that investigator had drawn heavily on own field based experience and collection of data through personal observation and interviews with a limited number of theatre goers. The review of journals relating to the film viewing experience was extremely limited too. Hence the nature of change in the film viewing experience identified in the study cannot be fully generalized.

9. Implications of the study

Fröber & Thomaschke (2019). in their study of the movie theatre experience while affirming that watching a film for the first time in a movie theatre results in a superior cinematic experience hinted at the need for film producers to cogitate on how the dwindling film audience and shift to online viewing has to match film production and aesthetic experience of films in the future. In fact, the economic, social and aesthetic impact of changing film viewing experience is worth studying.

10. Summing up

The conception of a new film idea to the production of a full length feature films involves the talent and skill of a number of people. The final product, the film seen on a large screen in the ambience of an Imax theatre can in no way be compared with the viewing of a film on a small screen inside the house. Under such a circumstance, one can only moan the death of the film spectator and recall in nostalgia the glorious days of community film viewing experience and film appreciation.

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My Supervisor Keeps Me in the Dark: Mushroom Management Style, Organizational Commitment and Organizational Cynicism

Asst. Prof. Dr. Esra AYDIN

Izmir Democracy University

esra.aydin@idu.edu.tr

Orcid: 0000-0003-3302-7691

ABSTRACT

Mushroom management refers to a negative management style in which managers avoid sharing knowledge with their subordinates. As being one of the contemporary management concepts, mushroom management is named by using the growing mushrooms metaphor. Such as mushrooms are kept in the dark and fertilized to become ripe as soon as possible, mushroom managers also keep their subordinates in the dark and expect them to work without scrutinizing. In the mushroom management approach, managers don't elucidate the purpose or the reason for the work done to their employees. Since employees work without knowing anything about the aim or reason of the duty or activity, mushroom management creates information asymmetry. Employees are wanted to do their job without questioning or knowing any information. As a result of the mushroom management style, employees feel worthless and meaningless. In addition, the mushroom management approach is known as causing negative job attitudes and behaviors. Since the existing studies are scant in relation to the possible consequences of mushroom management style, it is aimed at examining the effects of mushroom management on organizational commitment in this study. Moreover, the mediating role of organizational cynicism in the relationship between mushroom management and organizational commitment is examined. Data were obtained from 219 employees and analyzed using statistical programs. Results indicated that mushroom management is negatively associated with organizational commitment and organizational cynicism has a full mediation effect in this relationship. Implications and future study suggestions are proposed based on the results.

Keywords: Mushroom Management, Organizational Commitment, Organizational Cynicism

1. INTRODUCTION

As a contemporary management concept, the mushroom management style includes dark attitudes and behaviors performed by managers such as hiding knowledge from their subordinates or not accepting any criticism or questioning (Yorgancıoğlu-Tarcan et al., 2021). The mushroom management concept is based on a metaphor for growing mushrooms that are kept in the dark and fertilized to become ripe as soon as possible (Kılıç, 2015). Such as mushrooms, mushroom managers also keep their subordinates in the dark. Mushroom managers only provide necessary resources without communicating or sharing any information with their subordinates (Dinç & Avanoğlu, 2021). Managers who adopt the mushroom management style don't want their employees to access more information, express their opinion or participate in any decision process (Dinç & Avanoğlu, 2021). Moreover, mushroom managers don't elucidate the purpose or the reason for the work done and give any feedback in relation to their performance (Yorgancıoğlu-Tarcan et al., 2021; Mumcu & Aras, 2021). As a result of this negative management approach, the relationship between manager and employee may be gradually expected to deteriorate. In addition, the mushroom management style is known to pave the way for information asymmetry since employees do their job without knowing its purpose or reason (Birinciöğlü & Tekin, 2018). Since employees feel worthless and meaningless as a result of suffering mushroom management style, this management style leads to negative job attitudes and behaviors. Clearly, it is substantial to identify and reveal the possible consequences of mushroom management; however, studies investigating the possible consequences of the mushroom management style are scant (Mumcu & Aras, 2021). To fill an important gap in related literature, the present study aims at investigating the effect of mushroom management on organizational commitment. Furthermore, the mediating role of organizational cynicism in the relationship between mushroom management and organizational commitment is examined. Social exchange theory was utilized to establish the associations among variables.

2. THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

Organizational commitment is defined as the psychological state of employees reflecting the desire to maintain employment in an organization (Meyer & Allen, 1991). Employees with a high level of organizational commitment accept the organization's main objectives and values and spend their energy for the sake of it (Porter & Lawler, 1968). Organizational commitment is a key concept that facilitates organizational success by providing retention of employees (Liou, 2008). Since it is such an important determinant and indicator of organizational success, it is crucial to detect which factor has a role in reducing it. Previous research has identified numerous antecedents which reduce organizational commitment such as abusive supervision (Tepper, 2000; Zang, Liu, & Jiao, 2021), being lack of organizational support (Aube, Rousseau, & Morin, 2007), unethical leadership (Bahadori et al., 2021) and job insecurity (Dwiyanti & Kusama Abdilla, 2018). To date, research exploring the effect of mushroom management style on organizational commitment is very scarce. To fill this gap, the present study firstly aims at discovering the impact of mushroom management on organizational commitment. To establish the theoretical ground, we used social exchange theory which is one of the most powerful approaches in the organizational behavior field.

Social exchange theory posits that individuals involve several interactions and social relationships by considering and pursuing social obligations and reciprocities (Blau, 1964; Gouldner, 1960). In this context, individuals do a favor and expect to have a return for it in the future in their social relationships (Blau, 1964). In other words, after doing a favor, individuals have expectations that the other person in the relationship will reciprocate by presenting a favor,

as well (Cropanzano & Mitchell, 2005). Social exchange relationships in the organizational context emerge in the scope of the norm of reciprocity. Employees who attain benefits, rewards and social resources from the organization feel obligated to help the organization by developing favorable job attitudes and behaviors (Kurtessis et al., 2017). Additionally, supervisors may be very influential in the social exchange process. Supervisors can be evaluated as acting on the organization's behalf since they have a pivotal role in providing organizational resources and rewards (Kurtessis et al., 2017).

Interpersonal attachment is crucial to having a positive social exchange relationship (Cropanzano & Mitchell, 2005). For providing this attachment, some psychological variables are influential such as relational identification, relational trust and assumed similarity (Kulkarni & Ramamoorthy, 2017). According to Kulkarni and Ramamoorthy (2017), these psychological variables shaped by reciprocal rewards and favors facilitate social exchange processes between supervisors and subordinates. Conversely, if employees cannot psychologically attach to their supervisors, it may be challenging to expect rewarding and trustful relationships within the scope of social exchange. In that case, the mushroom management style may be evaluated as a hindrance to the psychological attachment which eventually paves the way for negative social exchange processes. Mushroom management leads to one-sided information flow, absence of information sharing and lack of participation in decisions which hinder the development of the trustful relationships between supervisor and subordinates (Mumcu & Aras, 2021). Thus, the mushroom management style may be expected to damage and break off the social exchange relationships between supervisors and subordinates due to the employees' perceptions of distrust of the supervisor. Accordingly, employees are expected not to reciprocate with favorable job attitudes and behaviors due to the negative treatment and distrust created by the mushroom management. Consequently, mushroom management is expected to decrease organizational commitment. In response to mushroom management, employees may not reciprocate with their commitment which is a favorable attitude toward the organization.

Hypothesis 1: Mushroom management is negatively associated with organizational commitment.

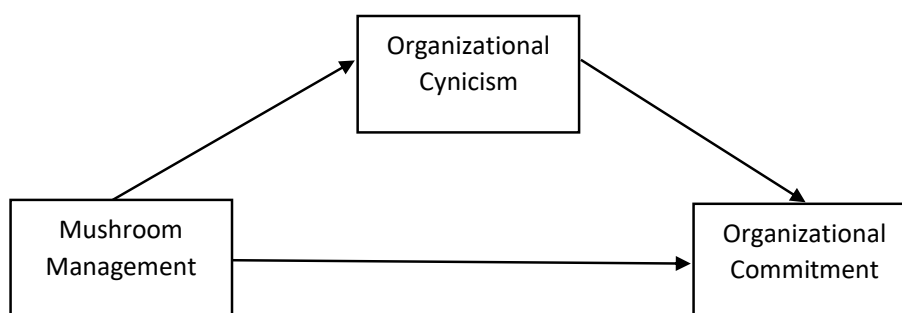
Organizational cynicism is defined as a negative employee attitude including negative affect and beliefs toward the organization (Dean, Brandes, & Dharwadkar, 1998). Cynic employees believe that management conducted by the organization is dishonest, unjust and non-transparent (Özler & Atalay, 2011). Accordingly, employees feel unconfident and evaluate their organization as untrustworthy (Durrani, Chaudhary, & Gharib, 2019). Cynic employees may consider their organizations distressful, shameful and disgusting (Dean et al., 1998). Thus, they may feel angry and tend to have malicious intentions toward their organization (Dean et al., 1998). In the present study, organizational cynicism is expected to have a mediating role in the relationship between mushroom management and organizational commitment.

Considering mushroom management is mistreatment, employees may react to it with organizational cynicism. Organizational cynicism can be described as the consequence of poor social exchange relationships based on social exchange theory (Munir, Mudasar, & Rasli, 2016). It comprises negative reactions to the violations of social exchange relationships in the organization (Munir et al., 2016). Evaluating mushroom management as a violation of the social exchange, we can assume that mushroom management may result in organizational cynicism. Additionally, drawing on the social exchange theory, we also posit that organizational cynicism may affect organizational commitment. Employees who perceive mutual high obligations in their employment exchanges reflect strong organizational commitment (Johnson & O'Leary-Kelly, 2003). In this respect, employees adopt and accept the main objectives and values of the organization and have positive beliefs about its presence (Porter & Lawler, 1968). On the other

hand, when employees think their organization is distrustful, unfair and lacking integrity, they have more negative attitudes toward their organization because of the mutual low obligations (Johnson & O’Leary-Kelly, 2003). Based on the theoretical discussions, we assume that organizational cynicism may have a mediating role in the relationship between mushroom management and organizational commitment. Thus, it is proposed that mushroom management may increase organizational cynicism, which in turn may decrease organizational commitment. *Hypothesis 2: Organizational cynicism has a mediator role in the relationship between mushroom management and organizational commitment.*

The research model is presented in Figure 1.

Figure 1. Research model



3. RESEARCH METHODOLOGY

3.1. Sample

The sample of the present study comprises 219 employees working in different sectors such as auditing, banking, education and tourism. The data were obtained by using the convenience sampling method. An online questionnaire form was sent to the participants who voluntarily wish to participate in the research. The descriptive analysis demonstrated that participants consisted of 62.6% male and 37.4% female. While the average age of the participants was found 34, the average tenure was found 9 years. In addition, 5% of the participants have a high school degree, 76% of them have a bachelor’s degree, 15% of them have a master’s degree and 4% of the participants have a doctorate degree.

3.2. Measurement

To measure mushroom management, the scale developed by Birincioğlu and Tekin (2018) was used. The scale includes 19 items. To measure organizational cynicism, the scale developed by Brandes, Dharwadkar and Dean (1999) was preferred. This scale was translated into Turkish by Erdost, Karacaoğlu and Reyhanoğlu (2007). There are 14 items on the scale. Lastly, the scale developed by Jaworski and Kohli (1993) was used to measure organizational commitment. The scale was adapted to Turkish by Şeşen (2010) and consists of 6 items. All the scales were evaluated with a 5-point Likert scale (1= strongly disagree, 5= strongly agree). To reveal the reliability and whether the data fit the measurement model, we conducted reliability and confirmatory factor analysis. Results indicated that all constructs had good reliability coefficients and acceptable fit indices (Table 1). In addition, Harman’s single-factor test was conducted to elucidate the effect of common method bias on the results. The results indicated that common method bias didn’t create a problem for the present study since the first main factor explained 37% of the total variance.

Table 1. Reliability Coefficients and Fit Indices

<i>Construct</i>	<i>Cronbach's Alpha</i>	χ^2/sd	<i>CFI</i>	<i>RMSEA</i>	<i>p</i>
Mushroom management	0.907	2.75	0.90	0.07	0.000
Organizational cynicism	0.922	1.98	0.93	0.05	0.000
Organizational commitment	0.913	2.06	0.91	0.07	0.000

4. TEST RESULTS

The data were analyzed with SPSS 20 and PROCESS MACRO. To explore the relationship between the variables, firstly correlation analysis was conducted (Table 2). The results demonstrated that mushroom management was positively correlated with organizational cynicism ($r= 0.677$, $p<0.01$) and negatively correlated with organizational commitment ($r= -0.488$, $p<0.01$). Moreover, organizational cynicism was negatively correlated with organizational commitment ($r=- 0.684$, $p<0.01$).

Table 2. Correlation Analysis Results

<i>Construct</i>	<i>Mean</i>	<i>1</i>	<i>2</i>	<i>3</i>
1. Mushroom management	2.83	1		
2. Organizational cynicism	3.55	0.677**	1	
3. Organizational commitment	2.49	-0.488**	-0.684**	1

**Correlation is significant at the 0.01 level (2-tailed).

After conducting the correlation analysis, we tested the hypotheses. The test results revealed that mushroom management is negatively associated with organizational commitment ($\beta = -0.642$, $p <0.01$). Thus, the first hypothesis was confirmed. For the second hypothesis test, the mediating role of organizational cynicism in the relationship between mushroom management and organizational commitment was analyzed. The result indicated that organizational cynicism has a full mediation effect ($\beta = -0.647$, $p <0.01$) since the direct effect of mushroom management on organizational commitment became nonsignificant within the model ($\beta = -0.004$, $p >0.05$). Therefore, the second hypothesis was also supported. The direct and indirect effects of the mediator model are presented in Table 3.

Table 3. Model Pathways and 95% Confidence Intervals

<i>Model Pathways</i>	<i>Estimate</i>	<i>p Value</i>	<i>Lower Limit</i>	<i>Upper Limit</i>
<i>Direct Effects</i>				
Mushroom management- Organizational cynicism	0.677	0.000	0.7125	0.9656
Organizational cynicism- Organizational commitment	-0.728	0.000	-0.9103	-0.6342
Mushroom management- Organizational commitment	-0.004	0.942	-0.1648	0.1774
<i>Indirect Effect</i>				
Mushroom management- Organizational cynicism- Organizational commitment	-0.647	0.000	-0.7898	-0.5114

5. DISCUSSION AND CONCLUSION

The objectives of this study were to investigate the effect of mushroom management on organizational commitment and the potential mediating function of organizational cynicism in

this relationship. In support of the first hypothesis, the findings indicated that mushroom management decreases organizational commitment. Since the research related to mushroom management is scarce, we could compare our results only with a qualitative study conducted by Tekin and Birincioğlu (2017). Their findings are consistent with our results. This study contributes to the commitment literature by presenting empirical evidence indicating that mushroom management reduces organizational commitment.

Our other finding related to the second hypothesis revealed that organizational cynicism has a mediating function in the relationship between mushroom management and organizational commitment. To our knowledge, this is the first study exploring this relationship. Even if we could not find the research that investigated this relationship, our findings are parallel with the previous studies revealing that mushroom management increases organizational cynicism (Mumcu & Aras, 2021), and organizational cynicism decreases organizational commitment (Nafei & Kaifi, 2013; Mousa, 2017). Employees who suffer from mushroom management style have more organizational cynicism, which in turn reduces their commitment to the organization.

This study also presents evidence for the main discourses of social exchange theory. As a theoretical implication, our findings imply that social exchange relationships including mutual obligations and reciprocities shape job-related attitudes and behaviors. Employees who think that there is a violation of social exchange, tend to have negative job attitudes such as organizational cynicism (Munir et al., 2016). Our findings confirm that employees perceive mushroom management as a violation of social exchange and develop organizational cynicism and low commitment to the organization.

The present study has several practical implications for managers and human resource professionals. First, managers should encourage to avoid the mushroom management style. Training programs can be organized for managers to convey the importance of information sharing and participative management. The negative consequences of mushroom management could be expressed via training programs, as well. Additionally, with the assistance of human resource professionals, a positive working environment that is fairer, honest and transparent may be provided to eliminate mushroom management and organizational cynicism. This kind of positive working atmosphere could be a source of elevating the organizational commitment levels of employees.

There are several limitations of this study. First, due to the nature of cross-sectional data, social desirability may influence our results. Future studies may employ a longitudinal research design to obtain less biased data. Secondly, we could not investigate the relationships between sub-dimensions of mushroom management, organizational cynicism and organizational commitment. Future research may associate and discover deeper relations by analyzing the interactions of sub-dimensions.

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The impact of Communication, Collaboration and Managerial integration on Organizational Civic Behavior

Samra JUSUFI

University of Prizren "Ukshin Hoti"
jusufisamra@gmail.com

Asst. Prof. Dr. Luan VARDARI

University "UKSHIN HOTI" Prizren
Luan.vardari@uni-prizren.com
Orcid: 0000-0003-3212-5783

ABSTRACT

The aim of this article is to investigate the relationship between communication, cooperation, and management integration, as well as their impact on civic organizational behavior. The study will also examine differences in employee contact with managers, organizational collaboration, employee involvement in management tasks, and the impact of these variables on organizational citizenship behavior. To collect data for this topic, we conducted an online survey with a representative sample. In this study, four constructs were used to examine organizational communication, collaboration, integration, and civic behavior. This study found a significant positive relationship between communication, collaboration, and integration, and a significant positive relationship between collaboration, employee integration, and organizational citizenship behavior. The sample was limited to survey participants due to time and cost constraints, so the results of the study cannot be extrapolated to the general population. Furthermore, we have only dealt with the interplay of communication, cooperation, integration, and OCB. There are numerous factors that could interfere this interplay. Based on the findings of this article, we suggest that managers encourage employees in their organizations, as this aspect helps them to work more productively through teamwork. By focusing on civil organizational behavior, the current study expands our understanding of these three characteristics.

Keywords: Communication, Cooperation, Integration, OCB

INTRODUCTION

Exceeding job requirements, commonly referred to as organizational citizenship behavior (OCB), has received a great deal of recent research attention (Organ, 1990). It is widely recognized in the management literature that companies seek employees who are willing to go above and beyond their legal duties. Exceeding work requirements, also known as Organizational Citizenship Behavior (OCB), has recently attracted considerable study interest (Morrison, 1994). Despite the increased interest in citizenship behavior, an examination of the literature reveals that there is no consensus on the dimensions of this construct. In fact, a review of the literature revealed nearly 30 potentially distinct types of civic behavior. Conceptual definitions of these constructs are organized into seven common themes or dimensions (Podsakoff et al., 2000): helping behavior, sportsmanship, organizational loyalty, organizational compliance, individual initiative, civic virtue, and self-development.

Higher levels of collaborative communication in organizations lead to better co-ordination and more successful task performance (Guetzkow, 1965), which improves the performance of partnerships (Monczka et al., 1998). Collaborative communication is a critical factor in integration. Effective communication is an essential component of many relationships (Larson et al., 2000). According to Lengel and Daft (1988), everyday communications do not need to be transmitted through costly means.

1. LITERATURE REVIEW

1.1 Communication

Modi et al. (2007) define communication as the flow of clear information that includes the formal and informal exchange of important and timely information (Anderson et al., 1990). Communication practices have long been viewed by managers and experts as an important aspect of organizational effectiveness (Roberts et al., 1974; Snyder et al., 1984). Although communication is vital, more communication can lead to information overload, which can be harmful. On the other hand, lower levels of communication can lead to disagreements that are detrimental to effective collaboration (Mohr et al., 1990).

There are several scientifically supported communication concepts that, when combined, can form a communication strategy. These are as follows (Klein, 1996):

- Message redundancy is related to message storage;
- Using multiple media is more effective than using only one;
- Face-to-face communication is the preferred medium;
- Line hierarchy is the most effective organizationally sanctioned communication channel;
- Direct supervision is the expected and most effective source of organizationally sanctioned information;
- Opinion leaders can effectively change attitudes and opinions.
- Personally relevant information is better retained than abstract, unfamiliar, or general information.

A well-thought-out communication strategy based on redundancy and multimedia principles is likely to be useful, especially if opinions toward current procedures are generally positive and the change conflicts in substantial ways with key cultural aspects (Weick, 1987).

1.2 Integration

Integration is the process of combining efforts to combine supply and demand information and inputs for internal planning (Swink et al., 2007). The integration method involves the sharing of information across organizational boundaries and the development of related knowledge through established organizational linkages. Nowadays, many manufacturing managers consider integration as an important tool to improve operational capabilities. They are linking the functions of their production facilities more closely with the activities of external interfaces, both inside and outside the company. For example, managers may seek to involve suppliers in process improvement projects to improve the cost and quality performance of the production facilities in which they operate (Swink et al., 2007). According to (Moch, 1980), integration can influence both intrinsic motivation and employee commitment to the workplace.

1.3 Collaboration

Collaboration is the process by which individuals and organizations join, engage, and develop psychological relationships for mutual benefit or advantage (Smith et al., 1995). Also collaboration is defined as a cooperative process in which people with common goals, interests, and commitment explore new ideas together to find a solution. Rank (2008) Organizations achieve sustainability and success in today's networked economy not only through knowledge assets but also through connections, networks, and collaboration. Consequently, organizations that foster collaboration have a distinct advantage in terms of creativity and sustainability (Naim, 2017). To combat business and societal complexity, collaboration is an aspirational goal (Criado et al., 2018). Collaboration is the driving force behind intergovernmental networks and an important motivator for collaborative public management (Kapucu et al., 2011). Collaboration is defined by (Bedwell et al., 2012) as an evolving process in which two or more social entities actively and reciprocally engage in collaborative actions to achieve at least one common goal. Experts in the fields of organizational behavior, sociology, and anthropology consider collaboration as a process that involves interaction between social entities, including people and organizations (Graham et al., 2005). Collaboration is defined in the dictionary as a verb meaning "to work together." Both social contact and collaboration require two or more people. In addition, collaboration can occur between "individuals, groups, organizations, or even societies." Individuals, teams, units, departments, functional areas, and organizations are thus referred to as entities (Bedwell et al., 2012).

1.4 Organizational citizenship behavior

Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and promotes the proper functioning of the organization is defined as OCB (Organ, 1988). Organizations' job skill requirements are increasing these days as companies attempt to stay competitive. Active and voluntary attitudes and behaviors of employees are emphasized to increase organizational efficiency (Y. J. Kim et al., 2013). Through active and voluntary attitudes and behaviors of employees, organizational citizenship behavior promotes organizational productivity, maximizes work effectiveness, and improves pleasant contact among employees (Dekas et al., 2013). In addition, organizational citizenship behavior refers to actions that are not mandatory to perform and has the characteristic that such attitudes and behaviors are chosen at the discretion of employees (Organ, 1988). Overall, when considering the qualities of organizational citizenship behavior, it can be stated that organizational citizenship behavior enables the standing performance of an organization's core business and serves as a catalyst for performance improvement (Podsakoff et al., 2014). According to

Chiaburu et al. (2013), organizational citizenship behavior includes three important behaviors: "helping," "taking leadership," and "creative behavior." Specifically, "helping" means supporting colleagues in their tasks and sharing important information; "taking leadership" means striving for change and innovation; and "creative behavior" means presenting creative ideas for organizational development (Chiaburu et al., 2013). Given the nature of work, such as in a hotel, not everything that happens during work can be expected or adequately taught to staff, and thus the focus on organizational citizenship behavior of hotel employees is more necessary (Yu et al., 2017). Consequently, organizational citizenship behavior is critical to increasing an organization's productivity, efficiency, and performance, and it is important to create an organizational climate that promotes organizational citizenship behavior among employees (Yu. J, 2021). Older employees are more likely to engage in organizational citizenship behavior (OCB) than younger employees (Ng & Feldman, 2008). Much of the theoretical and empirical work on OCB creates the impression that the boundary between in-role and extra-role behavior is agreed upon and clearly defined and that OCB is the same for all employees (Niehoff et al., 1993). Typical OCBs include helping a coworker with a heavy workload or attending non-mandatory work meetings (Pletzer, 2021).

Table-1: Literature Review

	Name and Surname of the author/s	Year	Journal	Topic name	Analyzes used in the paper
1	1. Ursula Wittig-berman 2. Dorothy Lang	1990	1. Hagan School of Business, Iona College , New Rochelle, NY, 10801, USA 2. The College of Staten Island, City University of New York , Staten Island, NY, 10301, USA	Organizational commitment and its outcomes: Differing effects of value commitment and continuance commitment on stress reactions, alienation and organization-serving behaviours. Work & Stress.	1. Averages 2. Standard deviation 3. Cronbach's alpha 4. Correlation
2	1. Ong Tze San 2. Teh Boon Heng	2012	1. African Journal of Business Management Vol. 7(8), pp. 649-660, 28 February, 2013	Factors affecting the profitability of Malaysian commercial banks	1. Regression analysis 2. Correlation 3. ANOVA
3	1. Nayyra Zeb 2. Fu Qiang 3. Muhammad Suhail Sharif	2014	1. International Journal of Economics and Research, 5(2), 10-17.	Foreign direct investment and unemployment reduction in Pakistan	2. OLS analysis (Ordinary Least Square)
4	1. Andreas Wieland 2. Carl Marcus Wallenburg	2013	1. International Journal of Physical Distribution & Logistics Management	The influence of relational competencies on supply chain resilience: a relational view	1. SEM ~ AMOS 20 2. Cronbach 3. Factor analysis ~ Amos 20
5	1. Aftab Tariq Dar 2. Mohsin Bashir 3. Faheem Ghazanfar 4. Muhammad Abrar	2014	1. International Review of Management and Marketing	Mediating Role of Employee Motivation in Relationship to Post-Selection HRM Practices and Organizational Performance	1. Descriptive Statistics 2. Correlation 3. Pearson Correlation & Cronbach's
6	1. Pedro Neves 2. Robert Eisenberger	2012	1. Nova School of Business and Economics	Management Communication and Employee Performance: The Contribution of Perceived Organizational Support	1. Standard deviations 2. reliabilities 3. intercorrelations among variables
7	1. Jesús Ángel del Brío 2. Esteban Fernández 3. Beatriz Junquera	2007	1. The International Journal of Human Resource Management	Management and employee involvement in achieving an environmental action-based	1. Correlation 2. Factorial analysis 3. Regression analysis

				competitive advantage: an empirical study.	
8	1. Wajdee Mohammadkair 2. Ebrheem Ajlouni 3. Gurvinder Kaur 4. Saleh Ali Alomari	2021	1. Social Science Computer Review, 39(6), 1237-1252.	The Impact of Employees' Gender and Age on Organizational Citizenship Behavior Using a Fuzzy Approach	1. Fuzzy ANOVA Test 2. Fuzzy t Test
9	1. M. Masharyono 2. S.H. Senen 3. I. K. Asfarainy	2021	1. In 5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020) (pp. 215-221). Atlantis Press.	Improving Organizational Citizenship Behavior: The Effect of Employee Engagement and Job Satisfaction	1. Partial Least Square (PLS) 2. Convergent Validity Test 3. Composite Reliability Test 4. R-Square 5. Relevance of Prediction (Q2) ...
10	1. Osman Yildirim	2014	1. Procedia - Social and Behavioral Sciences 150 (2014) 1095 – 1100	The Impact of Organizational Communication on OCB	1. Standard Deviation 2. Correlation

2. METHODOLOGY

2.1 Participants

The study involved 250 participants. The questionnaire was completed online, and only people who could access the link posted on social media were included in the study.

2.2 Instruments

The Organizational Civic Behavior Meter, developed by Ursula Wittig-berman and Dorothy Lang (1990), consists of 11 questions (of which we used only 10). It was used to analyze the organizational behavior of employees in enterprises in Kosovo. Using the Likert scale, Never = 1, Rare = 2, Sometimes = 3, Frequency = 4, and Always = 5.

The behavior measure of communication, cooperation, and integration, created by Andreas Wieland (2013), which consists of 4 questions for each, was used to assess communication, cooperation, and integration that employees have and the placement of these variables in relation to civic behavior within an organization. On a Likert scale, from (1) strongly disagree to (5) strongly agree.

The survey was translated into Albanian. The SPSS and SmartPLS applications were used to analyze the data obtained.

2.3. Hypotheses and methodology

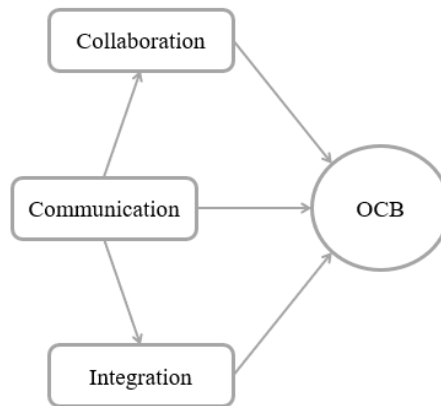
Based on the reviewed literature, the following 5 hypotheses were formulated:

- H1: A positive relationship between communication and OCB.
- H2: A positive relationship between collaboration and OCB.
- H3: A positive relationship between integration and OCB.
- H4: A positive relationship between communication and collaboration.
- H5: A positive relationship between communication and integration.

The research theoretical model is as follows:

Figure-1: Conceptual research model

Source: Author, 2022



3. DATA ANALYSIS

3.1 Descriptive statistics

Data was analyzed using the SPSS 26 program. Statistical analyses were performed using PLS-SEM partial least squares structural equation modeling.

Table-2: Descriptive sample statistics (n = 250).

Descriptive statistics for the sample are shown in Table 2. The Bachelor's level had the most participants in this survey, with 86 participants, followed by the Master's level with 81 participants, while we had the least participants from the primary school level, with 50 people. Men account for 50.8 percent of participants, while women account for 49.2 percent. The most frequently repeated age group of respondents is 21–29, with a participation rate of 28% (70 people), followed by 30–39, with a participation rate of 20.8 percent, and then other categories. The group with the most participants in the survey has an income of 301–600 euros, with 30.4 percent, followed by the group with an income of 0–300 euros, with 28.4 percent.

Variables		Frequency	Percent
Studying level	Bachelor	86	34.4%
	Master	81	32.4%
	High school	39	15.6%
	PhD	29	11.6%
	Primary school	15	6.0%
Gender	Men	127	50.8%
	Women	123	49.2%
Age	21-29 years old	70	28.0%
	30-39 years old	52	20.8%
	40-49 years old	45	18.0%
	50-59 years old	32	12.8%
	Under 20 years old	31	12.4%
	60+ years old	20	8.0%
Income	301–600 €	76	30.4%
	0-300 €	71	28.4%
	601-900 €	49	19.6%

901-1200 €	41	16.4%
Over 1,200 €	13	5.2%

Source: Author, 2022

3.2 Validity and dependability of research

Skewness and kurtosis were used to determine normality (Pallant, 2020). As shown in Table 3, all data points were within the allowable skewness and kurtosis ranges. Skewness and kurtosis were considered normal. Skewness values ranged from 1 to 1 and kurtosis values ranged from 2 to 2, indicating that the data were regularly distributed. The PLSSEM technique was used to analyze the data collected for the 250 data points.

We used K for communication, B for collaboration and I for integration.

Table-3: Mean, Standard Deviation, Excess Kurtosis and Skewness Coefficients.

	Mean	Standard Deviation	Excess Kurtosis	Skewness
K1	3.8	0.963	0.556	-0.832
K2	3.796	1.013	0.44	-0.859
K3	3.876	0.998	0.16	-0.816
K4	3.704	1.099	-0.057	-0.791
B1	3.628	1.194	-0.337	-0.753
B2	3.636	1.077	-0.336	-0.511
B3	3.66	1.062	0.046	-0.717
B4	3.624	1.133	-0.398	-0.618
I1	3.292	1.189	-0.892	-0.237
I2	3.288	1.165	-0.843	-0.257
I3	3.424	1.123	-0.534	-0.466
I4	3.452	1.186	-0.657	-0.456
OCB1	3.336	1.058	-0.19	-0.461
OCB2	4.128	0.829	0.855	-0.879
OCB3	4.14	1.081	0.629	-1.18
OCB4	3.764	0.974	0.305	-0.714
OCB5	3.536	1.02	0.146	-0.632
OCB6	3.444	1.062	-0.472	-0.397
OCB7	3.596	1.103	-0.461	-0.479
OCB8	3.62	0.931	-0.329	-0.369
OCB9	3.668	1.042	-0.284	-0.496
OCB10	3.676	1.063	-0.226	-0.628

Source: Author, 2022

There are three critical conditions to achieving convergent validity. First, the standard factor loadings of each observed variable belonging to the latent variables should be more than 0.50 and statistically significant (Fornell & Larcker, 1981). Second, the composite reliability (CR) and Cronbach's alpha (CA) values for each structure should be more than 0.70. (Hair et al., 2017). Finally, the mean value of the derived variance (AVE) for each construct should be higher than 0.50 (Fornell & Larcker, 1981) (Table 4).

Table-4: The Results of the PLS-SEM Algorithm Analysis.

Variable	Cronbach's Alpha (CA)	Composite Reliability (CR)	Average Variance Extracted (AVE)
Communication	0.816	0.878	0.644
Collaboration	0.720	0.827	0.545
Integration	0.820	0.881	0.650
OCB	0.719	0.805	0.371

Source: Author, 2022

The results of the analysis of the algorithm obtained from PLS-SEM show that four variables (communication, collaboration, integration, and OCB) meet the criteria of reflective measurement. It has been reported that the CA and CR values of the variables are higher than 0.70. The AVE values for the independent variables were acceptable, but for the dependent variable for OCB they were lower, so some statements were eliminated.

Communication: There was no statement elimination; all four statements were approved.

Collaboration: There was no statement elimination; all four statements were approved.

Integration: There was no statement elimination; all four statements were accepted.

Organizational citizenship behavior (OCB): three declarations were rejected (OCB 3, OCB 6, and OCB 7) and seven were approved.

3.3 Hypothesis Testing

Figures 1 and 2 illustrate the results of the SmartPLS software. The proposed model is shown in Figure 1, which shows the results of the structural equation model study (PLS-SEM) of the proposed model. In Figure 2 we have the final model in which we have eliminated the 4 OCB statements due to their very low weight.

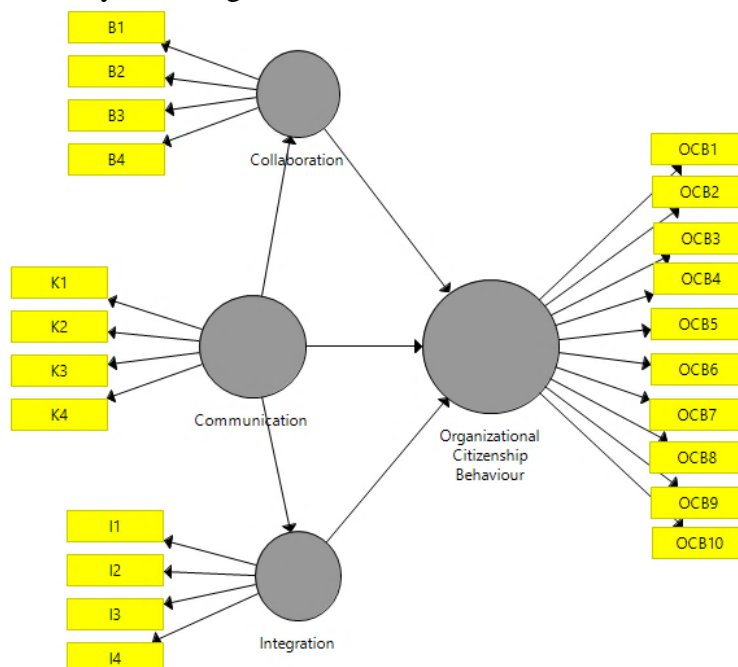


Figure 1: Proposal Model.

Source: Author, 2022

Figure 2 clearly shows that the communication variable has an acceptable influence on collaboration and integration (based on the results of CA, CR, and AVE). Collaboration also

has a significant influence on OCB. This confirms the validity of the three hypotheses investigated (H2, H4, and H5). On the other hand, we can conclude that communication and integration have no influence on OCB, so we reject both hypotheses (H1 and H3).

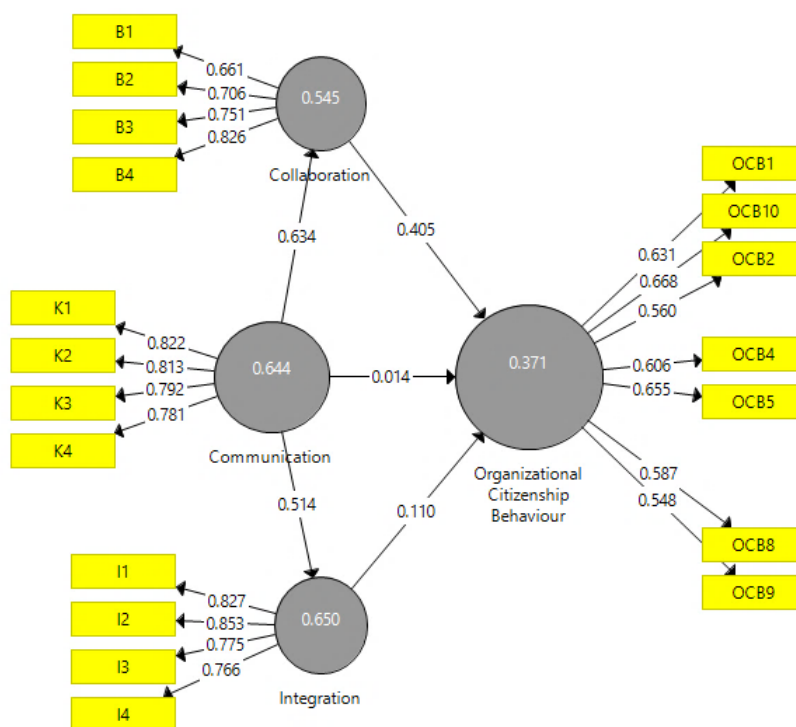


Figure 2: Final Model of Analysis.

Source: Author, 2022

Table-5: Results of linear regression analysis in relation to hypothesis testing.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Communication → OCB	-0.001	0.002	0.090	0.016	0.988
Collaboration → OCB	0.411	0.415	0.084	4.915	0.000
Integration → OCB	0.115	0.122	0.074	1.563	0.119
Communication → Collaboration	0.635	0.638	0.040	15.927	0.000
Communication → Integration	0.514	0.516	0.052	9.860	0.000

Source: Author, 2022

Table 5 shows the results of the linear regression analysis in relation to the hypothesis testing. From the table, we can see that H1 and H3 are not accepted because the P-value is higher than 0.05, which shows that communication and integration have no effect on OCB. The other hypotheses are significant and accepted because the P value is less than 0.05 and the significance shows that they have a considerable influence. Consequently, H2, H4, and H5 were confirmed.

CONCLUSIONS AND RECOMMENDATIONS

This paper sought to examine the relationship between three independent variables (communication, cooperation, and integration) and the dependent variable OCB (Civic Organizational Behavior). This study provides a model that successfully combines the relationships between communication, cooperation, integration of employees into management activities, and civic organizational behavior. According to the results of the study, there is a positive relationship between organizational citizenship behavior and cooperation. However, there is no positive relationship between organizational citizenship behavior and communication or between organizational citizenship behavior and integration. Communication was also found to improve collaboration and integration among employees and with management in the workplace. Because communication is such an important area that plays a significant role in all types of organisations, we believe that more attention should be paid to it and that employees should be encouraged to communicate more, both with each other and with management, about matters that affect their work in the organisation.

We recommend that researchers use dependent and independent factors in addition to those used in this study in future research.

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The Role and Impact of Management on Employee Performance and Motivation in SME's

Edisa KORO

University of Prizren "Ukshin Hoti"
edisakoro2@gmail.com
Orcid: 0000-0001-7732-5661

Asst. Prof. Dr. Luan VARDARI

University "UKSHIN HOTI" Prizren
luan.vardari@uni-prizren.com
Orcid: 0000-0003-3212-5783

ABSTRACT

The purpose of this paper is to examine the impact of the management process on employee performance and motivation. The research aims to study the correlation between employee performance and employee motivation. We used an online survey to collect data from this paper using the appropriate sample. This research has adopted three constructs to measure employee management in businesses, employee performance, and employee motivation in small and medium enterprises in Kosovo.

The results of this research show that there is a positive impact of employee management on their performance, as well as a positive impact on employee motivation, and there is a positive impact of employee performance on employee motivation.

Due to time and money constraints, the sample was limited to survey participants only.

Based on the findings of this paper, we recommend that company managers pay more attention to the proper execution of the management process and take into account the factors that enable increased performance and employee motivation.

Current research broadens the understanding between these three variables by focusing on employees.

Keywords: Employee Management, Performance, Motivation.

INTRODUCTION

Small and medium-sized businesses (SMEs) are becoming increasingly crucial to economic success. It is probably not surprising that HRM in the SME sector has gained considerable study attention over the last decade, with special issues of numerous journals devoted to the subject (Bacon & Hoque, 2005). HR approaches that focus on employee development, motivation, and resourcing improve employee behavior and skills. HR-improving practices, in this context, provide a critical means for SMEs to effectively manage their workforce capability (Zhang & Edgar, 2021). The integration viewpoint of the HR system is especially crucial for SMEs in order to improve employee capabilities. This is due to the fact that employees in SMEs perform several roles in order to complete their jobs. To encourage such personnel, SMEs must integrate the many components of HR practices into a "complete" HR system (Zhang & Edgar, 2021). The prevalent premise underpinning strategic HRM is that greater performance and competitive advantage are attained via the utilization of a company's human capital (Guest, 2011; Singh et al., 2012). High-performance work practices (HPWP), also known as high-commitment work practices (HCWP), are becoming more relevant in HRM research and practice (Gambi et al., 2021).

Fair management of reward distribution and processes in an organization would foster employees' intentions and increase their desire to stay with the existing business (Chew, 2005). The purpose of this research is to evaluate the relevance of HRM in a company and the influence it has on employee performance and motivation in small and medium-sized firms.

We'll also find out if employee performance and motivation are related and impact each other. As a result, we will investigate the elements that influence their performance and motivation.

1. LITERATURE REVIEW

1.1 Human resource management

Wright and McMahan (1992) describe HRM as "the pattern of planned human resource developments and activities designed to enable an organization to accomplish its goals," adding that this definition reflects the recognized requirement to integrate HRM with strategy and to coordinate diverse HRM practices.

Ability-enhancing HR policies, for example, strive to ensure that employees have the necessary skills to feel competent in executing their job (Zhang & Edgar, 2021). We look at HR practices in SMEs through the perspective of an enhancing system, with the HR system defined as the integration of three elements of HR practices: ability enhancing, motivation-enhancing, and opportunity-enhancing (Zhang & Edgar, 2021).

HRM responsibility is divided into three categories:

- ✓ Strategic,
- ✓ Management and
- ✓ Functional or operational.

The purpose of human resources (HR) practitioners is to assist in developing best practices for the company rather than merely implementing preexisting standards (operational level) or managerial level. Human resource professionals should be actively involved in the creation of corporate strategy -strategic level (Teo & Crawford, 2005).

Despite the significant evidence of a link between employee-reported HRM practices and employee performance, some studies have argued for a clearer distinction between different forms of employee HRM reports (Meijerink et al., 2020).

While some studies view employee reports of HRM practices as employees' descriptions of the presence of certain HRM activities (Kehoe & Wright, 2013), other studies view employee-

reported HRM as employees' emotional appraisals of the benefits of HRM activities (Meijerink et al., 2016; Par e & Tremblay, 2007).

1.2 Employee performance

Organizations need to evaluate their performance to ensure their long-term viability (Zhang, 2010). Employee performance involves controlled activity while limiting irrelevant behavior (Dewettinck & van Ameijde, 2011).

Employee performance is divided into two categories: task performance and performance behavior. These behaviors are influenced by work-related circumstances. Employee behavior is represented in the workplace by immediate behaviors and complementary roles. Positive and poor behaviors are also components of behavior.

Performance appraisals can increase employee motivation and inspire them to actively engage in new initiatives, making it easier to achieve desired results (Minavand & Lorkojouri, 2013). Managers and workers may also have different perspectives on performance due to cultural and cross-cultural differences in how performance is defined and perceived. Therefore, in an individualistic society, stress affects individual effort and performance and requires clear and quantifiable performance requirements. Managers expect a much higher quality and quantity of performance, longer working hours, more responsibility, and less desire for different types of compensation. To achieve the best results, the company's business plan recognises the need for skilled managers who are open to new opportunities. As a result, the company is currently focusing on the implementation of HR policies and procedures that can improve the quality of employees and thus performance, such as formal and informal training, compensation, teamwork, career development, and others (Hapsari et al., 2021; Mangaleswaran & Thevanes, 2021).

Performance management is routinely rated as poor. Yet performance management is the most important technique for getting the job done. In this way, organizations communicate expectations and encourage behavior to achieve essential goals for training programs or other human activities (Riyanto et al., 2021). Companies with strong commitment and performance are prepared for long-term success because they have developed the following organizational pillars:

1. alignment of performance;
2. psychological equilibrium and
3. adaptability and learning (Riyanto et al., 2021).

1.3 Employee motivation

Work motivation is a conscious or unconscious desire that arises in a person to strive for a specific goal. It can be a key factor in employment, education, or lifestyle. Any work can be made easier and faster with motivational energy. Work motivation theory usually refers to justification rather than ability, i.e., some people can do a job better than others (Dal Forno & Merlone, 2010).

According to equity theory, motivation is often a function of equity in social interaction. Employees who understand organizational truth can actively participate in the organization. Meanwhile, employees' levels of engagement decrease due to inequity. As a result, employees want the organization to rebalance their contributions and compensation (Giauque et al., 2012). Workers take such pride in their work that any company can reach a certain level, and improving utility is an implicit motivator. This assumption can be tested by thinking of the utility of choice as a quadratic function of working time (Kattenbach et al., 2010). There is a

difference between the words "motive" and "motivation," with the former being used in common parlance in certain situations. Psychologists use this term to describe individuals who are thought to have a reason for everything they do (Yurchisin & Park, 2010).

Some of the new task-oriented approaches to goals have increased workers' motivation, while others complete tasks in some way to achieve excellent grades or avoid negative prejudice from others (Reio & Ghosh, 2009; Ryan, 2010).

Table–1: Literature Review

	Author name	Journal	Article title	Analyzes
1	Aftab Tariq Dar Mohsin Bashir Faheem Ghazanfar Muhammad Abrar	International Review of Management and Marketing	Mediating Role of Employee Motivation in Relationship to Post- Selection HRM Practices and Organizational Performance	Descriptive Statistics and Correlation Analysis Pearson Correlation & Cronbach’s Alpha Coefficients Hierarchical Regression Analysis
2	Mieke Audenaert Adelien Decramer Bert George	Evaluation and Program Planning	How to foster employee quality of life: The role of employee performance management and authentic leadership	Correlations and descriptives. Results of Hierarchical Linear Modelling Analysis for Quality of Life.
3	Stephen T.T. Teo John Crawford	Public Personnel Management	Indicators of Strategic HRM Effectiveness: A Case Study of an Australian Public Sector Agency During Commercialization	Item Descriptions and Reliability Coefficients of HRM Effectiveness Scales Mean and Standard Deviations of Effectiveness Indicators for Different Stakeholder Groups Descriptive Statistics Department’s Effectiveness Regression Analysis
4	Vaida Jaskeviciute Asta Stankeviciene Danuta Diskiene Julija Savicke	Problems and Perspectives in Management	The relationship between employee well-being and organizational trust in the context of sustainable human resource management	Review of empirical research on the relationship between organizational trust and employee well-being in the context of sustainable HRM
5	Tran Quang Bach, Ho Dieu Anh, Hoang Thi Cam Thuong, Nguyen Dang Duc, Nguyen Thi Yen	Journal of Science	The impact of knowledge sharing on the effectiveness of employee management in small and medium enterprises in the north central region	After collecting and cleaning, data are processed through SPSS and AMOS programs. First, the study is conducted to evaluate the reliability of the scale with the requirement that Cronbach’s Alpha’s value > 0.7. Next, the research tests the value of the scale by exploratory factor analysis to determine “convergent value”

				and “discriminant value of the scale”.
6	Masduki Asbari, Dylmoon Hidayat, Agus Purwanto.	International journal of social and management studies (ijosmas)	Managing Employee Performance: From Leadership to Readiness for Change	Sample Descriptive Information Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)
7	Ketut Setia Sapta, Muafi Muafi, Ni Made Setini	Journal of asian finance, economics and business	The role of technology, organizational culture, and job satisfaction in improving employee performance during the covid-19 pandemic	Demographic of respondents Test validity and reliability Structural model test (inner model Evaluation) Estimate for path coefficients
8	René Ceipek, Julia Hautz, Antonio Messeni Petruzzelli, Alfredo De Massis, Kurt Matzler	Long Range Planning	A motivation and ability perspective on engagement in emerging digital technologies: The case of Internet of Things solutions	Descriptive statistic and correlation matrix Regression analysis
9	Setyo Riyanto Endri Endri Novita Herlisha	Problems and Perspectives in Management	Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement	Discriminant validity (Fornell-Lacker criterium) Composite reliability Cronbach’s alpha R-square Summary of the structural model Average Variance Extracted (AVE)
10	Osman M. Karatepea, Orhan Uludag, Ismet Menevis, Lejla Hadzimehmedagic, Lulu Baddar	Tourism management,	The effects of selected individual characteristics on frontline employee performance and job satisfaction	Demographic breakdown of the sample Scale items, reliabilities, and confirmatory factor analysis results Correlations, means, and standard deviations of composite measures of model constructs and control variables.

Source: Author, 2022

2. METHODOLOGY

2.1 Participants

The survey was conducted using a questionnaire, which was submitted to 216 citizens of Kosovo (employee). The questionnaire was completed online, and the study included only

people who could access the link posted on social networks. Table 1 summarizes the descriptive data for the sample.

2.2 Instruments

To assess HRM, we used the engaged HRM meter created by Teo and Crawford (2005), which consists of six questions. Responses were rated on a Likert scale from (1) strongly disagree to (5) strongly agree. "The organizational plan of the business takes into account the issues related to the management of human resources.," for example, is one of these statements.

The performance gage developed by Riyanto et al., (2021) was used to assess employee performance in the company. This instrument consists of twelve statements (questions) that are rated on a Likert scale from (1) strongly disagree to (5) strongly agree. For example, one of these statements is: "The employee must be agile at work."

Employee motivation was evaluated by modifying the scale of Riyanto et al., (2021), which consists of fifteen statements. The Likert scale was used to measure (1) I disagree to (5), then I absolutely agree. "The salary is sufficient for the needs of the employees.," for example, is one of these statements.

The questionnaire also contains six demographic questions that were scored with a nominal numerator.

2.3 Hypothesis and methodology

Based on the assessment of the literature, the following three possibilities were proposed:

H1: Proper employee management has a positive effect on employee performance.

H0: Proper employee management has not a positive effect on employee performance.

H2: Proper employee management has a positive effect on employee motivation.

H0: Proper employee management has not a positive effect on employee motivation.

H3: Employee performance has a positive effect on employee motivation.

H0: Employee performance has not a positive effect on employee motivation.

The research theoretical model is as follows:

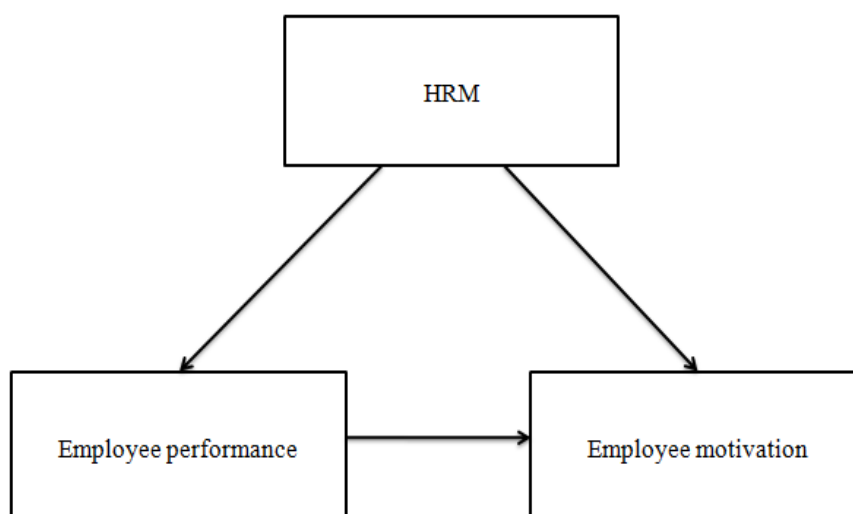


Figure-1: Conceptual research model.

Source: Author, 2022

3. DATA ANALYSIS

3.1 Descriptive statistics

Data was analyzed using the SPSS 26 program. Statistical analyses were performed using, PLS-SEM partial least squares structural equation modeling.

Table-2: Descriptive sample statistics (n = 250).

Demographic		Frequency	Percent
Gender	Male	103	48.1
	Female	112	51.9
Age	Under 20	12	5.6
	21-30	122	56.5
	31-40	41	19.0
	41-50	24	11.1
	51-60	14	6.5
	Over 60	3	1.4
Education	Primary School	4	1.9
	High School	33	15.3
	Bachelor	96	44.4
	Master & Doctorate	83	38.4
Occupation	Technical worker	16	7.4
	Administrative worker	52	24.1
	Manager, Executive	58	26.9
	Other	90	41.7
Sector	Public	80	37.0
	Private	136	63.0
Work experience	Under 1 year	47	21.8
	1 to 5 years	102	47.2
	6 to 10 years	34	15.7
	Over 10 years	33	15.3

Source: Author, 2022

Table 2 provides the descriptive facts about the sample. Females outnumbered males by a margin of 51.9 percent to 48.1 percent. 56.5 percent of participants are between the ages of 21 and 30, and 19.0 percent are between the ages of 31 and 40. 44.4 percent of participants hold a bachelor's degree, with 38.4 percent holding a master's or doctorate. 26.9 percent of the participants have a managerial, executive profession and 41.7 percent have another profession. 63.0 percent of participants are employed in the private sector and 37.0 percent in the public sector. 27.2 percent have 1 to 5 years of work experience and 15.7 percent 6 to 10 years.

Table-3: Mean, Standard Deviation, Excess Kurtosis and Skewness Coefficients.

Items	Mean	Standard Deviation	Excess Kurtosis	Skewness
HRM1	3.651	0.962	0.648	-0.957
HRM2	3.787	1.023	0.487	-0.946
HRM3	3.764	1.021	0.105	-0.802
HRM4	3.699	1.008	-0.283	-0.624
HRM5	3.773	1.093	-0.290	-0.697
HRM6	3.773	1.054	-0.170	-0.706

EP1	4.507	0.688	3.945	-1.666
EP2	4.528	0.652	3.837	-1.567
EP3	4.306	0.720	4.022	-1.435
EP4	4.204	0.710	2.284	-1.020
EP5	3.718	1.134	-0.593	-0.616
EP6	4.296	0.761	2.845	-1.321
EP7	4.403	0.726	4.161	-1.591
EP8	4.384	0.779	5.510	-1.916
EP9	4.352	0.780	3.018	-1.476
EP10	4.097	0.965	1.333	-1.225
EP11	4.264	0.799	2.068	-1.226
EP12	4.500	0.645	2.403	-1.352
EM1	3.060	1.167	-0.944	-0.206
EM2	2.694	1.291	-1.132	0.351
EM3	3.801	1.064	0.193	-0.896
EM4	3.009	1.384	-1.392	-0.059
EM5	4.042	0.930	1.080	-1.128
EM6	3.667	1.213	-0.379	-0.778
EM7	4.324	0.724	2.908	-1.319
EM8	3.565	1.257	-0.821	-0.542
EM9	3.736	1.071	0.070	-0.822
EM10	3.477	1.236	-0.778	-0.525
EM11	3.694	1.154	-0.021	-0.855
EM12	3.167	1.330	-1.266	-0.131
EM13	3.431	1.204	-0.764	-0.509
EM14	3.671	1.113	-0.046	-0.823
EM15	3.935	2.268	124.950	9.679

Source: Author, 2022

The results from the SmartPLS ready software are shown in Figures 1 and 2. The proposed model is shown in Figs. There are three important criteria for obtaining convergent validity. First, the standard factor loads of each observed variable belonging to latent variables should be greater than 0.50 and be statistically significant (Fornell & Larcker, 1981). Second, the Composite Reliability (CR) and Cronbach's Alpha (CA) values for each structure should be greater than 0.70 (Hair et al., 2017). Finally, the mean value of the derived variance (AVE) for each construct should be higher than 0.50 (Fornell & Larcker, 1981) (Table 4).

Table-4: The Results of the PLS-SEM Algorithm Analysis.

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EM	0.900	0.916	0.432
EP	0.823	0.860	0.360
HRM	0.881	0.910	0.627

Source: Author, 2022

The results of the analysis of the algorithm obtained PLS-SEM show that three variables (EM, EP and HRM) meet the criteria of reflective measurement. It has been reported that the CA and CR values of the variables are higher than 0.70. The values for AVE, for the variables EP and Em were lower, therefore some statements were eliminated.

Human resource management (HRM): No elimination of declarations, all of 6 declarations have been accepted.

Employee performance (EP): Out of a total of 12 statements, 8 statements were eliminated (EP 1, 2, 3, 4, 5, 6, 7, 11) and only 4 were accepted.

Employee motivation (EM): Out of a total of 15 declarations, 3 declarations were eliminated (EM 2, 7, 15) and 12 were accepted. After the item was deleted, a second analysis of the PLS SEM algorithm was performed and the results revealed an increase in CR and AVE as shown in Table 5.

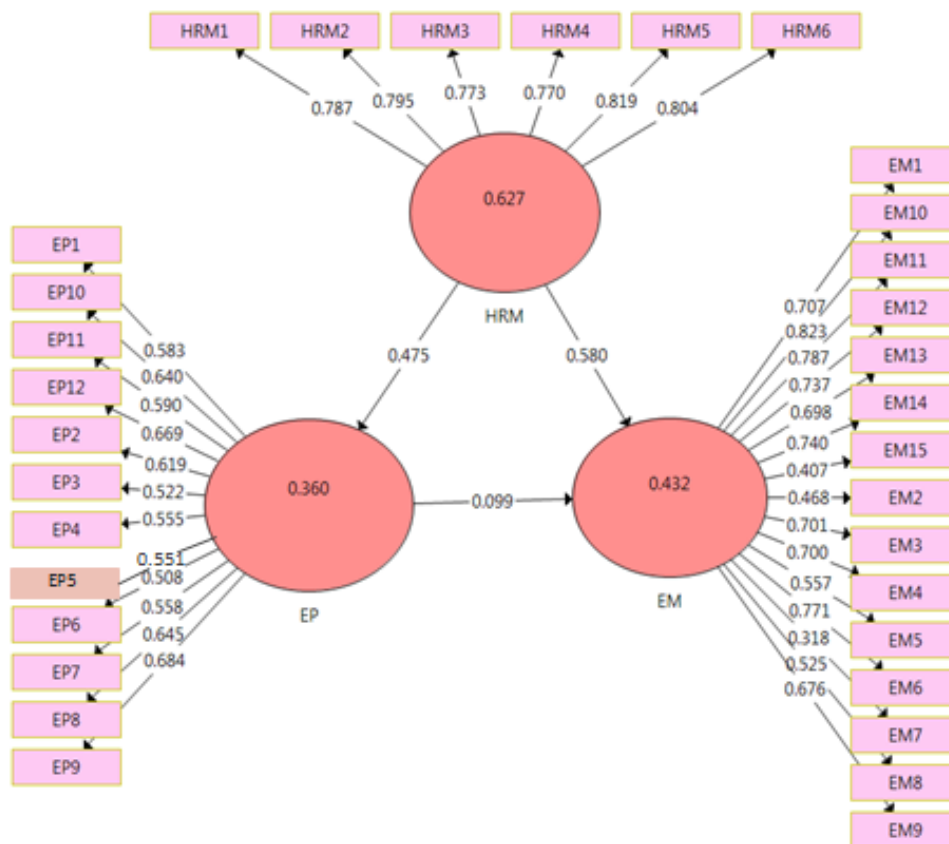


Figure-1: Proposal Model.

Source: Author, 2022

Table-5: Result of the Second PLS-SEM Algorithm Analysis.

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
EM	0.908	0.923	0.502
EP	0.701	0.812	0.520
HRM	0.881	0.910	0.627

Source: Author, 2022

Figure 2 clearly shows that the HRM variable has an impact on EP and EM with an acceptable percentage (based on CA, CR and AVE results). EP also has a huge impact on EM. This proves the acceptance of the hypotheses tested.

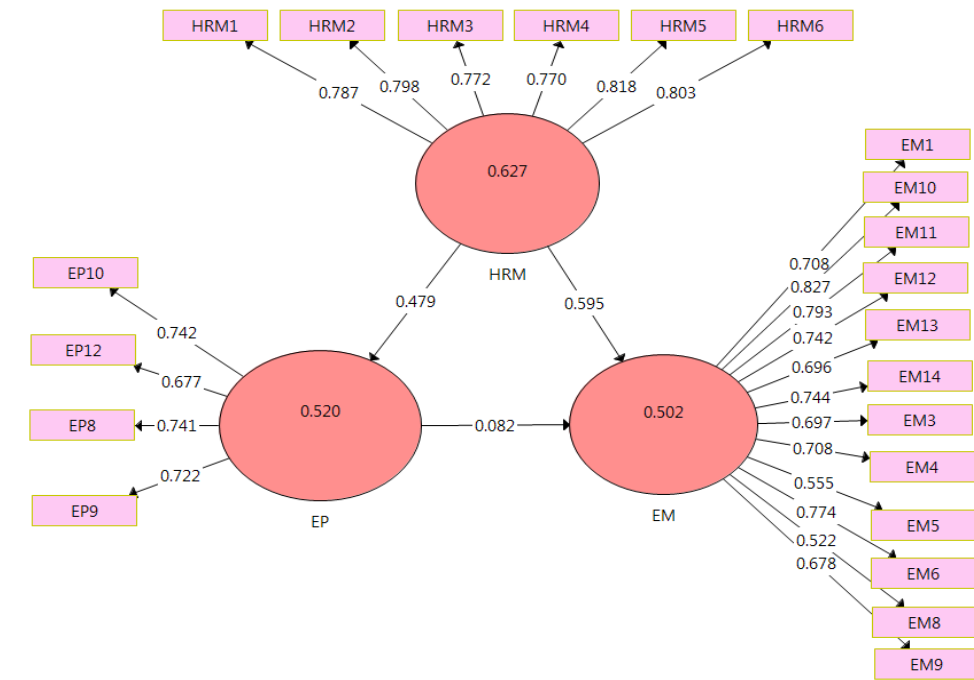


Figure-2: Final Model of Analysis.

Source: Author, 2022

CONCLUSIONS AND RECOMMENDATIONS

The objective of this paper was to study the relationship between these three variables (human resource management, employee performance, and employee motivation). It also analyzes the impact and relationship that these three factors have with each other. Based on the findings of the above authors, such as Zhang & Edgar (2021), it is demonstrated the role of human resource management in business today and the commitment of companies to this area. The impact of human resource management on employee performance has also been proven. It makes the company appear more serious in the market and more efficient in the field of management. This impact has been confirmed by the authors, Meijerink et al. (2016), who also found positive effects in their study. The analysis has also confirmed the positive impact of human resources management on employee motivation, based on the results of the analysis by Dar et al. (2014), according to which this impact exists and has a great weight in management decisions and measurement of employee performance. In addition, it has been proven that employee performance influences employee motivation because employee development and progress are interdependent. Thus, when employees demonstrate high performance at work and their performance is evaluated, they feel more motivated and committed to achieving organizational goals.

The recommendation for future studies would be to add independent variables in addition to these variables. As it is a more sensitive area that plays a key role in the field of management in general, I believe that you should pay more attention to and clearly evaluate the impact that human resources management has on employees and business operations.

Questionnaire form

Human resource management (Teo et al., 2005)

The business plan of a company takes into account issues of human resources management.

The quality of management in companies is in line with business strategies.

Business Human Resource Management ensures that HR is taken into account in the design of business strategies.

The HRM plan is directly derived from the business plan.

Human resource management influences the implementation of business strategies.

HR strategies are aligned with overall business strategies.

Employee performance (Riyanto et al., 2021)

The employee must be agile at work.

The employee works with full commitment.

The amount of work should be according to the expected standard.

The scope of work should be up to the expected standard.

The work must be done faster than the specified time.

You should not practice work delay.

The worker must have skills in their area of work.

Use job skills.

Have a good understanding of the task to be done.

Complete the work according to a set schedule.

Be accountable for work results.

Be present at work on time.

Employee motivation (Riyanto et al., 2021)

The salary is sufficient for the needs of the employees.

There is a transport fee from the company.

The company offers the opportunity for rest when I am sick.

The company offers a health compensation.

Work equipment is provided by the company.

The company offers job security.

You need to have a good time with your colleagues.

There is a kinship feeling with colleagues.

There is a desire to attend every event together with colleagues in the office.

Employees with the best performance are rewarded.

Praise is given by superiors if employees work well.

Bonuses are offered for high performance employees.

There are opportunities to participate in setting company goals.

Tasks are distributed according to the abilities of the employees.

There are opportunities to develop skills in the company.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Enhancing Digital Education towards Teaching and Learning in Covid-19 Situation

Dr. Velankanni ALEX

Graduate School of Education, Stamford International University Thailand, Bangkok, Thailand
velan.alex@stamford.edu
Orcid: 0000-0001-6832-1810

Dr. Ferdin Joe JOHN JOSEPH

Thai-Nichi International College, Thai-Nichi Institute of Technology, Bangkok, Thailand
ferdin@tni.ac.th
Orcid: 0000-0002-5070-0828

Mr. Luigi Pio Leonardo CAVALIERE

Department of Economics, University of Foggia, Foggia, Italy
luigi.cavaliere@gmail.com
Orcid: 0000-0003-3169-567X

ABSTRACT

Instructive developments are a triumph with the coming of computerized training, the most significant of which is the educating and learning climate, including the right hardware, area, space to utilize and the decision of select learning assets to help the method involved with taking care of educating and learning issues, making the best circumstances for understudies. It will change the universe something like the modern age. Presently what's more significant is that it's open and accessible to everybody. It is additionally crucial for help our youngsters the devices to fabricate these new difficulties. Help them to be issue solvers and detached buyers. To make a proper air for kids, it is essential to consider that computerized innovation assumes a significant part in this cycle. Besides, in this climate, understudies have the chance to think basically and autonomously, sorting out some way to learn subjects on their own through examination and trial and error. To oversee learning materials, we assist with our new computerized instruction programs. It is worth focusing on that many sorts of programming reenact and copy genuine occasions. It permits clients to actually look at the effect on the genuine circumstance without observing. Moreover, the cycle perception can be rehashed however many times as the need might arise. This is particularly significant in regions where genuine experience and its numerous redundancies are here and there experienced. The main objective is to investigate the computerized innovation utilized for instructing and learning. The subsequent objective is to deal with the pandemic circumstance for educating and learning. The advocates are understudies, instructors, investors and guardians.

Keywords: Enhancing, Digital Education, Teaching, Learning and Covid-19

INTRODUCTION

The pandemic of novel Covid contamination, which has likewise impacted individuals all over the planet, has given a strong new stimulus to the improvement of computerized learning innovation utilized in the instructive cycle. The whole schooling system has moved to lead instructive cycles in a web-based structure. One of the issues of the ongoing worldwide world, in the field of human exercises, is the issue of the advanced establishment, capital and information, which likewise decides the degree of improvement of society and during the time spent advancement. In the improvement of this energy, the PC will be the key schooling system. Human Technology was made to help school computerization programs. There is no question that the cutting edge time is described by a developing interest in data innovation and electronic assets. From a monetary and political perspective, the troublesome times experienced by our nation and populace correspond with the course of the "data upheaval", which goes with the approach of PC innovation in all viewpoints. both logical and social fields (Remuzzi and Remuzzi, 2020).

1. PROBLEM STATEMENT

The present reality demonstrates that computerized advancements are progressively generally utilized in the advanced education framework. Today is evident that they are utilized not just as reciprocal apparatuses in that frame of mind of training, yet additionally address new practical guidelines and institutional needs in the improvement of schooling. college schooling. Instructing at all levels of the instructive interaction, the quality and viability of the central improvement of the open schooling system to guarantee the development of every person who picks an instructive way to sell privileges. Instructive data includes present day data innovation simultaneously. These days, data innovation has entered pretty much every field of training. This reality, from one viewpoint, has to do with the extremely durable development of the limit of the World Wide Web and makes it conceivable to put exceedingly significant training related data on most of its servers. Then again, understudies' utilization of present day media communications implies in the growing experience prompts the formation of new types of instructing, without which it is unimaginable to expect to tackle a progression of progressively higher instructive undertakings (Schulten, 2020).

1.1 Research Questions

1. What are the digital technology used in the field of teaching and learning?
2. How to manage the covid-19 situation in the field of education sector?

2. LITERATURE REVIEW

Articles of educators of the NEFU Pedagogical Institute distributed in unfamiliar distributions mirror that this makes specific issues in the association of advanced schooling in genuine mode, which the primary driver is the nonappearance or shortcoming of the Internet (Barakhsanova, Varlamova, Vlasova, Nikitina, Prokopyev, Myreeva, 2018), need or absence of qualified faculty equipped for giving access and preparing in its utilization computerized innovation (Barakhsanova, Vlasova, Golikov, Prokopyev, Burnachov, Kuzin, 2017). Issues that need commonsense arrangements are dominating techniques and strategies for free work and self-appraisal in states of self-detachment, association of control and assessment of instructive activities, and so on. (Barakhsanova, Golikov, Sorochinsky, Lukina, Ilina, Nikitina, 2018). The article "Use of a computerized framework for specific preparation in actual schooling and sports" mirrors the powerless will of actual schooling and sports instructors in the Republic of

Sakha (Yakutia) in carrying out internet learning, as well as the absence of a logical premise, tried practically speaking, and broadly utilized instructive projects that add to the designated preparing of actual training instructors in the utilization of e-learning innovation in their exercises. their occupation (Barakhsanov, Barakhsanova, Olesov, Prokopyev, 2018).

2.1 Digital Education:

The computerized underpinnings of educating and learning apparatuses are LMS (learning the board frameworks) LCMS (learning content administration frameworks), virtual homeroom instruments and virtual learning conditions. Guiding is vital when an understudy is working freely. Likewise, the arrangement of records for meeting additionally requires the use of extra time and human expenses, which, after appropriately dissecting the adequacy, ought to be remembered for the typical showing volume of instructors. This sort of advanced learning action is more compelling on the grounds that it includes working with understudies progressively as a component of an individualized educational program. The "Computerized Education Ecosystem" project incorporates the execution of a virtual computerized right hand (Virtual Digital Assistant, condensed as VDA), web administration as well as cell phone application. furthermore, PC (Prokopyev, 2021). The specialists tracked down little however reliable positive relationship between advanced learning and scholarly accomplishment. For instance, Harrison et al (2002) distinguished measurably critical outcomes, emphatically connecting more significant levels of ICT use with scholastic accomplishment at every achievement in the UK, and English, Math, Science, Modern unknown dialects and plan innovation (Lederman, 2020).

Somekh et al. (2007) distinguished a connection between elevated degrees of ICT use and worked on scholarly execution. They observed that the pace of progress in English tests toward the finish of grade school was quicker in ICT Test Bed training experts in the UK than in equivalent areas. Nonetheless, Higgins et al. by and large, schools with better than expected ICT conveyance additionally have students who perform somewhat better than expected, conceivable high performing schools are bound to be better prepared. either more ready to put resources into innovation or more inspired to make upgrades. Bowman and Savage (2010) played out a meta-examination to reconsider the outcomes introduced in three past meta-investigations looking at the effect of computerized learning on language and proficiency learning. Slavin et al (2008 and 2009) and Torgenson and Zhu (2003). In general, they found a moderately little mean beneficial outcome size of 0.18, with a couple of studies making a negative difference and three appearance a medium to huge impact size. The creators found that projects with little quantities of members would in general show bigger impact sizes than bigger projects, however not every one of them were measurably critical (Edsource, 2020).

2.2 Teaching and Learning:

Guaranteeing the bit by bit improvement of an educator of kids, a functioning competitor, an understudy and a youthful instructor, consistent expert correspondence and development is conceivable exclusively by utilizing the capacities of Internet assets and computerized media. The specialist finds that the utilization of e-learning with the utilization of mixed media and Internet innovations will develop consistently, as it eliminates geological, physical and monetary obstructions to preparing. Showing and learning are multi-layered peculiarities and that is the manner by which we ought to have considered them in any case. Books for the amateur educator, truth be told many showing books, center around strategy. Indeed, new (and old) instructors need innovation, yet when that is the fundamental concentration, it will in general limited thinking and minimize intricacy. The cooperative

energy among learning and educating happens when educators reflect, notice, and spotlight all around on realizing when we persistently inquire, "What will assist understudies with realizing this?" This emphasis on learning and attempting to comprehend how it happens to understudies drives dynamic about instructing (Bridges, 1991).

This decides if understudies will work in gatherings, whether they ought to compose or talk replies, whether how they might interpret an idea ought to be tried, etc. The instructor turns into the student of learning. We've forever been content students, however presently, in each homeroom, we try to more readily comprehend the connection between our understudies' opportunities for growth and the showing techniques we use. Understudies enter our courses with information, convictions and perspectives obtained in different courses and in daily existence. While understudies bring this information into our homeroom, it influences how they channel and decipher what they realize. In the event that an understudy's earlier information is strong, precise and enacted sooner rather than later, it gives a strong groundwork to the securing of new information (Tam and El-Azar, 2020).

Notwithstanding, when information is inactive, deficient for the errand, improperly or mistakenly enacted, it can block or thwart new learning. Understudies normally make associations between information. At the point when these associations structure an appropriately coordinated and significant information structure, understudies can all the more successfully and effectively recover and control information. Conversely, when information is connected inaccurately or haphazardly, understudies may not assimilate or apply it judiciously. Learning and execution are best advanced when understudies take part by and by that spotlights on a particular objective or measure, goes for the gold degree of challenge, and has adequate amount and recurrence to answer. execution measures. Practice ought to be joined with criticism that plainly exhibits some part of an understudy's presentation against explicit objective models, giving data to assist understudies with gaining ground in gathering objectives. that standard, and given at a time and frequency that permits it to be helpful (FutureLearn, 2020).

2.3 Covid-19 Situation:

The lockdown and social removing measures because of the COVID19 pandemic have brought about the conclusion of schools, preparing establishments and advanced education organizations in many nations. There is a change in perspective in how teachers convey quality training through different web-based stages. On the web, distance and proceeding with instruction have turned into a panacea for this extraordinary worldwide pandemic, regardless of the difficulties presented to teachers and students. The progress from customary up close and personal to web based learning can be a completely unique encounter for students and teachers, one that they need to adjust to with few or no accessible other options. other. Internet learning instruments play had a significant impact during this pandemic, helping schools and colleges to work with understudy picking up during school and school terminations (Subedi, 2020). While adjusting to new changes, staff and understudy readiness should be evaluated and upheld likewise.

Students with a proper mentality find it hard to adjust and change, while students with a development outlook adjust rapidly to new learning conditions. There is no single teaching method for web based learning. There are many items with various necessities. Various crowds and different age bunches require various ways to deal with web based learning (Doucet et al., 2020). E-advancing likewise permits understudies with actual handicaps more opportunity to participate in learning in a virtual climate, requiring restricted portability. The school system and instructors have applied "crisis training" through different web-based stages and are being

compelled to embrace a framework they are not ready for. The instructive circumstance that emerged with regards to the Covid pandemic introduced to the exploration group the need to arrange the instructive cycle with regards to an incomplete school year, the assurance of the capabilities of graduates soon, coordinate showing practice, objective appraisal of understudies' scholarly accomplishment by distance strategy and methodology for finishing the school year (Basilaia and Kvavadze, 2020).

Hypothetical reason for the arrangement of a computerized instructive climate, the presence of a coordinated electronic data instructive climate of schools and colleges, continuous down to earth improvements in the association of an inactive climate to speak with wiped out understudies has added to making a decent answer for the issue. Understudies are permitted to finish the scholastic year at home, get strategic help and guidance on preparing association and independent work in the web-based mode. All understudies have electronic method for correspondence: PCs, workstations, tablets, and so on. Sped up preparing for educators working with understudies in far off mode has been carried out. A day to day crisis interview on the computerized learning association has been given. Week by week gatherings are hung on the steady execution of the far off fruition of the school year, through administration choices to guarantee culmination of the school year systems. Comprehensively recognized difficulties with e-learning are availability, reasonableness, adaptability, teaching method, long lasting learning, and instructive strategy (Murgatrottd, 2020).

Every one of the nations generally disapprove of solid web associations and admittance to computerized gadgets. While financially distraught youngsters in many agricultural nations can't bear the cost of web based learning gadgets, online schooling gambles with expanding the time spent on gadgets for students. In this manner, it has become fundamental for understudies to take part in disconnected exercises and self-exploratory learning. Absence of parental direction, particularly for more youthful professionals, is another test, as the two guardians work. There are main problems encompassing real work areas that help different learning styles. Normally persuaded students are somewhat unaffected in their advancing as they need negligible management and direction, while the weak gathering are feeble students with trouble. A few scholastically qualified students from financially hindered foundations can't get to and bear the cost of internet learning. Understudy learning is probably going to be decreased for courses coordinated for both finish of-year and interior testing because of diminished student contact time and absence of meeting of the educator on account of getting the hang of/confounding (Sintema, 2020).

3. FINDING AND DISCUSSION

Data and correspondence innovation in the course elevates the capacity to gather genuine information, important to take care of a given issue and to affect individuals who have an immediate association with continuous instructive exercises. out (for example associates from different schools, delegates of circle science, and individuals figuring out on comparable issues). understudy learning inspiration. It permits the instructive cycle in existence to go past the limits of the homeroom and to its fullest degree. Understudies and educators use correspondence innovation. The understudy review showed us the accompanying outcomes: the vast majority of respondents concurred that mastering 21st century abilities is vital for understudies. 80% of respondents concur with the possibility that youngsters ought to be instructed diversely today, then, at that point, quite a while back. 6 of the 10 respondents affirmed that schools don't meet new necessities. The respondents gave need to those abilities, like decisive reasoning, moral and social obligation, cooperation and correspondence. 78% of

respondents accept that the harmony between killing offices and 21st century skills ought to be introduced similarly in the educational plan.

Around here, incredible significance is given to activity and information on data and correspondence innovations, making further advancement offices of improvement. The instructional method accessible and utilized for eye to eye learning isn't achievable for web based learning. Albeit various educational methodologies have been intended for on the web and distance learning, instructors who are innovatively in reverse actually need fitting preparation and expert advancement to direct under studies. A significant component of online distance learning is the accessibility of supportive structure based evaluations and convenient input to online students (Doucet et al., 2020). This makes it hard for teachers and the schooling system. This is made more troublesome with regards to Bhutan because of bigger class sizes, absence of online schooling framework and profession improvement, and the non-participatory nature of under studies. Maslow before Bloom is an expression regularly utilized in instructive circles.

This ought to be the mission of web based figuring out how to proceed with training during the ongoing pandemic. This expression is frequently used to guarantee our under studies are protected and that their essential necessities are met prior to beginning internet learning. Abusive behavior at home and youngster misuse are on the ascent as culprits are frequently at home or in the quick area, making mental interruption and danger students (Ravichandran and Shah, 2020). With under studies as of now profiting from self-teaching during this COVID19 pandemic, the home climate is good for all financial norms and conditions. Research should be directed to help the monetarily burdened bunches that are generally impacted. In Bhutan, there are many reports of under studies exiting or deciding to stop their examinations. This occurred because of the significant time-frame off because of school terminations during the COVID19 pandemic. While no examinations have been finished to survey the immediate effect of the pandemic on dropout rates, research in this space will assist with drawing out the genuine subtleties. There are numerous web-based assets that have been arranged and made accessible by numerous instructive organizations free of charge during this pandemic. The moderateness and openness of these web-based frameworks for all students from different economies stays a test. Under studies with unique necessities who have learning troubles, like hearing, visual and engine incapacities, require extra preparation with help and direction. Numerous guardians and remain at-home guardians can't address these issues, which blocks their learning. Thusly, it is important to contribute time and assets to investigate and explore the best options for the custom curriculum needs (SEN) of these under studies.

CONCLUSION

Analysts have made significant strides in the execution of new designing techniques in nations in the training and science areas. A couple of years prior, it was difficult to concentrate on abroad in significant colleges abroad. These days, it's simpler through internet based diet. Current data advances affect the instructive cycle, on the intuitive wellsprings of data on which the educating and growing experience rests, and these innovations change term, area, and speed. of studies. Educational data accessible to everybody; This is normal for present day advanced innovation. Advanced innovations show instruction in view of their utilization, which is the quickest developing course around the world. A short depiction of the condition of the cutting edge distance schooling system drives us to reason that the framework is obviously flourishing in the battle against the issues confronting current culture.

The utilization of the Internet has shown humanity extraordinary conceivable outcomes. He moves into a gigantic free space in words and makes what is known as a "straightforward,

typical" mass of men or gatherings of "virtual" men. The objectives of general schooling require especially significant execution remembering the utilization of data innovation for endlessly learning. Data innovation gives new open doors to school systems. The utilization of PCs and the Internet makes the educational experience really fascinating and expanded and prompts expanding mindfulness. Many sorts of Internet assets advance instructors' exercises and understudies. New subject projects will work with the improvement of correspondence and data handling abilities. For that, all instructional classes of related educators will be held under that. As educators use assets, they need to contemplate how to really utilize assets to assist with the growing experience, and how instructors advance instructive assets for coordinated effort and sharing. experience, how educators test the viability of data sources. Opportunity, privatization and globalization of schooling have been diminished in a momentous manner because of restricted development and limit and trade projects as far as possible learning exercises between countries When leasing Covid19. The third world states are confronting political loss of motion in prearranging the board out of nowhere changing training arranging, the executives and association in this pestilence with broken specialized foundation there, non-financier and absence of their assets; Especially between them, powerless and normal nations encountering the least fortunate disappointments they have needed finance (Thomas, 2020). In any case, only one should figure out how to live and make due with the ongoing emergency is only the start. To create multimodal techniques to accomplish course satisfied objectives for a superior learning arrangement can be a superior thought of managing the intricacy of online instruction. As indicated by preparing, legislatures should guarantee the accessibility of solid specialized apparatuses, top notch computerized growth opportunity and advance gaining innovation for understudies to fill the distinction from Education framework when fiasco. Covid19, is likewise essential for continuous learning. A few stages should be considered a consequence of this pandemic; Developing such a program mirrors the adjustment of information and opportunity for growth, as well as permitting them to genuinely think.

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Humanitarian Issues In The Ukraine-Russia Conflict

Asst. Prof. Putri HERGIANASARI

Universitas Kristen Satya Wacana, Salatiga, Indonesia
putri.hergianasari@uksw.edu
Orcid: 0000-0002-4607-3278

Asst. Prof. Triesanto Romulo SIMANJUNTAK

Universitas Kristen Satya Wacana, Salatiga, Indonesia
triesanto.simanjuntak@uksw.edu
Orcid: 0000-0003-1838-7437

Ms. Rizki Amalia YANUARTHA

Universitas Kristen Satya Wacana, Salatiga, Indonesia
rizk.amalia@uksw.edu

Mr. Luigi Pio Leonardo CAVALIERE

Department of Economics, University of Foggia, Foggia, Italy
luigi.cavaliere@gmail.com
Orcid: 0000-0003-3169-567X

ABSTRACT

Russia's invasion of Ukraine in February 2022 resulted in heavy casualties and influx of refugees. Conflicts between countries are of international concern. Russian troops have controlled several areas in southern, eastern and northern Ukraine, and have pounded the two largest cities in Ukraine, namely Kyiv and Kharkiv. Security issues affect human issues. This study uses a literature study to see how humanitarian issues in the Ukraine-Russia conflict have received international attention and coverage. The findings of this study are the impact of migrants and economic activities created in both countries and news machines carried out by non-state actors on both sides. So far, the focus on reporting has only revolved around the side of the political conflict that occurred. However, there is another side that is more important than all of that, namely humanity. Mass media and social media have an important role to reveal from the human side compared to revealing the political side. Moreover, there are still reports from the mass media that reveal human discrimination compared to how to save all humans from the impact of this conflict.

Keywords: Humanity, Russia-Ukraine Conflict, Role of Media

INTRODUCTION

The growing international world not only brings cooperation and peaceful coexistence but can also bring problems such as disputes between the international community. Disputes cannot be separated from the many countries in the world which can be caused by political reasons, military strategy, economy and interests. (Mulyana & Handayani, 2015)

Russia attacked Ukraine and President Vladimir Putin officially declared military operations on February 24, 2022. So Russian troops and warplanes entered Ukrainian territory. This action then drew international attention to Russia, who considered their policy not to heed the principle of open diplomacy between the two neighbouring countries. The conflict began when Russia recognized the declaration of independence declared by the separatist groups in Donetsk and Lugansk, which are eastern regions of Ukraine that directly border Russia. This triggered friction and tension between the two countries. This separatist group has actually started to exist since the Euromaiden action incident in 2014 in Kyiv, which resulted in the ousting of President Yanukovich by the Ukrainian people. Ethically, of course, support for separatist groups in a country by neighbouring countries cannot be justified. This will create tension between the two countries. Here is a map of Ukraine.

Figure 1. Map of Ukraine



Source: (Welt, 2020)

In 2008, Russia was then led by President Dimitry Medvedev and Vladimir Putin was in the position of Prime Minister. Then Crimea was the result of the rejection of the Euromaiden action when the Ukrainian people in Kyiv then wanted Ukraine to be closer to its western allies, the European Union and NATO. The overthrow of President Yanukovich which was the result of this action then made the Crimean people choose different political views. Actions of support for Russia's presence in Crimea by the local community made Putin at that time send their troops to Crimea. Through a referendum, approximately 95% of the Crimean people agreed to independence from Ukraine. These conflicts do not stand alone. The presence and influence of the western alliance through NATO also contributed to the increasing scale of the escalation of this conflict. The meeting of representatives of NATO members in 2008, known as the 2008 Bucharest Summit, was one of the outcomes of the meeting and then in principle accepted applications for membership in Georgia and Ukraine.

After this post-Bucharest Summit, Georgia was invaded by Russia. Russia certainly doesn't just see NATO as an international 'peacekeeping' organization in the North Atlantic region. NATO is an organization that was formed during the Cold War and still exists today. From 1999 to 2020 NATO then added members around the Eastern European region. This makes Russia surrounded by the presence of NATO member countries. Indeed, the countries that are members of NATO are sovereign countries that have the right to determine their own political choices. However, we need to know that being a member of NATO means providing an opportunity for the presence of a military concentration of NATO troops either through the presence of troops or various military installations in the region, and Russian territory has been surrounded by NATO. In the midst of the onslaught of additional NATO members, Russia needs a buffer state to maintain the sovereignty of their country. Russia has direct borders in Europe with several countries such as Finland, Estonia, Latvia, Lithuania, Belarus, Ukraine and Georgia. Of these 7 countries, only Finland and Belarus were later unwilling to become involved in NATO membership. Estonia, Latvia and Lithuania have been members of NATO since 2004. Post-Euromaiden in 2014 not only succeeded in overthrowing President Yanukovich who is known to be close to Russia, but also the constitution of Ukraine was changed to be directed towards the desire to join the Western alliance, namely the European Union and NATO.(Simanjuntak, 2021).

Based on the background of the conflict, the researcher is interested in raising the theme from a humanitarian point of view. because any conflict must have an impact on social humanity. Security issues affect human issues. So far, the focus on reporting has only revolved around the side of the political conflict that occurred. However, there is another side that is more important than all of that, namely humanity. Mass media and social media have an important role to preach from the humanitarian side rather than reporting from the political side. Moreover, there are still reports from the mass media that report human discrimination compared to how to save all humans from the impact of this conflict.

LITERATURE REVIEW

Human rights and humanitarian diplomacy are processes of bargaining, negotiation and advocacy in the context of protecting international human rights and humanitarian principles. In addition, diplomacy is also a secondary mechanism in defining new rights and principles. In general, diplomacy is defined as the exclusive preservation of the state. Diplomacy is also used by countries as a foreign policy tool to achieve its goals. Every individual has human rights and carries out humanitarian diplomacy at various levels, not only representing countries but also intergovernmental organizations (NGOs) and non-governmental organizations (NGOs). Thus, diplomacy occurs in various ways, both interactively and simultaneously.

The first diplomacy is related to official diplomacy carried out by state officials and IGOs through traditional channels and tools. The second related diplomacy expands diplomatic activities to include more informal interactions involving civil society actors such as NGOs and influential individuals. The implementation of diplomacy, human rights and humanity occurs at several levels that can complement every need.(Rahmawati et al., 2021)

Humanitarian diplomacy does not rely on the use of force to achieve goals. The use of force or the threat of the use of force is considered inefficient to serve as an instrument of humanitarian diplomacy. The instrument is considered not sharp enough to be used as a means of achieving the goals of humanitarian diplomacy. Humanitarian intervention is a failure of humanitarian diplomacy, because the goals of humanitarian diplomacy can almost be said to have been achieved if military force is not used to injure and destroy human life.

A journal article with the title *Justification of International Intervention in A Country Conflict* by Andaru Satnyoto in the journal *Asia Pacific Studies* stated that during the cold war era, intervention was usually carried out by a country or group of countries to maintain its sphere of influence and maintain group stability and the balance of power such as intervention US to Vietnam, and Soviet Union intervention to Czechoslovakia. This intervention is more on the political and governmental aspects to maintain international political stability. Meanwhile, post-cold war interventions tend to be carried out multilaterally and driven by humanitarian reasons above political and state security reasons, which is then referred to as humanitarian intervention. Interventions can be carried out with both military and non-military models such as economic assistance, health and mediation assistance. Because the principle of state sovereignty and the principle of non-intervention in general still apply in politics and international relations, acceptance of humanitarian intervention does not appear to be a substitute for the previous principle of non-intervention. So even though the practice of intervening in a country for certain (humanitarian) reasons has been accepted by the international community, this model does not mean removing the previous main principle, namely the principle of state sovereignty and the principle of non-intervention in state problems. This shift is more like expanding acceptance of the principle of humanitarian intervention, humanitarian intervention in addition to maintaining the principle of sovereignty and non-state intervention. (Satnyoto, 2017)

A journal article *The Indonesian Government's Diplomatic Efforts in Mediating Humanitarian Conflicts in Myanmar*, written by Rio Sundari, Rendi Prayuda and Dian Venita Sary from the Islamic University of Riau, stated that the conflict between the Rohingya and the Myanmar government was one of the most difficult conflicts to resolve. Apart from the principle of non-intervention among ASEAN countries as stated in the ASEAN charter, Myanmar has also closed itself off from the intervention of other countries in the affairs of its country. On this basis, Indonesia uses various diplomatic approaches, both at the formal level of Government to Government, between Indonesia and the OIC and through humanitarian channels through logistical assistance for the Rohingya. (Sundari et al., 2021)

The journal article entitled *Protection of Humanitarian Volunteers in Armed Conflict According to Humanitarian Law* by Rubby Ellryz in *The Journal Lex Et Societatis* states that the need for combatants to respect the principle of distinction and the position of humanitarian volunteers such as ICRC members in areas of armed conflict, with more responsibility to the mission carried out by humanitarian volunteers. So that many parties dare to take part in carrying out humanitarian missions against parties in an armed conflict who are in need of help. As well as being an ideal prerequisite that does not injure international relations in humanitarian law. Providing facilities with safer access to humanitarian volunteers when carrying out humanitarian tasks to avoid all forms of threats and the detrimental impact of armed conflict. (Ellryz, 2017)

An article entitled *humanitarian assistance in international humanitarian law* written by Rully Sandra, stated that humanitarian assistance for victims of armed conflict is an important aspect to reduce the suffering of civilians trapped in conflict. The legal rules that underlie the obligations and rights related to the provision of humanitarian assistance are regulated in various international humanitarian law instruments. IHL also recognizes two reasons that can be valid justifications for parties to a conflict refusing to provide access to or facilitate assistance provided by humanitarian organizations. However, in practice this often cannot be fulfilled, so that the refusal of humanitarian assistance is more arbitrary without considering the wider interests of protecting and maintaining the dignity of the civilian population and treating those who are not involved in the conflict humanely. (Sandra, 2008)

An article entitled *The New Humanitarian Crisis in Ukraine: Coping with the Public Health Impact of Hybrid Warfare, Mass Migration, and Mental Health Trauma* explains that the Russian attack on Ukraine that began in February 2022 had a devastating impact on millions of innocent victims. There are several concerns, such as the lack of professionals in health care, chronic care and preventive health services, disinformation communication campaigns affecting health care infrastructure, and the impact of conflict generation on people's mental health. Urgent action is needed for both a global response and public health support including humanitarian assistance, food security, clean water supplies, adequate shelter and safe transportation out of active military zones. (Patel & Erickson, 2022)

A journal article with the title *International Humanitarian Intervention: An Overview of Conflict and Its Legitimacy* by Muhammad Fahmi bin Md Ramzan, Mohamad Zaidi bin Abd Rahman stated that the problem was related to the status of international humanitarian intervention from the legal point of view and the point of view of the international community. This is based on the controversy over the legitimacy of humanitarian intervention itself which is a mechanism to resolve a state's upheaval. On the one hand, this activity violates the sovereignty of a country, but on the other hand, should other countries remain silent and allow the suppression of human rights to occur within the borders of a country in the name of that country's sovereignty. (Ramzan & Rahman, 2017)

An article entitled *Humanitarian Aid and Political Goals in Eastern Ukraine: Russia's Engagement and European Response* describes how the EU responded, as a normative force, to the humanitarian crisis in Eastern Ukraine and Russia's move to support separatist forces, under the guise of humanitarian aid. Ukrainian authorities and international missions have documented the Russian convoy reaching the Donbas region and has repeatedly violated international humanitarian law in the disputed territory. Moscow's "humanitarian" vision appears to be part of a wider effort to impose the Eurasian project in close proximity abroad, alongside information warfare and direct military support for anti-government forces. (Scrinic, 2014)

What makes this article different from the articles mentioned above is that mass media and social media have an important role to reveal from the human side rather than revealing the political side. Moreover, there are still reports from the mass media that reveal human discrimination compared to how to save all human beings from the impact of this conflict. Mass media and social media can be used as a means of humanitarian diplomacy that is needed as a peaceful effort to reach agreement on universal humanitarian principles.

METHODOLOGY

This study uses a descriptive qualitative research approach in analysing the problem empirically. The qualitative approach used in this research is a type of literature study whose data sources are analysed from books and journals related to research related to conflict and humanity in Ukraine. Furthermore, the data were analysed inductively by collecting various articles relevant to this research. The next stage is to analyse using the concept of humanity and provide conclusions from the research results that become findings.

RESULT AND DISCUSSION

Humanitarian Diplomacy at Ukraine-Russia Conflict

According to the UN refugee agency, about ten million people, or a quarter of the population, have been displaced. Based on that number, approximately four million have fled to neighboring countries, including Hungary, Moldova and Poland. The United Nations is

preparing for up to seven million internally displaced persons who will become mass migrations due to major wars since the Balkan Wars of the 1990s. As of March 20, at least 902 civilians were killed and 1,459 injured, although from a quantitative point of view the figure is likely to be much higher. Many Russian attacks have hit and destroyed densely populated areas and left civilians to seek refuge in subway stations. Moreover it creates a situation without electricity, water or basic supplies. There is concern by experts about Russia's increase in artillery, cluster munitions, rockets and other weapons which can certainly destroy civilian areas, including in the major cities of Chernihiv, Kharkiv, Kyiv and Mariupol. Further, there are concerns that this escalation will lead to greater civilian casualties and damage to infrastructure. Meanwhile, transmission of COVID-19 is high in the country and only about 36 percent of Ukrainians have been fully vaccinated. This will complicate the situation with the country's health services running low and access to care which will become increasingly difficult. (Roy, 2022)

Every day innocent people are affected by conflict. Therefore, the United Nations has carried out an increase in humanitarian operations both in Ukraine and its surroundings. In addition, the United Nations allocated \$20 million from the Central Emergency Response Fund to meet urgent needs. The United Nations and its humanitarian partners are committed to staying in, providing assistance and support to the people of Ukraine in times of emergency. The United Nations provides humanitarian and lifesaving assistance to people in need, regardless of who or where they are. The protection of civilians must be the number one priority. international humanitarian law and human rights must be upheld. (news.un.org, 2022a)

Secretary General António Guterres has paid visits to the Russian Federation and Ukraine. Emphasizing the importance of humanitarian access and evacuation from areas besieged by Mariupol, encouraging the creation of safe and effective humanitarian pathways for the safety of civilians at the Azovstal factory and so that this can be followed up immediately by preparing intense cooperation with the International Committee of the Red Cross (ICRC). Humanitarian operations led by the United Nations and the Red Cross are of great complexity, both politically and in terms of security. On May 3, the first operation was completed, during which 101 civilians were evacuated from the Azovstal factory along with 59 others from neighboring areas. Second, more than 320 civilians were evacuated from the city of Mariupol and its surroundings. Russia's invasion of Ukraine was a violation of territorial integrity and the United Nations Charter. It must end not only for the Ukrainian people but for the Russian people and of course the peace of the whole world. Martin Griffiths, Undersecretary-General for Humanitarian Affairs and Emergency Relief Coordinator, said that the UN and its more than 217 humanitarian partners were advancing at a record pace, with more than 1,400 UN personnel deployed across Ukraine. Operates in eight hubs outside Kyiv, with staff, warehouse and inventory availability spread across 30 locations, and reaches more than 4.1 million people with some form of assistance. Furthermore, the United Nations and its partners, provide assistance and protection for displaced persons and the restoration of temporary basic services. It also places supplies for bases of operations and preparations in enhancing preparedness in subsequent areas where war may shift to those areas. They are also involved "on a daily basis" in encouraging parties to provide assistance to civilians, or in negotiations to help civilians go to safer places. Michelle Bachelet, United Nations High Commissioner for Human Rights, said that 6,731 civilians had been killed, and this was as of late February when the Russian invasion began. The use of explosive weapons has a very large impact, especially in populated areas which then causes many victims. Documentation by the Office of the United Nations High Commissioner for Human Rights (OHCHR) regarding the consequences of this major conflict, namely the deprivation of human rights such as the shooting incident of a family fleeing a

convoy, arbitrary detention and enforced disappearance of civilians by the armed forces. . The Russian armed forces and affiliated armed groups.(un.org, 2022)

The lives and infrastructure of civilians must be protected and safeguarded at all times, in line with international humanitarian law, that the United Nations works with Ukrainian authorities and partners to provide humanitarian assistance wherever it is needed and possible. For this reason, security and access for humanitarian efforts must be guaranteed.(news.un.org, 2022b)

The Role of Mass Media to Framing the Conflict

Mass media can reach wider audience and many, heterogeneous, anonymous, the message is abstract and scattered. Media mass itself in the study of communication the mass is often understood as a device organized to communicate openly and publicly situations that are distant to a wide audience in a relatively short time.(Santosa, 2017)

Conflict events that occur in the community will there is always media covering, because of this issue indeed "sexy" for the press. Incident containing conflict is wrong an event that is considered worthy of made into news. Conflict is considered has a high news value because it usually causes a loss or victim.(Ishwara, 2005)

Table-1: Top 3 Media Mainstream International: News about Conflict Russia-Ukraine

Name of Media	News Title	Analysis
CNN	<ul style="list-style-type: none"> • It's 7 a.m. in Kyiv. Here's what you need to know • School bombing a "stark reminder of the cruelty of this war": UN crisis coordinator • Survivors of Russian strike on eastern Ukrainian school describe harrowing experience 	<p>On CNN's live media update entitled "Russia's war in Ukraine" as of May 9, 2022 3.24 a.m. ET. With the link https://edition.cnn.com/europe/live-news/russia-ukraine-war-news-05-09-22/index.html</p> <p>there are 13 articles. Of the 13 articles there are less showing the humanitarian side. Only three articles with that title report on the humanitarian impact of the Russia-Ukraine conflict</p>
ABC	<ul style="list-style-type: none"> • 'How do you explain the war to your children?' Jill Biden asks Ukrainian mother • People flee from Russia's invasion of Ukraine • Some Ukrainian refugees return home despite the dangers 	<p>https://www.abc.net.au/news/2022-05-09/ukraine-russia-war-zelenskyy-evil-returned-ukraine/101048490</p> <p>By Bridget Judd and Shiloh Payne Posted 10h ago 10 hours ago, updated 20m ago (9 Mei 2022)</p> <p>Only 3 articles out of 18 with that title report on the humanitarian impact on the Russia-Ukraine conflict</p>
BBC	<ul style="list-style-type: none"> • Around 60 people were killed after a bomb hit a school in east Ukraine, President Volodymyr Zelensky has said • Ukraine war: Civilians now out of Azovstal plant in Mariupol 	<p>https://www.bbc.com/news/world-europe-61369229</p> <p>https://www.bbc.com/news/world-europe-61362557</p> <p>From several news articles on the BBC, only 2 news focused on humanitarian issues as a result of the Russia-Ukraine conflict</p>

Framing focuses on the production of text or news by the mass media. News of an event through the process of selection by the media. The transformation shown becomes a reality. Packaging how the news is formed and presented, shows the reality of the mass media of an event. The mass media does the sorting, which part goes into the frame and which part does not enter the frame. The part that goes into the frame is a reality while the opposite is not a reality. (Goffman, 1986)

Based on Robert N. Entman's framing analysis model, looking at media framing on two dimensions, namely issue selection and emphasis or protrusion. The first forming dimension or element of issue selection is related to the selection of facts. From complex and diverse realities, then the media chooses which one to display. Furthermore, after the issue is selected, the second framing forming dimension lies in the emphasis that can be seen from how the issue is written, the use of words, sentences, images and imagery. (Entman, 2003)

The reporting of the Ukraine-Russia conflict by the four mainstream media when viewed using this framing analysis model better illustrates the issue of the conflict how the two countries attack each other than humanitarian issues.

Robert N. Entman makes a form of analysis with problem identification, diagnose causes, make moral judgment and treatment recommendation:

1. Problem identification

It relates to defining the problem of what actually happened and how the issue was viewed. News related to the Ukraine-Russia conflict is of international concern where security issues affect humanitarian issues.

2. Diagnose causes

It relates to what caused this problem to occur and who the actors involved. What made these two brothers then conflicted.

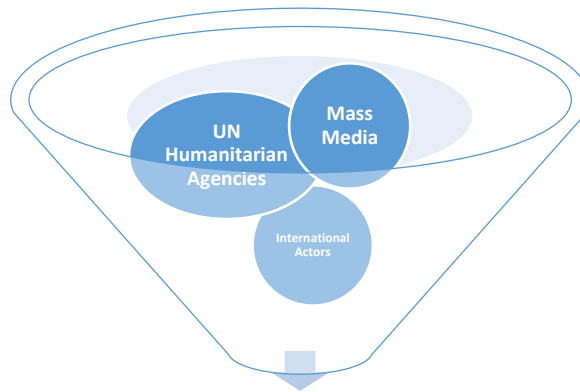
3. Make moral judgement

Framing that shows more conflict than the humanitarian side will push all parties in the direction of blaming each other and looking for scapegoats who are the source of the conflict. Diplomacy effort for the resolution of coveted conflicts is only a sweetener of reality. This then buried the real reality that has a great impact, namely the side of human life that was destroyed by war. The highlighting of the news will encourage the perspective of the community to support one of the parties to the conflict. Like looking at a chess match, counselling how chess pieces destroy each other and see until the end who the ruler who can survive the last becomes the winner.

4. Treatment recommendation

Mass media and social media have an important role to report from the humanitarian side rather than reporting from the political side. Moreover, there are still news from the mass media that preach human sentiment and discrimination rather than how to save all humans from the impact of this conflict. News that has a tendency to defend one of the parties makes partisanship even greater. The conflict is getting bigger and, in the end, those affected by the victims are civilians. Media as a shaper (constructor / shapers) where the content of the media can affect society has an impact on the side of life. If society is formed to blame each other than the effect will return to society.

Figure 2. Humanitarian Diplomacy Model



Humanitarian Diplomacy Stakeholders

Mass media as agents of change and social media as new public spaces capable of creating positive narratives not for political purposes but for humanitarian diplomacy. Diplomacy related to humanity can be published. It can be placed on the foreign policy agenda and subject to scrutiny, as can a humanitarian message by the media which can then generate public comment. Propaganda is a form of public diplomacy in this case which is designed to provide information, lead public opinion and pressure public officials to take action. This packaged information can be in the form of reports, speeches, press releases, and packaging of news narratives by the media. Countries, IGOs, NGOs and individuals are increasingly being brought to social media like Twitter, Instagram, and Facebook to communicate with people around the world. Often referred to as diplomacy 2.0, social media can be an effective tool for government officials to reach domestic and foreign audiences. Social media can be a medium that can be used by all actors to document and publicize violations of human rights and humanitarian principles. Diplomacy 2.0 also enables small groups and individuals to mobilize public opinion and challenge official narratives articulated by governments.

CONCLUSION

Human rights and humanitarian diplomacy are carried out by several actors, through various channels, using various tools and instruments. The international community must synergize with the Government of Ukraine in efforts to establish and enforce appropriate investigative and prosecution steps because every life is priceless. Not only Ukrainian citizens get protection, but also stateless people and third nationals who previously sought refuge in Ukraine.

In carrying out humanitarian diplomacy, there are several processes that can be carried out, namely information gathering, communication and negotiation. In gathering information, humanitarian diplomacy actors need to collect reliable and valid information. In order to be able to carry out humanitarian programs and activities efficiently, the information obtained by humanitarian diplomacy actors is not only useful for those who help, but also as access for international parties. Therefore, the information channel is one of the tools for actors to humanitarian diplomacy.

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Optimization Of Economic Resilience Dairy Farmers During Pandemic Use Value Chain-Based Cooperatives to Improve Their Function

Assoc. Prof. Dr. Sri SULANDJARI

Universitas Kristen Satya Wacana, Salatiga, Indonesia

sri.sulandjari@uksw.edu

Orcid: 0000-0002-4100-8936

Mr. Luigi Pio Leonardo CAVALIERE

Department of Economics, University of Foggia, Foggia, Italy

luigi.cavaliere@gmail.com

Orcid: 0000-0003-3169-567X

ABSTRACT

In 2021 the Central Statistics Indonesia data recorded national milk production of 962, 676 tons. Where this amount is only able to contribute about 30% of domestic needs. Milk production in Indonesia is dominated by traditional dairy farmers. They have experienced a slowdown in their resilience, especially coupled with the pandemic conditions which made them even more late. In this study, the authors examine the level of slowdown in the economic resilience of dairy farmers and provide recommendations by utilizing the value chain improvement method. The results showed that the horizontal integration of dairy farmers with cooperatives had a significant impact on increasing economic resilience. In addition, utilizing the role of cooperatives which are used for administrative arrangements in dealing with milk processing companies as consumers and as part of production and warehousing can ensure a quality milk supply process. Thus, the cooperative functions as an interface for companies that have formal legality so that dairy farmers have high bargaining power and can determine their own contract methods and payment methods according to farmers' needs.

Keywords: Economic Resilience, Covid-19, Value Chain, Indonesian Dairy Farmers

INTRODUCTION

Business problems for milk farmers in Indonesia are very complex, because this is not only related to problems in milk processing techniques, but also the problem of the low selling price of fresh milk products when sold directly to the public (Hamidah et al. 2022). Although dairy farmers can sell their products directly to milk processing companies, the difficulty of farmers in meeting product specifications which are expensive to make dairy farmers give up and switch to the beef cattle business (Moran and Morey 2015).

The researchers explain that being a small-scale dairy farmer is not attractive, because the business has an unbalanced trade balance (Priyanti and Soedjana 2016). Therefore, by uniting among the dairy farmers, they can work together to help each other strengthen the weaknesses of each member (Hadiani et al. 2022). The association is in the form of a cooperative business entity.

According to Guntoro et al. (2016), farmers' lack of business focus in carrying out their business by assuming cattle farming is a side business, causes non-optimal income. According to him, this mindset has direct implications for the personal internal management process of farmers and cooperatives. The majority of farmers use the services of cooperatives as an administrative division when dealing with milk processing companies or as a financing division if there are urgent funding arrangements (Zhong et al. 2022). The next views also states that the degree of dependence on milk processing companies as a result of milk processing companies being the largest consumer portion of farmers' products causes the company's bargaining position to be higher (Mawarni et al. 2022; Millia et al. 2022; Sugiarto et al. 2022).

Meanwhile, national conditions that require an increase in the supply of fresh milk to increase the local supply quota of at least 30% of the total cannot be maximized (Badan Pusat Statistik 2021). Maintenance costs up to high production costs plus the temptation to slaughter cattle due to government regulations since 2012 that limit beef imports and increase local production (Susanty et al. 2019a). This causes the trend of dairy farmers to seize opportunities to become meat farmers.

Because of this phenomenon, milk processing companies collaborate with the government to create socialization programs, administrative training, soft funding to improve infrastructure, and educational scholarships for children of dairy farmers so that dairy farming businesses can increase (Woulters 2009; Prafitri 2017; Susanty et al. 2019). According to Ricciotti (2020), the value-added design of local dairy chains must be compatible with global supply chains. The majority of local dairy farmers in Indonesia are under the pyramid (BOP), so the inclusiveness among farmers is very high. Therefore, the adjustment of the local milk chain blueprint must be able to bridge multi-platform business models such as socio-cultural development in addition to economic development (Wijers 2019). This is because the dairy farmers are still doing their activities in a traditional business culture in mutual cooperation (Putro et al. 2021; Dewi et al. 2021; Hendriyanto et al. 2021). Meanwhile, the company has a high exclusivity, so that the unsynchronized business culture between farmers and milk processing companies becomes an obstacle in its implementation. As a result, farmers tend to be the losers due to administrative and organizational immaturity. Consequently, farmer cannot guaranty its business sustainability. In order to solve the problem, we introduce research which focus on economic resilience as the anchor. In this research we conduct investigation by gathering the actors in the Focus Group Discussion for understanding the root of problem. Then, we model the result using value chain improvement analysis for emphasizing the solution. Finally, using economic resilience modeling we put the given value chain result to complete recommendation on dairy farmer's economic resilience policy.

LITERATURE REVIEW

BOP requires an innovative and inclusive business model to strengthen its bargaining position by integrating the horizontal level of BOP supply chain actors (Pillai et al. 2021; Putro et al. 2021; Zhao et al. 2021; Von Janda et al. 2021). Organizing dairy farmers in Indonesia is not easy because it has characteristics that are shared by most cattle farmers. They have free will in determining the direction of their business which is sometimes out of sync with business processes (Sembada et al. 2022). It has been agreed between the dairy company and the farmer. This problem will create a vicious cycle that makes both parties suffer. The inability to perform properly will be resolved using the quality incentive method, which can be used as a trigger for farmers to increase productivity (Treurniet 2021). This method is very straightforward and translated into simple language that triggers farmers to do their best to meet the target, hoping to get more profit when exceeding the target.

The foundation of this research is from Susanty et al. (2019b) which uses a dynamic modeling system to design scenarios based on policies implemented in the global supply chain of the Indonesian dairy industry to calculate which policies generate optimal returns. This study adopts stock and flow diagrams of dynamic systems to create a supply chain basis for making mathematical modeling to clarify causal relationships from one node (actor) to another, so that the behavior of the action of the mathematical relationship can be determined in accordance with empirical observations.

In the supply chain, actors have a relationship to their responsibilities in supplying goods/services each actor must follow a common vision as a collective reasoning in doing business. The Balanced Score Card (BSC) is used as a platform that implements shared values well (Cardoso et al. 2021). Then the result is a measurement of how closed activities with shared values are obtained. Our study accommodates this idea. It uses variables that can be measured and calculated numerically, so that mathematical models can be carried out in detail.

To find out the causal relationship between actors DEMATEL (Decision-Making Trial and Evaluation Laboratory) approach that can be used to create a model to determine the degree and direction of interactively related influences. from one actor to another. However, this relationship has not generally been determined (Susanty et al. 2020; Yazdi et al. 2020). Mathematic modeling can observe and describe phenomena that represent the interrelationships of variables in supply chain.

Before Covid-19 hit, the focus of supply chain regulation research was related to green supply chain regulation (Zhu et al. 2005; Golan et al. 2020; Mollenkopf et al. 2021; Su et al. 2021). This research does not directly emphasize economic resilience. As the world is in a situation of a COVID-19 pandemic, it is understandable that most of the BOP are actors who are mostly negatively affected (Pan et al. 2020; Workie et al. 2020; Nordhagen et al. 2021). Because they play an important role in the dairy supply chain when the BOP has a negative effect, all front actors are generally affected. However, in that time, the government's attention so far is still low (Hikmawati and Setiyabudi 2021; Susanto et al. 2021). This causes the government to delay in making policies related to economic resilience for vulnerable groups. Therefore, this study uses economic resilience as a parameter to ensure that the creation of value chains can create sustainability through economic resilience. The evolution of the value chain approach can be divided into six categories based on the evolution into a value network: sustainability, globalization, collaboration, intangible assets, flexibility, and agility. The factor of economic resilience is included in the dimension of sustainability

METHODOLOGY

In this study, we carry out a formalization process by performing mathematical modeling from Sulandjari (2022) to define economic resilience and the factors that influence it. Then from the results of the modeling, it was processed using qualitative interview data from several dairy farmers and the Ngudi Rahayu cooperative in Getasan village, Central Java province, Indonesia, which was conducted during May 2021.

Qualitative Measurement of Resilience

Economic resilience on a broad scale shows whether or not a country/region is resilient when facing challenges, threats, obstacles and disturbances while achieving economic development. In this case, the intended economic development is the achievement of social welfare that is just, advanced, and independent through fulfilling the necessities of life, increasing the capacity and quality of resources, and followed by improving competitive advantage.

There are several ways to measure the impact of a disruptive event and measure its resilience. One way is to measure the recovery time, which indicates how long it will take a given system to regain its original operating level. Another way is to measure performance degradation, which calculates the maximum drop in the operating level after an interrupt event.

Resilience is also defined indirectly as a given probability of the maximum acceptable performance loss and recovery time, the conditional probability of a satisfactory state, the number of factors for system security, and the weighted sum of the cost of resilience. Among these definitions, the ratio measure is easy to understand and compare with different systems. In this study, the authors measure the value of economic resilience by simplifying performance variables with the variable the ability of farmers to provide the needed needs and the ability to supply suppliers, including inventory management activities.

Suppliers supply two products of green fodder (I_{GF}) and concentrate/nutrition/supplements (I_{CS}). While the cost of GF and CS from both prices become $P_{GS}, P_{CS} \rightarrow C_{GS}, C_{CS}$. Farmer own entities are number of cattle (n_C), litre of milk (n_M) in a liter, and other differentiated milk-based products such as soap milk and snack and beverage (n_{MS}, n_{SB}). Their prices P_i and the corresponding operation costs of products P_i are C_i and C_{OP} . Product supply (l_{supp}) is collected from cooperative came and stored it into milk tank with capacity of CAP . The dairy inventories of product green fodders and concentrate are I_{GF} and I_{CS} respectively. Figure 1 will show detailed list of entity parameter based on the supply chain process.

Activities

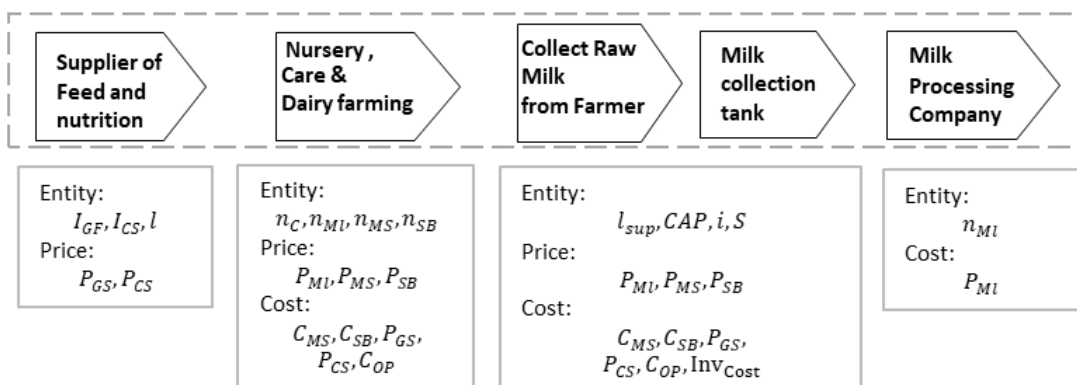


Figure 1. Supply chain process of dairy farmers (Sulandjari 2022a)

Notations

S : Set of actual suppliers while $s_i \in S$. When green fodder (s_{gf}) and concentrate supplier (s_{sc}) are known then $S = S_{gf} + S_{sc}$.

I : Set of items supplied by S . Supply item is $i \in I$ and I_{gf} supplied by green fodder and I_{sc} supplied by concentrate supplier.

L : Set of the location where $l \in L$ of actual supplier $s \in S$ located. Thus, we got l_{gf} and l_{sc} .

N : Set of node distributions located at, $n \in N$, where n_{gf} is the green fodder node supplier point and n_{sc} is the concentrate node supplier house. Although, there are sellers with same seller, we differentiate the subject as two different notations.

Parameters

The parameter that used in this modeling mathematic are

C_{PK} : Cost per cattle.

C_{GF} : Cost of green fodder.

C_{SC} : Cost of supply concentrate, pellets, and or cattle's vitamin.

LA : Land Availability for growing green fodder.

α_C : Increasing cost of Cattle.

n_C : Number of Cattles.

P_{MK} : Fresh Milk Price, which are selling to Industry.

P_{MS} : Price of Dairy Soap which is selling to customers

P_{SB} : Price of Dairy snacks and beverages.

inf : Variable of inflation

C_{LB} : Cost of Laboratory Equipment

C_{CS} : Cost of Cooperative Subscription

C_{CM} : Cost of Cooling Machines.

C_{FT} : Cost of aid farm technician

C_{IC} : Cost of insemination cost

C_{MV} : Cost of Medicine and Vaccine

C_{MS} : Cost of Milk soap

C_{SB} : Cost of Snack and Beverages.

Decision Variables

We denote the average of lead time supply $\overline{t_{sup}}$ product i to target node. In this research supply network is made from the set of suppliers, dairy farmers procure a set of products i . Farm location are scattered in various places in the set of $s \in S$. Detailed component of shipping and handling costs is already included in the product price. Many suppliers S will take generalization α_{GF} .

$$\begin{aligned} C_{GF} &= C_{GF}^* + \alpha_{GF}/inf \\ C_{SC} &= C_{SC}^* + \alpha_{GF}/inf \end{aligned} \quad (1)$$

α is a constant that contribute handling and transportation cost, while inf is the inflation of α . S_{SC} is concentrate supplier maintains stock and supplying farmer's demand. In this research, we do generalization for influence the stock directly. We focus the delivery time S set to the product via Cooperative (S is responsible for maintaining stock). In this research, we not model transportation problem. In approach of Covid-19 condition, we focus on the product availability i_{GF} and i_{SC} in inventory. Therefore, goods supply would be $i^* = i.Pr$ (%), where Pr is the constant probability of average available product on the warehouse.

Formulation of Model

Constraint 1: Estimation overall requirement of supply item from dairy farmers, where output $z = Ci$.

$$I_{GP+SC} = \sum_{c \in C} \sum_{m \in M} z_{GP} + z_{SC} \quad \forall s, i \quad (2)$$

Constraint 2: The balance supply order received by the supplier is a total number of products in the inventory.

$$\sum_{x \in S} I_{GP+SC}^{inv} = \sum_{c \in C} \sum_{m \in M} z_{GP} + z_{SC} \quad (3)$$

Constraint 3: Limit the capacity of assignment of product/item to supply.

$$\sum_{s \in S} I_{GP+SC}^{inv} \leq u_{iS} CAP_{iS} \quad \forall s, i \quad (4)$$

Constraint 4: Each input item is assigned to supply from more than one location.

$$\sum_{x \in S} \sum_{l \in L} i \geq 1 \quad \forall i \quad (5)$$

Constraint 5: 20 operation days per month of average per day inventory.

$$AVG I_{supp} = \sum_{s \in S} \frac{I_{supp}}{20(\sum s)} \quad \forall i, n, g \quad (6)$$

Constraint 6: Distribution allocation nodes to ensure the replenishment, where g is the number of place distribution nodes.

$$\sum_{g \in G} I_{supp} \leq Threshold_{cap} \quad \forall s, n, g \quad (7)$$

The objective Function 1: We try to maximize the resilience Rs , which is defined as performance measure the supply and demand. We can say that, Rs is the capability ratio of dairy farmers to stand out in economic activity with certainty supplying particular demand.

$$Rs = \frac{\text{Quantity item procured (needed) to fullfill the requirements}}{\text{Quanty supply, that supplied by supplier}} \quad (8)$$

The optimum Rs is reached when quantity item procured equally with quantity supply or Rs will optimum if there is equilibrium.

*if $Rs > 1$: There is farmer that not yet been supplied
if $Rs < 1$: Has two meanings.*

We consider $Rs < 1$ for two meanings. First, it gives business opportunity since it provide a greater market or secondly, that farmer's profit is decreasing consequently, they are having difficulty paying the supplier.

RESULT AND DISCUSSION

In this review, an investigation produced in light of FGD brings information of Ngudi Rahayu's cooperative activities as we can see at Figure 2 and Table 1 farmer's product business value information. Working expenses started to increment since May 17th, 2021, coming about because of government arrangements that started to execute actual limitations, and a few places of the group were shut because of Coronavirus.

In Table 2, it can be seen that the first nine days from May 8 to May 16 had a value of Rs less than 0.3 and on May 17 to June 6 2022 had a value of Rs which varied greatly with a standard deviation of 0.39 with an average of Rs 0.83. In reality supplier delay sometimes is dynamic. Delay in supply will make $Rs > 1$. On the other hand, when $Rs < 1$ is happening, the goods of the supplier are ready, but the farmer cannot afford to pay. However, the dynamic signal from 19/05/2021 has classified as a stable signal with a standard deviation of less than 5%.

When farmers experience delays in the supply of green fodder or medicines, the quality of milk production will immediately decline. This is because Friesien Holstein dairy cows (which are the main breed of farmers) are highly dependent on the amount and level of concentrate given. The direct result of this problem is that the middlemen (cooperatives) will refuse a lot of milk

supplies from farmers. As a consequence, the cooperative must pay compensation to the DPC in the amount of the shortfall in the volume agreement agreed by both parties. This will result in lower farmers' income. In the long term, this phenomenon will make farmers have low economic resilience ($Rs < 1$) again.

In Table 1, it can be seen that the value of the dairy farmers' business operations at the Ngudi Rahayu cooperative, the Capital Turnover of micro farmers has the largest value than other types of farmers, which is 0.23. However, when compared to veterinarians, green fodder, cooperative employees, and companies, the value is still very small. In the table, it can also be seen that the benefits of dairy products have a very high added value compared to raw milk. So that in the future program, milk farmers can be encouraged to increase the production of differentiated products rather than trading raw milk. What we found in the FGD process was that differentiation products such as milk soap, food products made from milk were very difficult to sell because they were inferior to snack products from big companies.

Table 1. Farmer's Product Information Value

Actors	Total Revenue/day (Rp000)	Average Revenue/day (Rp000)	Total investment Rp000	Average Investment (Rp000)	Average Investment/day (Rp000)	Capital Turnover
Veterinarian	630	210	10000	3300	231	5.65
Green Fodder	500	500	100	73	145	3.45
Micro Farmers (1 - 3 cows)	365	300	92000	18400	1587	0.23
Small Farmers (4 - 20 cows)	386	310	459000	65571	2757	0.14
Middle Farmers (21 - 200 cows)	3000	4765	1022500	340.833,33	25000	0.12
Merchant Collector	3000	3000	150000	113333	2206	1.36
Cooprative containers	150475	25.079,17	3055000	509167	50158	3
Differentiation product: Traditional Dairy Snacks	10	10	300	300	1	12,17
Product Differentiation: Milk Soap	900	900	100	100	274	3,28
Product Differentiation: Fresh Milk in packs	260000	260000	1050000	1050000	2877	90.38

Source: Ngudi Rahayu's internal data

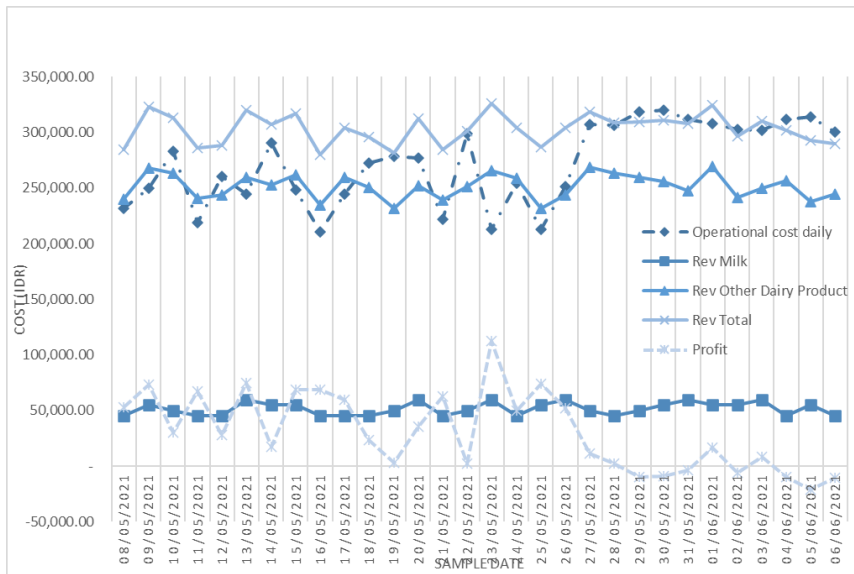


Figure 2. Monthly Operational activities Sample of Ngudi Rahayu Cooperative

Based on Figure 2, the decrease in daily farmers' net income is due to the inability of farmers to process cash flows from the company's daily payments which occur every 10 days. This causes the value of economic resilience to be low, which is 0.23 based on equation 8. To increase the value of resilience, the author recommends a complete overhaul of the value chain.

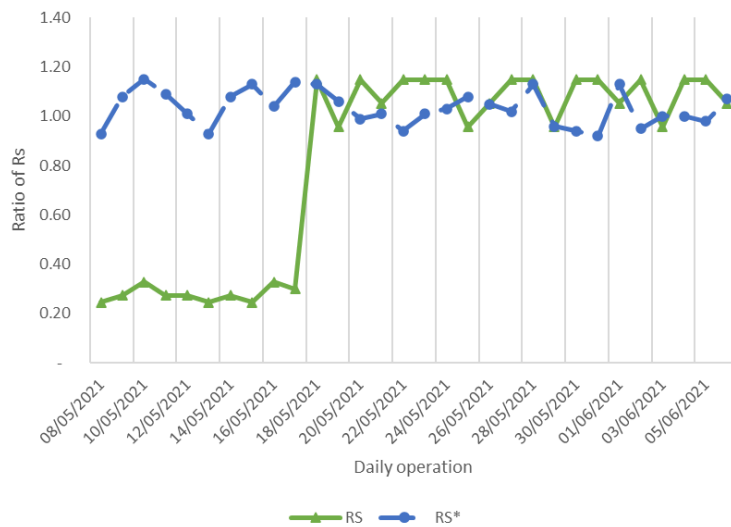


Figure 3. Ratio of Rs on May 8th to Jun 5th 2021

Figure 3 explains the value of Rs (green color) that occurs as a result of the problem of unstable inventory supply, milk quality, and the problem of 10 days delay in payment by the company. In the picture, it can be seen that the first nine days experienced a minimum value of Rs, and the whiplash occurred as a result of payment (farmers get cash). Thus, the operating costs owed can be paid off little by little.

Figure 4 explains the effort to improve the value chain is to expand the tasks of cooperatives horizontally. It starts with expanding horizontally by multiplying members (dairy farmers). With more and more individuals participating will increase the power of barter and can increase



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the bargaining power of dairy handling companies. Therefore, the functioning of the cooperative as an organization has the consequence of increasing the complexity of its work from previously only as an organization of milk supply and providing financial assistance from the company to an organization that has a corporate form consisting of, financing, inventory, quality control, community capacity building and marketing.

When the value of the economic resilience factor (R_s) is entered in the conditions before the optimization of the tempo setting occurs. In Figure 3 it can be seen that after we improve the value chain by eliminating payment delays, we get a stable new value of R_s (R_s^*), which is an average of 0.96. This can prove quantitatively that the success of efforts to increase the value chain to make dairy farmers' resilience can be carried out well.

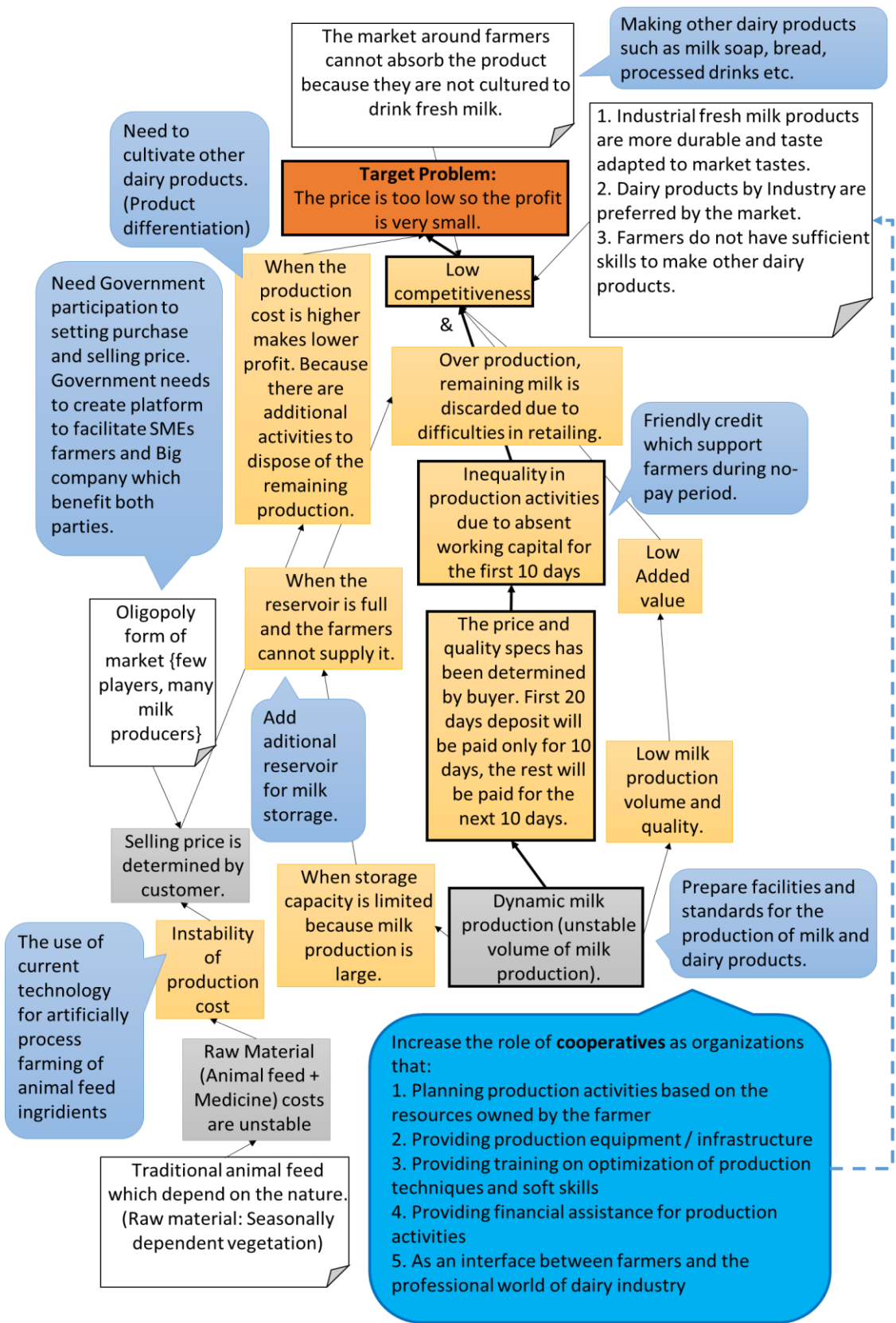


Figure 4. Value Chain analysis

Source: Document of Investigation from personal research improvement .

CONCLUSION

The impact of the pandemic in 2021 resulted in a slump in the dairy industry. So that many dairy farmers switch from livestock business to meat. As a result, the fulfillment of the national quota has been reduced, meanwhile the aggregate demand for national milk has increased due to the high demand for milk due to awareness of a healthy lifestyle during the pandemic. However, its presence every time by the government becomes another challenge in the supply of goods, resulting in a shortage of raw materials. In this study, it is shown that the role of cooperatives can be used as a solution for managing the supply of raw materials and containers for farmers and dairy companies.

This study shows that the economic resilience of dairy farmers during May 2021 before optimization is very weak, with an average of 0.23 points. To increase economic resilience, we analyze the use of increasing value chain points between suppliers, farmers and cooperatives. The results of the analysis found that the operational effect of delays in financing for 10 days resulted in asynchronous cash flow of farmers, so that costs could not be met.

Recommendations from this study based on the increase in the value chain in Table 1, can increase the value of the economic resilience of dairy farmers by 0.96 points. To emphasize economic resilience, we strengthen it with a support system by using cooperatives as part of its organizational and management structure. To improve the quality, further studies are needed for the knowledge. This study focuses on the economic resilience of farmers such as the assessment between local supply chains and global supply chains.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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The Shadow Pandemic: Impact Of COVID-19 On Women

Akeel Naveed RAJA

akeelnaveed786@gmail.com

Lovely professional University, Phagwara, Punjab, India

Anshu SHARMA

anshu0483@gmail.com

Lovely professional university, Phagwara, Punjab, India

ABSTRACT

The pandemic of Covid-19 emerged as an infectious disease with rapid spread and deteriorating health outcomes of the masses. The diseases proved to be more than health crises and emerged with social, economic and psychological consequences. Almost every section of the society faced the crises with the halt of the normal ways of order. The pandemic emerged as the worst form of violence against women as the social environment got reshaped with the consequences and negative implications of the pandemic of COVID-19. The consequences of the pandemic impacted in a negative way on the life of women who were already marginalized in the society and already struggling for their rights in many contexts. The pandemic further increased the unpaid labor, domestic chores and care work for the women and resulted in the social crises and economic distress due to the loss of jobs and loss in entrepreneurship for women. The domestic violence and discrimination increased and women faced the violation of their rights. The women who were already discriminated and dominated faced more violation and isolation with strict at home rules which negatively affected the life of the women in many aspects.

Keywords: Women, Pandemic, Gender, Violation, Unpaid Labor, Restrictions, Care work, Discrimination.

INTRODUCTION

The women are being marginalized as found in various researches, reports and observations. With the struggle of social issues women are additionally impacted negatively in the social consequences of the pandemic. With the outbreak of COVID 19 the world faced more than Health issues. The virus outbreak and the fear of spread became reason for psychological and social issues in almost every society of the world. The impact has been negative on already aggrieved group of society as mostly women being additionally stranded in discrimination. In the study of social issues faced by women they are being categorized on the bases of different classifications to analyze the situation in which gender disparities emerge which they face in the society. To understand the issues faced by women the social environment plays an important part. The context or situations of problems faced by rural women differ from the urban ones. In different contexts of rural and urban social setups women face different issues. In rural areas lack of economic independence in most of the cases create social issues among women and leads to violence against the rural women. In urban setups those working women in many instances face discrimination and sometimes violence in workplaces. The discrimination and dominance has deepened more in the society due to the contemporary crises and emerging social issues due to the pandemic. The women are facing the discrimination and domination in the household situations and also in the economic institutions by losing jobs or breakdown of businesses. The women face discrimination in society and are dominated in the households more than before. The pandemic has emerged as one of the big crises for women issues and has impacted badly as far the social life of women is concerned. The term “Shadow Pandemic” has been used for the violence against women increased due to the pandemic (UN Women, 2020).

WOMEN IN PAID AND UN-PAID WORK:

The women in the both formal and informal sector faced crises of work load or job loss due to the shutdown or business pauses or demands or women workers in many sectors. 70 percent of workers in essential healthcare and social services globally are women (ILO, 2020). The COVID 19 pandemic pushed the demand of women workers in the health sector at the time of world health crises in which more nurses and care workers were needed in the times of uncertainty and increasing sick population at the hospitals and other care centers established by the Governments. The women faced the double shift of work by managing household care as well as work responsibility demanded by the situation. The women workers faced anger outburst and frustration of people caused due to the consequences, health issues and fear of pandemic at Health centers during the management of patients and at homes also during the period of care management and household chores. The women are mostly engaged in informal sectors with minimum social security in which they easily faced job loss more than the Loss of business and jobs faced by men in compared to different working establishments. The sectors which constitute women representation were hit hard during the pandemic (ILO, 2020). These crises are faced by women more than the men as most of them work in those sectors which had to remain paused during the crises of pandemic. Women constitute 38 percent of total global workforce and compared to this, the statistics show that globally there is 54 percent of representation of women in hotel and food services, while as 61 percent workers globally in arts, retails, entertainment and other recreational services are women (ILO, 2020). These sectors remained halted most of the times of crises emerged due to pandemic and generated losses for women as either they had to face job loss or they had to quit the business due to the losses faced in the market closure and self isolation and restricted physical interaction or fair of virus spread during the pandemic. In those setups where the women stereotype and strict response of society

is prevailing the women who had recently managed to start new businesses and working establishments which they had to shut down in the crises and contemporary context of the pandemic find it very difficult to regain the position of starting business or joining the work again. In a patriarchic society it is difficult for women to get multiple options and support for independent economic activities which is out of the control of family cohesive norms. The women will find it difficult to start the work again and in the same mode of market where they were impacted negatively due to the pandemic and due to this the recovery and stability of their work is again on stake. This will make women more economically weak by pushing them increasingly in poverty due to their economic dependence on others and the lack of economic support makes women suffer in meeting the needs, calorie intake, personal requirements and health needs.

The unpaid work for women has increased in these years of pandemic. This is the work which is “non remunerated work carried out to sustain the well-being and maintenance of other individuals in a household or the community, and it includes both direct and indirect care” (ILO, 2018). The domestic work which remains unpaid has been labeled as women work and is considered to be the important for the family sustainability, development and economic progress. The women spend most of the time in unpaid work and this affects their health and social life. Several studies have found women as being discriminated and dominated due to their maximum indulgence in unpaid work and household responsibility of domestic chores more than men. Women in India spend an average of 351.9 minutes per day on unpaid work than men who spend an average of 51.8 per minute (OECD, 2020). The proportion of unpaid work by women has been increased in the pandemic due to less social integration of the people and Government policies advocating isolation and public restrictions. People willingly or unwillingly have to stay at home which increases the household chores and care. The business establishments have alternated their operational activities with the trend of “work from home” by communicating virtually on online platforms. The offices and schools remained closed and the children care and management burden along with additional domestic chores in these years increased the unpaid work of women leading to more discrimination to the already considered vulnerable group of the society. The work in the households done by women which remains unpaid is always time consuming and affects the health of the women. The work increased due to the pandemic in the form of care of family and domestic chores. Care of children who stay at home and elderly ones who faced health issues and all the domestic work expanded due to the presence of other members who got isolated or start working from home lead negative consequences on women as far as their health, social life and personal desires are concerned. This burden and extra work of women is again not accounted and recognized. In the National economic growth accounting systems the unpaid labor is not counted and is excluded from the realm of policy making (I Hirway, 2012).

IMPACT ON SOCIAL LIFE OF WOMEN DURING PANDEMIC

The COVID-19 pandemic impacted negatively on social life of women. The women faced social issues and crises emerged due to the situation emerged in the pandemic. The restrictions imposed on public mobility made people to stay at home. This twisted women in domestic chores more than ever. The women got engaged in domestic chores and the burden they face is not only physical but emotional. Women face domestic violence more than before during this pandemic. Domestic violence has been a curse and crises to prevent and solve in Indian society from generations and a concern of violation of women rights worldwide. It's the violence against women in physical, emotional or sexual forms. During the imposition of restrictions the

domestic violence cases in the world has increased (UN Women, 2020). In India National commission of India reports show the data in which the complaints of domestic violence has increased during the restrictions imposed. This depicts the women have faced crises in social life also. Feminist works have blamed men and the patriarchal system of society led by men as the main reason of the domestic violence (Dobash and Dobash, 1979). Women as already dominated in the society face the consequences of pandemic with the violation of rights, increasing family burden and uncertain hostility and economic distress occurred during the pandemic in the days of restrictions in particular and continues to impact negatively for women in general. The reason for the women dominance in a family setup can be traced with the history of men supposed to be superior in family and domestic decision makings and women given the role of domestic chores and emotional care. We can find that “The domestic violence results from the “cultural values, rules, and practices that afford men more status and power than women” (Torres, 1991). The situation of women issues in South Asian countries particularly in India is more vulnerable and the reasons are several social issues and customs like dowry, wife battery, unemployment and economic structure of the family present in the society which become a reason for the violation of women rights. The crises emerged due to consequences of pandemic impacting the life of every individual. The virus outbreak emerged more than health crises. The economic structure of the society received downfall with restrictions imposed by the governments and the decrease in income created unrest among the masses. The future of uncertainty and health crises created hostility among the people who isolated themselves in many situations. The situation leads to stress, anxiety and anger outburst in a family which always are drained on women as per the findings of feminist works. In the traditional role playing, women often absorb all the stress, anger and frustration (Fran Ansley, 1972) and this anger outburst has doubled in the pandemic as the stress and frustration is drained on women as they traditionally play the role of care givers and management of the family with emotional support and unpaid work. The women who lost jobs due to the impact of pandemic had to face social issues as they earn less and subsequently save less and this impacted negatively on women as the economic distress made women difficult to manage their personal requirements and health needs. The isolation of people by self or administrative restrictions isolated women at a bigger cost. The women share and express themselves out of the household setups where they get emotional support by their friends, community or relatives. The women face strict at home rules and restriction of movement further dominated them and affected their mental health and distressed the social life of women. The women capability of raising voices for their independence which was in the process of development by the work of scholars, organizations and various administrative policies once again failed and decreased to a dissatisfying level. The social life of women was thus impacted negatively and can impact in the future for women if the policies are not suggested and the issues are not addressed.

METHODOLOGY

The study has been done after the observation of facts and situation with the enquiry of content analysis. The source of secondary data has been analyzed to support the argument. The facts have been systematically and objectively analyzed. The secondary sources of data including the research conducted on the same issue and the contents of various books and research papers are the main sources of data.

SUGGESTIONS AND SIGNIFICANCE OF THE STUDY

The women are already in a distress atmosphere in various contexts in which they face dominance and discrimination. The issues which leads negative consequences on economic and social life of women emerged due to the crises of COVID-19 have doubled the burden for women and can bring inferior outcome for women in the society in future. The policy makers have to take the issue in consideration. Welfare schemes by Government and Non-Government agencies can be a valuable initiative in tackling the possible adverse consequences in the future to be faced by women. Awareness regarding the domination of victims is the need of the time. Women need emotional support and care of the family and are in requirement of heed by the society.

CONCLUSION

The pandemic of COVID-19 proved more than the reason for health crises. The overall life of an individual worldwide was mostly impacted negatively due the emergence of COVID-19 disease. Women are being observed as worst affected in the pandemic. Women who are supposed to do domestic chores received extra burden of physical as well as emotional unpaid work. The working women faced either pressure in work or had to leave their job due to the economic crises. The women in the family during the crises of rapid spread of infection and its fear of spread absorbed all the frustrations and managed the family uncertain future predicted response with the burden of household chore. The women were impacted and treated clumsily and there can be continuous distress in the life of women if the problem is not been addressed at general level.

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From Margins to the Metropolitan: The Political Economy of Folk Painters of 19th Century Colonial Calcutta

Debbarna MUKHERJEE

Sharda University
mukherjee.debbarna@gmail.com

ABSTRACT

To begin with, Kalighat Patachitra is a unique form of paintings that came into being in Bengal (in general) and particularly in the geographical precincts of nineteenth century colonial Calcutta. Art historians have observed that Kalighat paintings are important cultural markers and signify times of flux where cultures and art forms of the 'periphery' confronted with the bhadrakok/mainstream 'culture' of colonial Calcutta. The focus of the research paper among many other things would be on the questions of its emplotment in the broader question of periphery cultural identity creation. Many queries still needs to be addressed primarily pertaining to this art form like the rationale behind the migration of the artists, its effects, ritual importance of these paintings and formation of sub-genres in a genre within this art form.

The object of the research paper would include contextualizing the background within which the entire political-economic milieu of Patuas was to be situated. Besides dealing with a plethora of themes, there works would constitute an interesting commentary on the nature of politics of the colonial times in which they themselves lived and inhabited. Attempting to understand the many lives of Patua Painters underscored by its multifaceted histories, its politics, and its culture is what this research paper attempts to do.

Keywords: Peripheral Art, Metropolitan, Kalighat Painters, Political-Economy, Migration, Commercialization, Museumization.

INTRODUCTION

To begin with, paintings like literature or other historical sources are important repositories of a bygone era. Replete with imageries of the past, the Patuas and their paintings provide us an important intellectual entry point to understand the times in which they were made particularly those of colonial Bengal in the nineteenth century. Although, this art at present has been relegated to the whims and fancies of mass consumption practices of the market economy as is evident in the cheap artifacts (bearing its name) proliferating the streets of Calcutta and other mundane places. Interestingly, its historical significance or its cultural utility to the times till present date continues to attract serious scholarship from historians and other social science disciplines of the academia.

RESEARCH PROBLEM

The nineteenth century histories of colonial Calcutta have attracted attention from scholars of various ideological hues and dispensations. Placing this art form of Kalighat painters in the historical context of the ever evolving city of Calcutta has to be taken into account for a proper appraisal of the dynamics that this art form came to engender. This colonial city as some academics of repute has opined that the nineteenth century Calcutta was in a state of constant flux and ferment. Many factors were responsible for these churnings at socio-political, economic and cultural levels. The growing forces of nascent nationalism, the half hearted materialist manifestations of colonial modernity, the actions/inactions of the colonial state and ultimately the counter-responses to such momentous changes by the common people, all went into the making the city of Calcutta a veritable space of contest and negotiations.

Historically speaking, nineteenth century Bengal as Anuja Mukherjee notes witnessed a particular moment where cultures of various kinds precisely popular and elite collided and confronted with each other to create new forms and types. The art of Patuas and their political commentary should be understood in such contexts. However, scholars are unanimous when it comes to the 'popular' nature of Kalighat paintings. The painting as the name suggests derived its name from the market areas of Kalighat where it was sold and popularized as a form of merchandise to the general public. On a different plane, one is compelled to query the very definition of 'art' when it comes to those of Kalighat paintings in particular. How does one define art?. Isn't it its singularity or non-imitability that is the essence of a distinctive art form particularly as seen in the case of paintings of famous artists? However, it does seem that Kalighat paintings traversed a trajectory of its own before being relegated to the glass chambers of hallowed galleries and museums around the world. The Kalighat paintings as the name suggests got its fame and prominence around a place known as Kalighat: a hustling bustling place in the colonial metropolitan of Calcutta. A prominent temple dedicated to the goddess Kali being one of the important sites of religious pilgrimage in the colonial landscape of Calcutta. It must also be observed that it is precisely such a space which was to experience various forms of contestations and limited reforms as in the case of women's reform and other empowerment initiatives.

Calcutta as a burgeoning market place or as a seat of power of the colonial masters provided the perfect space within which the commercial needs of many kinds of people could be fulfilled and realized. Indeed a place of potential for marginalized sections of the society particularly people who were overburdened with the tax machinery of the imperial masters in the rural hinterlands and economies. So can it opined that all those people who were in their earlier avatar of being agriculturalists professionally migrated to making local artifacts in rural fairs which subsequently in their later avatars became an 'art' form of repute? Does imaginative works like

painting have to be authored in singularly to be counted in the pantheons of modern 'art' form? Every linear understanding of 'art' in its elite essence gets subverted if one contextualizes the cultural artifacts prepared by the Kalighat painters in the colonial landscape of Calcutta in the 19th century.

There are many unanswered queries and questions regarding the Patuas that merits serious attention and still awaits a proper answer. Firstly, it pertains to the nature and composition of the Patua paintings itself. Queries like who made it and for what purpose, who were the targeted audience would tell us a lot about the cultural and political dimensions of the times they were made and unmade. Precisely it is the political ethnography of the colonial Bengal in the nineteenth century, that this research proposal would look into.

This aspect becomes critical when one takes into account the existence of multiple power hierarchies operating within these categories of painters or the makers of these paintings. For instance, were Muslims (read a layered community) the only artists of Patua paintings or were there other castes involved in its making? Further queries like what compelled the Patua painters who had a readymade market in rural fairs and festivals move to the greener pastures of the colonial Calcutta metropolis? A logical question that emerges is the fact that was they successful in charting a niche of their own or became as it became evident mere victims of the market economy where its cheap versions were widely available. The social life of this cultural 'commodity' has seldom been commented upon by the mainstream academia of India in general and Bengal in particular.

Queries like what was precisely the composition of painters who were into this art form, was gender an important component in the making of these paintings has seldom found any mentioning in serious works of art histories of that particular period in colonial Bengal. Seldom has much been written about the class or caste structure of the makers of such paintings. In the realm of ideas for such paintings, it is interesting to note that despite a Hindu overtone to such paintings, in actuality these paintings dealt with a number of contemporary topics of importance which were secular or non religious in nature. Understanding the varied nuances of this form of painting would form an important aspect of this research work. Popularly known as Kalighat paintings, it needs to be mentioned that these paintings had rural connections embedded into it. Queries like how they were received by the targeted audience for whom it was made has seldom been documented in the available research work.

SOLUTIONS FOUND (THROUGH LITERATURE REVIEW)

Through the available literature survey, some of the essential aspects of Patua's were found. For instance, Guha-Thakurta has perceptively observed that Kalighat style of paintings of 19th century Bengal were made by a category of people known as Patuas who were primarily migrants from rural hinterlands of Calcutta. As any other profession associated with the 'creative' field, the painters of Kalighat Paintings too had a unique workspace which were more in the nature of 'shop-studios'. As the nomenclature suggests it served both as a place where the painting was made and sold off also. If one seeks to trace the genesis of Kalighat paintings, some of the initial writings have suggested that the art or its ancestry could be inferred from a medieval Indian Sanskrit text Brahma Vaivarta Purana.

Archer in his book published in 1953 entitled *Bazaar Paintings of Calcutta: The Style of Kalighat* had raised a pertinent but a debatable point regarding the nature of Patua Painters. Archer in his book has observed that the Patuas and their art that is Kalighat Painters were at best western imitation, an imitation of both the style, structure and content of the artform.

However, in this context some prominent Indian historians like Tapati Guha-Thakurta and B.N Mukherjee have provided a contrarian view point. A viewpoint that is agreed upon by the author

of this write-up itself. Guha-Thakurta and Mukherjee have observed that both the art of Kalighat Painting and its makers were 'indigenous' to its core. By pointing out that the artform is primarily local, indigenous and thereby Indian, scholars of this ilk have pointed out that to remark upon the Kalighat artforms as a 'British' derivative would not be a true depiction of the nature of this artform. However, on hindsight it would be quite pertinent to structure out the broad contours of this art form, particularly to check if indeed it was a orientalist project of denigrating Indian value and cultural system?

It becomes very important to situate the early scholarship around Kalighat Paintings and Patuas in the intellectual cross currents of 19th century colonial India. Those were the days of heady knowledge production and construction by the colonial masters. Further those were also the times of essentializing things 'Indian'. However, on the other end, these were also the times when there was a concerted effort to devalue Indian artforms and other cultural attributes. If one looks at the social location of the practitioners of this art form an interesting facet could be inferred. These practitioners belonged to a society which was far removed from the cultural touch of the 'civilized' and 'modern' Europeans and the high nosed colonial modern intelligentsia. It was only later that they came to occupy the precincts of the famed Kalighat temple that they could broad base their art form and its themes. The artists used to leave in slums and were primarily 'Hindu' in their outlook and dispositions.

Further if one further interrogates the locational aspect more, it could be clearly argued that the entire colonial city of Calcutta was categorized along racialized lines into Black, White and Grey towns. And as the Patuas primary space of habitation and business was in the sprawling bazars of Black Town, it would not be wrong to argue that the trope of western influence on art and craft of Patuas was little farfetched one.

In this case, foregrounding the entire colonial context of late 19th and early 20th century becomes paramount. The times and values of those times, needless to add were in for flux. It is in the cultural recesses of their works and minds of these painters, we can hope to delineate the various ideas that pervaded the body politic of Bengal in those times. Calcutta in the nineteenth century was a happening place to be in. Besides being a capital of the then British India, this place was to see developments at various levels. Churnings at social, political and cultural and most importantly economic levels were the order of the day. The needs of the colonial metropolis situated in Great Britain played a major role in changing the economic landscape of British India in general and Bengal presidency in particular. The onset of Industrial Revolution in England and the need for the raw material supplier along with a readymade market for their cheap goods necessitated the colonization of the Indian economy. And once, British India was made a colony, they bought in certain economic policies that was to have a long term impact on the nature of our society and economy. Of their various experiments on the economic front, the economic policy of Permanent Settlement instituted by Lord Cornwallis in the year 1793 was to have a damaging impact on the rural fabric of the Bengal society. Economic historians with the likes of Amiya Bagchi have poignantly argued the devastation unleashed by the colonial greed in the rural economy. The emergence of the East Indian Company as a political player in the politics of 18th century India particularly after Battle of Buxar in 1764 was to change the structural nature of the Indian economy. Before the coming of Britishers, the local economy of British India were internationally known for its famed handicrafts, metal works and various other forms of art and culture. This all was to change with the onset of the British rule

As far as the local artifacts prepared by the Patuas and the later the Kalighat painters were concerned it was primarily a rural vocation or profession. One can argue that after the fall of the Mughal Empire and the economic policies unleashed by the Britishers, the land as a source

of income or revenue became too crowded for a significant chunk of rural population to depend upon. So it might be argued that survival and livelihood of the rural folk in the village areas would entail moving away from land based professions to some other profession which is less labor intensive at the same time more financially rewarding. It is in this scenario we have to understand the emergence of Path chitra as an indigenous response to the economic policies of the imperial masters. As the name suggests, the medium on which the painting on various themes was done was called path which gradually evolved to cloth based paintings and many other imitations.

Historically, commentators have opined that before making the commercial spaces in and around Kalighat temple their exclusive space for selling and propagating their merchandise, they were known to be local folk singers in the outskirts of Calcutta. When they realized that they could not making a living off singing local folk songs on the streets of rural hinterland , they made a transition to being an artist of a certain kind , which could be comodified and commercialized and thus earned a living. A pertinent point is being made here; every local/religious artifact has the potential to be commercialized and comodified depending on the economic needs of their makers.

Theorizing their actions and inactions in the backdrop of the evolving contexts of the Patua painters and their lived realities are an important aspect of this research work. Literatures of various kind too have been employed to understand the many sided aspects of Patuas and their vocation. Both vernacular as well as English source materials dealing with various aspects of the similarly placed art form would be used for understanding the nitty gritty of the research topic undertaken.

It must be noted here that there are socio-economic and cultural transitions at multiple levels. The transition from singing local folk songs, to paintings on varied themes contemporary to the social milieu of the times, and its migration from the local fairs of the rural areas to the cityscape of Kalighat is a testimony to the upwardly mobile ambitions of the Patua painters or artists. The paintings in general and those of the Kalighat artists in particular are pertinent commentaries on the socio-political and cultural milieus of the times, is well known and an accepted fact. If one looks at the varied trajectories that have been undertaken by the Kalighat painters from rural to the urban market spaces of Calcutta , one becomes very much aware of a new form of political vocabulary that was being created in the subaltern spaces of the Calcutta's streets.

So how does one seek to understand the background of the Kalighat painters in the context of colonial modernity unleashed by the Britishers? It must be observed that it was not the rural artists/painters who came to the colonial landscape to make a living. It should also be seen as a political act taken by certain sections of the rural folk to reclaim the lost economic space which after being colonized was taken away by the imperial masters. A lot many other things could be read into these acts of Kalighat painters who migrated from rural spaces to the urban polity of Calcutta to undertake a certain form of politics at the cultural level.

The profession of painting or drawings motifs which was commercial, political as well as at the same time a form of sarcasm on the contemporary events of the day speaks of a certain kind of agency to a class of lower caste , lower class Bengali-Hindus which has seldom been highlighted by the academia studying the 19th century Bengal. The employment of the regular tropes of 'folk' to differentiate Kalighat paintings from the 'elite' works of Abanindrath Tagore and his ilk works on a reductive logic. The category of 'folk' denies a proper understanding of the intricacies that were embedded into the works of Kalighat painters. Likewise, it can very much argued that the themes employed by the Kalighat painters were most probably an

ingenious as well as the same time indigenous response to the colonial modernity unleashed by the Britishers on the socio-economic and cultural level.

Sarcasm or lampooning the ‘collaborators’ (in the words of some Marxist historians) in this case the new zamindars or the upper middle class group (both categories are the creation of Britishers) was an overt political act. The lampooning primarily took the form of ridiculing the imitative ways of the ‘middle class’ and the elite classes of the Indian society. This wouldn’t have been possible, had they been working in the rural margins. Their coming to Calcutta and settling around the market area of Kalighat exposed them to the nitty gritty of middle class social life. It wouldn’t be wrong to argue that with a change in the locational vantage point of the artists they could see a cultural fabric in transition of Calcutta. It was these cultural transitions that they wanted to encompass or encapsulate in their works.

- It may be stressed that quite a wide array of enquiry-oriented literature has been produced on Kalighat Patuapara, but none of it is focused on the socio-economic evaluation of the patuas. These pata painters of Kalighat are exceptionally talented communities so that their artistry deserves to be especially valued. Without an all-round socio-economic evaluation, the workmanship of an artisan community cannot be preserved.
- The Style of Kalighat, the general consensus of scholarly literature suggests that Kalighat painting reflects a western influence on the patua artists(W. G. Archer, 1953). In line with the work of TapatiGuha-Thakurta and B.N. Mukherjee, however, I want to argue that there is not enough evidence to support the claim that this style was shaped by contact with western painting; instead I will argue that it was essentially indigenous in style, medium, and subject matter.
- It may be stressed that quite a wide array of enquiry-oriented literature has been produced on Kalighat Patuapara, but none of it is focused on the socio-economic evaluation of the patuas. These pata painters of Kalighat are exceptionally talented communities so that their artistry deserves to be especially valued. Without an all-round socio-economic evaluation, the workmanship of an artisan community cannot be preserved.
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METHODOLOGY:

- The research work undertaken is exploratory in nature. It is based mainly on primary survey in the field, although both primary and secondary sources of information have helped in developing the paper. The research was conducted in three stages – pre-field, field and post-field. Pre-field In the initial stage, secondary information on the two areas of study was collected from books and periodicals including news dailies. Data was collected from District Census Handbooks,

District Statistical Handbooks and Pilot Survey Reports of Government and non-governmental agencies. Dissertations, project reports, PhD theses and such other past works were consulted.

Field Extensive field work was done by the researcher in both the areas of study. Purposive sampling and random sampling were resorted to. Interviews were held with the

painters of Kalighat Patuapara with the help of questionnaire-schedules. Photography and

observation were also undertaken in the field. Post-field After completion of field work, the

collected data was compiled and thoroughly analyzed. The major findings from the study were

sort out. In the case of this paper, the analysis would be qualitative.

- As this proposed qualitative research will be explanatory in nature, the research will be historical as well as archival in its approach. As a tool of analysis, it would be employing deductive method of analysis. Deductive reasoning is a form of reasoning in which, starting from certain general premises and assumptions, a particular conclusion would be reached. This research work will use extensive data discerned through multiple sources ranging from archival materials to secondary sources, field visits and interviews. The study would incorporate the use of both primary and secondary sources. The primary sources will include various Government publications, memoirs and private papers of prominent individuals. The secondary source would include books, journals, articles, information and data collected through various seminars and conferences, unpublished research documents and other relevant materials concerning the topic.
- Sources as Ranke has observed should be contextualized in the times in which it has been found. It is in this context our source pertaining to the art too needs to be contextualized and understood in its specific time frames. However, having said that it must be argued that the contextualizing sources in our research work would primary vary across time and space.
- It is in this context, field surveys and interviews forms an important aspect of this research work. Visiting important places related to Patua painters is an important aspect of our research work. Interviewing the modern day practitioners of the art on the various aspects of the Patuas would form an important aspect of this study. As this research work would be qualitative in nature, the focus would be on framing a theoretical framework and understand this art form in all its totality. Theorizing their actions and inactions in the backdrop of the evolving contexts of the Patua painters and their lived realities are an important aspect of this research work. Literatures of various kind too have been employed to understand the many sided aspects of Patuas and their vocation. Both vernacular as well as English source materials dealing with various aspects of the similarly placed art form would be used for understanding the nitty gritty of the research topic undertaken.

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Regional Entrepreneurship: Stories, Accountability, Resource Acquisition, Decision Making and Impact of Covid-19

Res. Asst. Anurag VYAS

Mohanlal Sukhadia University, Udaipur (Rajasthan)
sahil.anuragvyas@gmail.com
Orcid: 0000-0001-7214-4597

Asst.Prof.Dr. Sachin GUPTA

Department of Business Administration
Mohanlal Sukhadia University, Udaipur (Rajasthan)
sachinguptabusadm@gmail.com

ABSTRACT

Startups have received a lot of attention in recent years in various parts of the world. In India, the number of startups is continuously growing, and more assistance is now accessible in all fields. Due to its enormous commercial potential, India is usually referred to as "the poster child of developing markets."

Startups are now widely viewed as significant drivers of economic development and employment creation. Through innovation and scalable technology, startups may offer significant solutions and so serve as vehicles for socioeconomic growth and transformation.

India already boasts 38,756 officially recognised start-ups – including 27 unicorns, eight of which were recognised in 2020 – and is the world's third-largest tech start-up centre. Aside from that, India's economy, demography, and active government assistance provide a wide range of opportunities for developing a strong startup environment.

Scope in the Indian Market

- **Growing Indian Economy:** Prior to the Covid-19 epidemic, the Indian economy was still growing and purchasing power was gradually increasing. Increased spending will be fuelled by the expansion of the upper-middle and a high-income segment of the population, as a short-term economic rebound is expected. As a result, the size of the Indian market provides considerable room for startups to expand.
- **Affordable Demography:** Another advantage is the Indian population's demography. Half of the country's population is under the age of 25.
- People born between the late 1980s and the early 2000s have material ambitions and the financial wherewithal to satisfy them. As a result, they represent a sizable segment of the population capable of absorbing the novel goods and services offered by entrepreneurs.
- **Active Government Support:** In 2016, India's flagship initiative, "Startup India," was launched. The initiative aims to create a robust environment that promotes the growth of new enterprises and has sparked a revolution in entrepreneurship. Hurdles in accessing the markets have also been reduced as India's internet connectivity has grown, creating a favorable environment for startups and entrepreneurs.
- **High Potential in Rural Areas:** Because rural areas still house the bulk of India's population, numerous entrepreneurs have concentrated on making life easier in these areas. Consider the following scenario:
 - Pharm-Easy is a platform that connects local pharmacies and diagnostic centers to verify prescriptions and distribute over 100,000 medications.

Keywords: Entrepreneurship, Markets, Demography, Economy, Online Platforms, Internet Connectivity, Government Support.

Introduction

This paper analyses the diverse range of Startups, SME (Small and medium Enterprises), and entrepreneurship (in Rajasthan, India) policy measures implemented in the year since the start of the COVID-19 crisis, with the goal of identifying lessons learned and policy implications for the future, and assisting governments in developing evidence-based policies to support Entrepreneurs and SME in their recovery and resilience. The paper illustrates how Startups were at the epicenter of disruptions at the start of the pandemic and are now in a much more precarious position one year later, particularly young firms and start-ups, self-employed individuals, and women-led or minority-owned businesses.

Central and State Governments moved rapidly to implement positive support for entrepreneurs, but one year into the pandemic, they are confronted with a complex dilemma: while emergency liquidity support is critical, it is not sustainable in the long run and may have unintended consequences that must be addressed to aid recovery.

This paper summarizes lessons learned to assist authorities in addressing below challenges: first, sustaining support to avert a cash flow crisis among young startups while mitigating negative side effects; second, ensuring that the slow phase-out of this emergency support does not result in a startup's solvency crisis; and third, introducing effective policies that foster Startup recovery. In light of this context, the primary objective of this article is to evaluate the position of young entrepreneurs in India, the obstacles they confront, and the possibilities for future entrepreneurship growth, with a special emphasis on the micro, small, and medium industrial sector. This report also aims to promote the development of a complete set of policy suggestions to build a more conducive climate for young entrepreneurs in India.

Young entrepreneurs include self-employed, income producers, and the administrators of businesses/enterprises. For the sake of this study, we will adhere to the definitions of "Enterprise" found in the Micro, Small, and Medium Enterprise. The study classifies micro, small, and medium-sized businesses into two categories: manufacturing and services.

- Manufacturing Enterprises are defined as "Enterprises involved in the manufacture or production of items relevant to any industry included in the first schedule of the Industries Development and Regulations Act, 1951." They are characterized in terms of equipment and machinery.

- Service Enterprises are described as "Enterprises involved in providing or performing services," in terms of equipment investment.

The COVID-19 problem has created significant disruption and is expected to have lasting effects on the economy of the world. Although advancements in immunizations provide cause for optimism, the near-term picture remains uncertain.

Impact on small businesses and entrepreneurs

The COVID-19 dilemma has frequently had a higher impact on small and medium-sized enterprises than on large corporations, highlighting their increased susceptibility. The following factors explain such a disproportionate effect:

Firstly, Startups are overrepresented in the sectors most influenced by the economic crisis, including dealer and retail commerce, air transportation, hotel and food services, real estate, professional services, and other personal services.

Secondly, smaller companies are often more financially vulnerable and have smaller cash reserves than their bigger counterparts. This reduces their crisis resilience.

Thirdly, smaller businesses fall behind in the use of digital tools and technology that might assist to create resilience in the present pandemic crisis.

Lastly, compared to large organizations (and startups), established small businesses struggle more to adapt their organization's operations to the present environment and suffer more operational skills limits. For instance, SMEs are less likely to have the management capacity to comply with new legal frameworks to ensure the safety of consumers and staff. Similarly, compared to their bigger counterparts and to startups, SMEs are less likely to innovate in terms of both processes and goods and services.

Policies

Governments throughout the world reacted immediately and aggressively to the exceptional problems that SMEs face as a result of the COVID-19 epidemic by implementing a vast array of stimulus and support measures. These policies concentrate on different types of immediate liquidity support, but were progressively complemented by structural support and larger recovery packages. Both the Central and State governments participated in the policy initiative. Entrepreneurship education is seen as a vital factor in a country's or industry's competitiveness, therefore it gives opportunities in the corona virus pandemic to advance toward a more competitive educational eco-systems. Although there are several disagreements on whether entrepreneurship can be learned, the general view is that any sort of education, independent of an individual's personality, may have positive results. This implies that the design and structure of an entrepreneurship course may be tailored to an individual's preferred learning style. These preferences are incorporated into more specialized courses that include cultural factors into entrepreneurial education. The objective of these courses is to instill a particular direction, whether it be an industry or experience, inside the teaching philosophy.

Innovation, entrepreneurship, and knowledge have been regarded as the foundations of economic competitiveness and prosperity. Social capital enables enterprises seeking fresh information to detect gaps between how the market now functions and what could be done proactively to comprehend and meet consumers' requirements and wishes. Pro-activeness is contingent on collaboration between business partners and other members of corporate social networks. Moreover, cooperation is essential to the creation of new knowledge as a social process in which information is exchanged and assimilated via social networks, therefore providing firms with social capital contained in these networks.

In India, Rajasthan has consistently strived to transform the province into a flourishing entrepreneurial destination. It launched the Rajasthan State Startup Strategy in 2015, making it one of the first states to create a regional startup policy targeted at enhancing the ease of doing business for new entrepreneurs.

- **iStart** is the government of Rajasthan's flagship project to encourage startups and entrepreneurs. It is meant to promote innovation, create jobs, and ease investment. The initiative seeks to promote innovation and entrepreneurship in the state. This also contributes to the state's economic growth and development. The August 2017-launched project is a single-window platform for entrepreneurs. The following startups were part of this initiative:

Toroots, founded in 2015, is a platform that allows enterprising villagers to connect with a selected panel of travel bloggers, travel experts, and photographers to co-create and promote experiential vacation packages. Its offerings include experiencing excursions, lodging, and activities. Toroots of Jaipur has acquired Rs 1.5 million in early finance from angel investors. Among other locations, the business offers its services in Mumbai, Delhi, Bangalore, Jaipur,

Kolkata, the Himalayas, and the North East. These tours are curated with a focus on providing customers with a one-of-a-kind experience.

Freshokartz Agri Products is an online market for fruits and vegetables in Jaipur. Fresh fruits and vegetables are purchased directly from farms using an on-demand procurement strategy. This Agri tech firm founded in 2016, links farmers and customers directly. Freshokartz, a company incubated by iStart, has raised an unknown sum. Currently, the firm exclusively delivers to hotels, restaurants, dhabas, and hostels in Jaipur.

- TiE, TiE Rajasthan, which was founded in 2002, is now a major association for entrepreneurs. We are one of the most lively and diversified chapters of TiE, with entrepreneurs from all sectors of business life devoted to promoting entrepreneurship. TiE encourages researchers, professionals, and industry leaders from varied backgrounds to contribute their knowledge, beliefs, and skills. It is also an excellent venue for peer-to-peer learning.
- Through its primary sub-missions, the Skills Acquisition and Knowledge Awareness for Livelihood Promotion (SANKALP) initiative strives to carry out the mandate of the National Skill Development Mission (NSDM), which was launched on July 15th by the Ministry of Skill Development and Entrepreneurship. The project will be conducted in mission mode with World Bank assistance and is in line with the NSDM's overarching goals. The project's main goals are to strengthen institutional mechanisms at both the national and state levels, build a pool of quality trainers and assessors, create convergence among all skill training activities at the state level, establish a robust monitoring and evaluation system for skill training programmes, and, most importantly, supplement the Make in India initiative by catering to the underserved. SANKALP is a World Bank-supported outcome-oriented initiative. The initiative will focus on the broader skilling ecosystem, which will include both federal (MSDE, NSDA, and NSDC) and state agencies, with outcomes monitored using DLIs agreed upon by MSDE and the Bank. In addition, a DLI verification process has been devised to measure DLIs on a regular basis.

In regional entrepreneurship, decision-making is assumed to emerge from an optimization calculation performed by every entrepreneur under the key premises of rationality. It means that startups tend to optimize their utility function or maximize their profit (if enterprises) utilizing the available resources as effectively as possible to achieve these goals within the restrictions they confront. Therefore, there is no wasting of any resource. In entrepreneurship, tastes and preferences are the primary determinants of choice. In everyday life, it helps us to comprehend the specialization of some startups because, in their pursuit of maximum profit, customers adjust their budgets to their hierarchy of taste.

Findings and Discussion

Social entrepreneurs are responsible for driving social innovation and transformation in a variety of disciplines, including education, health, the environment, and business growth. They are what business entrepreneurs are to the economy in terms of society and the environment. They use entrepreneurial drive, business tactics, and the fortitude to innovate and overcome established traditions to achieve poverty reduction aims. They create powerful and long-lasting organizations, whether they are non-profit or for-profit, and they serve as role models for today's youth

Governments, for their part, must recognize that social entrepreneurs play a very important role in social cohesion, and, as a result, fiscal policy and law should be adjusted in many circumstances to provide particular incentives for the development of new social companies. Countries have prolonged and increased liquidity assistance measures as Startup's have become

even more susceptible than at the start of the crisis. With lessons learnt during the first phase of the epidemic, a growing number of countries are developing recovery packages to "build back better," balancing the need for sustained short-term measures with more long-term and structural strategies to move ahead. Startup policymakers in a variety of nations reacted with extraordinary speed to the epidemic and containment efforts, as well as the resulting impact on Startups. In reality, the months of March and April 2020 are likely to go down in history as the months in which the most Startup policy proposals were implemented. Low administrative requirements for getting government funding and digital delivery technologies appear to have played a key role in achieving speedy delivery.

Conclusions and Recommendations

To begin with, given the potential of financial difficulties for the great majority of Startups, state assistance measures were typically accessible to all Entrepreneurs with few inspections and broad qualifying requirements to allow for quick delivery. Well-developed digital infrastructures were a second key in delivering help quickly. Resilience is becoming increasingly crucial not only for Startups and entrepreneurs, but also for policy frameworks that try to assist them. The pandemic may be viewed as a stress test for entrepreneurship and SME policy frameworks, as well as their capacity to deliver in the face of such a large shock. One question is whether nations who exploited existing assistance systems were able to provide more quickly than those that (had to) create new schemes. It's too early to make a comprehensive assessment. However, the first wave's experience implies that the requirement to build up new systems was not the major source of delivery speed disparities. It's crucial to look at what makes SME and entrepreneurship policy frameworks robust.

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Tüketici Mahkemelerinin Sigorta Uyuşmazlıkları Bakımından Görevi

Res. Asst. Gökhan GÜNCAN

Yalova University Faculty of Law

gguncan@gmail.com

Orcid: 0000-0001-5055-1001

ÖZET

TTK 4/1-a hükmü Türk Ticaret Kanunu'nda öngörölmüş olan hususlardan doğan hukuk davaları ve çekişmesiz yargı işlerini “ticari dava” veya “ticari nitelikteki çekişmesiz yargı işi” olarak nitelendirmiştir. TTK 5/1 hükmü ise aksine hüküm bulunmadıkça, dava olunan şeyin değerine veya tutarına bakılmaksızın ticari davalar ve ticari nitelikteki çekişmesiz yargı işleri bakımından asliye ticaret mahkemesinin görevli olacağını düzenlemiştir. Sigorta hukukuna ilişkin temel hükümler Türk Ticaret Kanununda düzenlendiğine göre, sigorta uyuşmazlıklarının tamamının ticari dava veya ticari nitelikte çekişmesiz yargı işine vücut vereceği ve bu anlamda ticaret mahkemelerinin görev alanına gireceği izlenimi doğmaktadır. Ne var ki, Tüketicinin Korunması Hakkında Kanun hükümleri incelendiğinde sigorta uyuşmazlıklarının tüketici işlemi kapsamına alındığı ve tüketici işlemi niteliğindeki sigorta uyuşmazlıklarının Tüketici Mahkemelerinin görev alanına gireceği açıkça görülecektir.

Tüketicinin Korunması Hakkında Kanuna göre tüketici mahkemelerinin görev alanını “tüketici işlemleri ile tüketiciye yönelik uygulamalardan doğabilecek uyuşmazlıklar” olarak belirlemiştir (TKHK 73/1). Bu noktada tüketici ve tüketici işleminin ne anlama geldiğini tespit etmek gerekir. Tüketici, ticari veya mesleki olmayan amaçlarla hareket etmeyen gerçek veya tüzel kişi olarak belirlenmiştir (TKHK 3/1- k). Tüketici işlemi ise, “ticari veya mesleki amaçlarla hareket eden veya onun adına ya da hesabına hareket eden gerçek veya tüzel kişiler ile tüketiciler arasında kurulan, eser, taşıma, simsarlık, sigorta, vekâlet, bankacılık ve benzeri sözleşmeler de dâhil olmak üzere her türlü işlem veya sözleşme” olarak tanımlanmıştır (TKHK 3/1- l). Görüldüğü üzere, hüküm içerisinde tüketici işlemi olabilecek işlem veya sözleşmeler örnekleyici biçimde sayılırken, sigorta sözleşmeleri de açıkça zikredilmiştir. Dolayısıyla, taraflardan birinin tüketici olduğu işlem ve sözleşme niteliğindeki sigorta uyuşmazlıklarının “Tüketici İşlemi” niteliğinde olduğu sonucuna ulaşılabilir. Peki, bu noktada, tüketici işlemi olarak belirlediğimiz sigorta uyuşmazlıklarında görevli mahkemeyi nasıl belirlemek gerekir? Bu anlamda TTK 5/1 uyarınca ticaret mahkemeleri mi, yoksa TKHK 73/1 kapsamında tüketici mahkemeleri mi görevli olacaktır? Tüketici işlemi olarak belirlenecek sigorta uyuşmazlıkları bakımından tüketici mahkemelerinin görevli olduğu sonucuna ulaşılabilir. Zira, TKHK 83/2 hükmünde taraflardan birinin tüketici olan işlemlerle ilgili diğer kanunlardaki düzenlemelerin o işlemin tüketici işlemi sayılmasına ve TKHK'daki görev ve yetki kurallarının uygulanmasına engel teşkil etmeyeceği açıkça düzenleme altına alınmıştır. Diğer taraftan, ticaret mahkemelerinin görev alanını belirleyen TTK 5/1 hükmünde hükmünde geçen “aksine hüküm bulunmadıkça” ifadesi bulunmaktadır. Bu hükümler birlikte değerlendirildiğinde sigorta uyuşmazlıklarının her zaman ticaret mahkemelerinin görev alanına dahil olacağı sonucuna ulaşmak yanlış olacaktır.

Sigorta uyuşmazlıklarının tüketici mahkemelerinin görev alanına girip girmediğini tespit edebilmek için her somut olayda ayrıca değerlendirme yapmak ve taraflar arasında bir işlem veya sözleşme bulunup bulunmadığı, taraflardan birinin tüketici olup olmadığı ve nihayet aradaki işlemin tüketici işlemi olup olmadığı hususlarının araştırılıp sonuca ulaşmak gerekir.

Anahtar Kelimeler: Tüketici Mahkemeleri, Tüketici İşlemi, Görev, Sigorta Sözleşmeleri

Jurisdiction of Consumer Courts with regard to Insurance Disputes

ABSTRACT

The provision of Turkish Commercial Code (TCC) art. 4/1-a defines civil lawsuits and uncontested jurisdictions arising from the matters stipulated in the Turkish Commercial Code as "commercial lawsuits" or "commercial non-contentious judicial proceedings". The provision of TCC 5/1, on the other hand, regulates that the commercial court of first instance will be in charge of commercial cases and uncontested commercial matters, regardless of the value or amount of the thing being sued, unless there is a contrary provision. Since the basic provisions of insurance law are regulated in the Turkish Commercial Code, it appears that all insurance disputes will give rise to commercial litigation or non-contentious jurisdiction of commercial nature, and in this sense, they will fall under the jurisdiction of commercial courts. However, when the provisions of the Law on the Protection of the Consumer are examined, it will be clearly seen that insurance disputes are included in the scope of consumer transactions and that insurance disputes in the nature of consumer transactions will fall under the jurisdiction of the Consumer Courts.

According to the Code of the Protection of the Consumer (CPC), the scope of jurisdiction of the consumer courts has been determined as "disputes that may arise from consumer transactions and consumer-oriented practices" (CPC 73/1). At this point, it is necessary to determine what the consumer and consumer transaction mean. The consumer is determined as a natural or legal person who does not act for commercial or non-professional purposes (CPC 3/1-k). Consumer transaction is defined as "all kinds of transactions, including works, transportation, brokerage, insurance, power of attorney, banking and similar contracts, established between consumers and real or legal persons acting for commercial or professional purposes or acting on their behalf or on behalf of them. contract" (CPC 3/1- 1). As can be seen, while transactions or contracts that may be consumer transactions are counted in an exemplary manner, insurance contracts are also clearly mentioned. Therefore, it can be concluded that insurance disputes in the nature of transactions and contracts in which one of the parties is a consumer are in the nature of "Consumer Transactions". Well, at this point, how should we determine the court in charge of insurance disputes that we have determined as consumer transactions? In this sense, will commercial courts be in charge pursuant to TCC 5/1 or consumer courts under CPC 73/1? It can be concluded that consumer courts are in charge in terms of insurance disputes to be determined as consumer transactions. Because, in the provision of CPC 83/2, it is clearly regulated that the regulations in other laws regarding the consumer transactions of one of the parties will not prevent that transaction from being considered a consumer transaction and the implementation of the jurisdiction and authority of the Code of the Protection of the Consumer. On the other hand, there is the expression "unless there is a contrary provision" in the provision of TCC 5/1, which determines the scope of jurisdiction of commercial courts. When these provisions are evaluated together, it would be wrong to conclude that insurance disputes will always fall under the jurisdiction of commercial courts.

In order to determine whether insurance disputes fall under the jurisdiction of consumer courts, it is necessary to evaluate separately in each concrete case and to investigate whether there is a transaction or contract between the parties, whether one of the parties is a consumer and finally whether the transaction is a consumer transaction or not.

Keywords: Consumer Courts, Consumer Action, Jurisdiction, Insurance Contracts

I. TİCARET MAHKEMELERİNİN GÖREVİ

Ticaret mahkemelerinin görevi, TTK 5/1’de düzenleme altına alınmıştır:

Aksine hüküm bulunmadıkça, dava olunan şeyin değerine veya tutarına bakılmaksızın asliye ticaret mahkemesi tüm ticari davalar ile ticari nitelikteki çekişmesiz yargı işlerine bakmakla görevlidir.

TTK 4/1-a gereği, Türk Ticaret Kanununda düzenlenmiş olan hususlardan doğan davalar ticari dava olarak belirlenmiştir. Sigorta hukukuna ilişkin düzenlemeler, TTK 1401 vd. hükümlerinde yer almaktadır. Buna göre, TTK’de düzenlenmiş olduğu için sigorta uyuşmazlıklarının ticari davaya vücut vereceği, bu anlamda bunların ticaret mahkemelerinin görev alanına gireceği -kural olarak- kabul edilmelidir.

II. TÜKETİCİ MAHKEMELERİNİN GÖREVİ

Tüketici mahkemelerinin görevini belirleyen hüküm TKHK 73/1’de yer almaktadır:

“Tüketici işlemleri ile tüketiciye yönelik uygulamalardan doğabilecek uyuşmazlıklara ilişkin davalarda tüketici mahkemeleri görevlidir”

Tanımdan hareketle, tüketici mahkemelerinin görev alanını tespit edebilmek için tüketici işlemi ve tüketici terimlerini ele alıp, ne anlama geldiğinin ortaya konulması gerekir. Tüketici işlemi, mal veya hizmet piyasalarında kamu tüzel kişileri de dâhil olmak üzere ticari veya mesleki amaçlarla hareket eden veya onun adına ya da hesabına hareket eden gerçek veya tüzel kişiler ile tüketiciler arasında kurulan işlemleri ifade etmektedir(TİTRK 3/1-l). Tüketici ise, ticari veya mesleki olmayan amaçlarla hareket eden gerçek veya tüzel kişiyi ifade etmektedir (TİTRK 3/1-k). Bu tanımlardan hareketle, tüketiciden bahsedebilmek için onun ticari ve mesleki amaçla hareket etmemesi ve işlem yaptığı kişinin ise ticari veya mesleki amaçla hareket ediyor olması şartları aranmaktadır. Bu halde, çıkan uyuşmazlıklarda tüketici mahkemelerinin görevli olması sonucu doğabilecektir.

1. Ticari Amaç

Ticari amacın varlığını, TTK’da düzenlenen ticari iş kavramından hareketle, oradaki kriterler üzerinden belirleyebiliriz. Bu anlamda, bir kimsenin ticari işletmesini ilgilendiren işler bakımından (TTK 3/1) ticari amacın varlığını kabul edebiliriz. Gerçek kişi tacirler bakımından onların bütün borçlarının ticari olması karine olarak kabul edilmiş (TTK 19/1); bu karineyi çürütmek için de iki imkan öngörülmüştür. İşlemi yaptığı anda bunun ticari işletmesiyle ilgili olmadığını diğer tarafa açıkça bildirdiği veya işin ticari sayılmasına durum elverişli olmadığı takdirde borç adi sayılır. Bu anlamda, gerçek kişi tacirin yaptığı iş ve işlemler bakımından diğer tarafa açıkça bildirmediği ve halin icabından anlaşılmadığı sürece ticari amacın varlığını arayabiliriz.

Bu kriterden hareketle, tekstil alanında faaliyet gösteren bir gerçek kişi tacirin, çocuk kitapları sipariş etmesi durumunda halin icabı gereği ticari amaç gütmeyeceği kabul edilebilir. Bunun yanında, bilgisayar satın alırsa, bilgisayarı ticari işletmesinde muhasebe işlerinin tutulması için aldığı takdirde ticari amaçla hareket ettiğini; ancak çocuğuna doğum günü olarak aldığı takdirde ise ticari olmayan amaçla hareket ettiğini ifade edebiliriz. Tüzel kişi tacirler bakımından ise genel kabul, onların adi iş alanının olmadığı, bütün borçlarının ticari olması yönündedir (ARKAN, Ticari İşletme Hukuku, s.65 AYHAN/ÖZDAMAR/ÇAĞLAR, Ticari İşletme Hukuku, s. 65; POROY/YASAMAN, Ticari İşletme Hukuku, s.111). Ticaret şirketleri bakımından, bu esas kabul edilebilir. Bu çerçevede ticaret şirketlerinin ticari olmayan amaçla hareket edemeyeceğini ifade edebiliriz. Ancak, ticari işletme işleten, bu nedenle tacir sıfatını

kazanmış olan dernek ve vakıfları diğer tüzel kişi tacirlerden ayırmak ve gerçek kişi tacirlerde olduğu gibi ticari işletmesiyle ilgili olmayan iş alanının varlığını kabul etmek gerekir. Bu anlamda, dernek ve vakıfların ticari işletmesi ile ilgili olmayan iş ve işlemlerinin de olabileceği kabul edilmelidir. Ticari işletmesi ile ilişkili olmayan, salt tüzüğündeki ideal amaç çerçevesinde bir işlem yaptığında burada tüketici sıfatını kazanabileceği kabul edilmez.

2. Mesleki Amaç

Tüketici tanımından hareketle, ticari amaçla hareket etmese dahi mesleki amaçla hareket eden kimlerin de tüketici olarak nitelendirilemeyeceğini ifade edebiliriz. Dolayısıyla, serbest meslek erbabının faaliyetleri ticari olarak kabul edilmese de, bu faaliyetlerin mesleki olduğunu ve meslekleriyle ilgili iş ve işlemler gerçekleştirirken tüketici sıfatını kazanamayacağını söyleyebiliriz.

III. SİGORTA SÖZLEŞMELERİ

Tüketici işlemlerini tanımlayan TKHK m.3/1-1'de örnekleyici olarak sayılan işlemler arasında sigorta işlemleri de yer almaktadır. Sigorta sözleşmelerinde taraflardan biri mutlaka 'sigortacı' olmak durumundadır. Sigortacının ise, Türk hukukunda anonim şirket veya kooperatif şirket şeklinde kurulmuş olması gerekiyor. Anonim şirket ve kooperatifin ticaret şirketi sıfatını haiz olması ve adi iş alanı bulunmaması sebebiyle her işinde ticari amacın olduğunu ifade edebiliriz (5684 sayılı Kanun m.3).

Buna göre, diğer tarafın ise mesleki veya ticari amaçla hareket etmeyen kimse -tüketici- olan sigorta işlemlerinin TKHK uyarınca tüketici işlemi niteliğinde olacaktır. Tüketici işlemi olarak kabul etmenin en önemli sonucu ise bu tarz uyuşmazlıkların görüleceği mahkemenin tüketici mahkemeleri olmasıdır. Sigorta şirketlerini, TKHK kapsamında sağlayıcı olarak nitelendirmemiz mümkündür. Şayet, uyuşmazlık sigorta sözleşmesinden kaynaklanan bir uyuşmazlık ise ve sigorta ettiren mesleki veya ticari amaçla hareket etmemişse, sigorta ettireni tüketici, sigorta sözleşmesini ise tüketici işlemi olarak tespit etmemiz mümkün hale gelmektedir.

Örnek olarak, bir gerçek kişi tacir konutunu yangına karşı sigorta ettirirse, bu işlem sigorta ettiren tacir olsa bile tüketici işlemi niteliğinde olacaktır. Çünkü, konutunu sigorta ettirdiği için ticari amaçla hareket etmemiştir. Benzer şekilde, bir avukat bürosunu yangın rizikosuna karşı sigortalattığında, ticari amaçla hareket etmediğini ifade edebiliriz. Ancak, burada mesleki amaç güdüldüğünden avukat tüketici sıfatını haiz değildir.

Sorumluluk sigortalarında, sigortacının kendi sigortalısına rücu edebileceği hallerde sigortacı ve sigortalı arasındaki sözleşmesel ilişkiden hareket edildiği için yine sigortalının mesleki veya ticari amaçla hareket edip etmediğine bakılması ve işlemin tüketici işlemi olup olmadığına buna göre karar verilmesi gerekir. Sorumluluk sigortalarında, zarar gören üçüncü kişinin doğrudan doğruya sigorta şirketine başvuru imkanı bulunmaktadır (TTK m.1454). Ancak, burada, zarar görenle sigorta şirketi arasında bir işlem mevcut değildir. Zarar gören, TTK 1454'ün kendisine verdiği hakkı kullanmaktadır. Dolayısıyla, bu örnekte zarar gören, mesleki veya ticari amaçla hareket etse dahi tüketici işleminden söz edilemeyecektir.

Halefiyete dayalı rücu davalarında ise halefiyetin sadece maddi hukuk anlamında değil, şekli hukuk anlamında da gerçekleşeceğini ifade edebiliriz. Yani, bu davalarda, sigortalısına halef olan sigortacı ile zarar sorumlusu arasındaki şekli hukuk anlamında ilişkiyi de, sigortalı ve zarar sorumlusu arasındaki hukuki ilişkiye bakarak çözümlenmek gerekiyor. Bu anlamda, sigortalı doğrudan doğruya zarar sorumlusuna başvurup tazminat talep etse idi hangi mahkeme görevli olacak idiyse, sigortacının halefiyeti söz konusu olduğunda sigortacı zarar sorumlusuna rücu ederken yine aynı mahkeme görevli olacaktır.

SONUÇ

TKHK 3/1-k ve l bentleri uyarınca, sigorta ettirenin mesleki veya ticari amaçla hareket etmemesi durumunda tüketici işleminden söz edebiliriz. Tüketici işlemi olarak nitelendireceğimiz sigorta sözleşmelerinden kaynaklanan uyuşmazlıklar ise TKHK 73/1 gereği tüketici mahkemelerinde görülecektir. Sigorta uyuşmazlıklarının mutlak ticari davaya vücut vereceğini ve her halükarda bu uyuşmazlıkların ticaret mahkemesinde görüleceği söylemek, TKHK hükümleri çerçevesinde her zaman mümkün olmayacaktır. Zira, TTK 5/1 ticaret mahkemelerinin görevini düzenlerken “*aksine hüküm bulunmadıkça*” ibaresini kullanmıştır. Diğer taraftan, TKHK 83/2 hükmünde taraflardan birinin tüketici olan işlemlerle ilgili diğer kanunlardaki düzenlemelerin o işlemin tüketici işlemi sayılmasına ve TKHK'daki görev ve yetki kurallarının uygulanmasına engel teşkil etmeyeceği açıkça düzenleme altına alınmıştır. Buna göre, ticaret mahkemeleri ile tüketici mahkemelerinin görev alanı bakımından çatışma olduğunda tüketici mahkemelerinin görevine öncelik tanınması gerekecektir.



Effect of Meditation on Impulsivity in Adolescents: A Review Article

Research Scholar Dr. R K Roshni Raj Lakshmi

Department of Yoga and Science of Living
Jain Vishva Bharati Institute, Ladnun
roshnirajlakshmi@manipuruniv.ac.in
Orcid: 0000-0003-2405-5068

ABSTRACT

Background: Adolescence is a phase that is transitory phase between childhood and adulthood. There are numerous changes taking place both in physical and mental spheres. Research has shown that due to the neurological changes during this phase, adolescents have a tendency of impulsive behavior. Impulsivity can be a risk factor for several conditions like binge-eating, Obsessive compulsive disorder, substance abuse, addiction to gaming or internet, or even self-harm and suicide. There is a need for developing protective factors against such detrimental problems. The review tries to collate research articles that used meditation for reducing impulsivity in adolescents.

Methods: Databases like Google Scholar and PubMed were searched extensively using keywords ‘meditation AND impulsivity AND adolescents’. Eighteen articles were selected based on the inclusion criteria. Irrelevant articles, articles in languages other than English, articles with the wrong population and unrelated outcomes were excluded from the review.

Results: Eighteen articles were included in the review. A careful study of the selected articles show that mindfulness meditation techniques, mindfulness based interventions, meditation and yoga has a beneficial role on adolescent impulsivity. These mind-body medicine techniques reduce impulsivity; improve self-control, emotion regulation, and inhibitory function by down-regulation of stress response and hypothalamus-pituitary-adrenal axis.

Conclusion: Meditation is an effective tool to reduce impulsive behavior in adolescents. Though, impulsivity can be considered useful as a protective mechanism, it can act as risk factor for many detrimental conditions like addiction, binge-eating, and self-harm. Studies with good study designs and sample size should be conducted to re-affirm the findings.

Keywords: Meditation, Mindfulness, Adolescent, Impulsivity, Mental Health.

INTRODUCTION

Adolescence is a phase that is named as a stage of storm and tumult due to the drastic changes in mood and behavior. It is a phase that marks the end of childhood and the beginning of adulthood. Being a transitory phase, numerous changes happen in the body and mind. Puberty brings about marked changes in the body physiology and hormones. These changes further influence the mental state of the adolescent. Neurologically, several brain areas and pathways develop during this phase. Owing to these changes, risk-taking, impulsive behavior, and the tendency for addiction are prominent during adolescence. Impulsivity is often considered a positive trait as it implies faster reaction time and higher alertness. On the downside, it is correlated with high risk-taking behavior, the tendency for addiction, self-harm, suicide ideation, and improper sexual behavior. Mind-body medicine, mindfulness-based interventions, meditation, and yoga have a beneficial role in neuroplasticity and psychological well-being. So far, there are no reviews on the effect of meditation on impulsivity in adolescents. The review's objective is to collect and analyze studies that assessed the impact of meditation on impulsivity in adolescents.

Methodology

An exhaustive search is done on Google Scholar and PubMed using the keywords 'meditation AND impulsivity AND adolescents'. The review's inclusion criteria are articles in English, articles with adolescents as a population and mindfulness-based interventions, meditation as an intervention and impulsivity as a parameter, clinical trials, RCTs, and interventional studies. Exclusion criteria would include reviews, case reports, case series, qualitative method studies, studies with the wrong population, or parameters unrelated to impulsivity. Full papers of the selected articles were extracted and studied.

Results

Fifteen articles were selected based on the inclusion criteria. Irrelevant articles, duplicate articles, articles in languages other than English, articles with the wrong population, and unrelated outcomes were excluded from the review. A thorough study of the selected articles highlights the effectiveness of meditation in reducing impulsivity in the adolescent population.

Observation

Mindfulness is a self-regulatory skill that involves observing one's thoughts and feelings without judgment. Mindfulness-based interventions emerge from oriental contemplative practices and philosophies. Meditation is an essential practice involving mindfulness that has emerged as an effective tool for improving well-being. The review aims to collate available evidence on the impact of meditation on impulsivity in adolescents. The following section summarizes the articles selected for the review. It is systematically organized into normal healthy adolescents, adolescents with behavioral problems, and clinical conditions.

Normal healthy adolescents

Oberle et al. surveyed 99 adolescents in Canada to assess the relationship between mindfulness and inhibitory control. They have used the Mindfulness Attention Awareness Scale (MAAS), a computerized executive function test to assess inhibitory control. They found that higher mindfulness predicted greater accuracy in executive functions showing better inhibitory control (Oberle et al., 2011). They have not used mindfulness as an intervention but assessed the

dispositional mindfulness of the subjects. In yet another study on dispositional mindfulness of youths, Sashidharan et al. have demonstrated that dispositional mindfulness is negatively correlated with impulsivity in a stressful situation (Rajesh et al., 2013). Three hundred seventy youths were administered Mindfulness Attention Awareness Scale, Barratt's impulsivity scale, and a General health questionnaire. It is a correlational study, but it was included in the review due to its significance to the topic. Deplus et al. have conducted a pilot study on 21 adolescents aged 11-19 years in Belgium. Impulsivity and ruminative thinking were assessed before and after the intervention. After 9 sessions of mindfulness-based interventions, there was a reduction in the adolescents (Deplus et al., 2016). Butzer et al. conducted an RCT for 205 adolescents in the USA. Yoga was given as an intervention for 32 sessions. Perceived Stress scale, Brunel University mood scale, UPPS-P Impulsive behavior scale, and Youth, Risk behavior survey were the psychometric tools used. Results show that yoga intervention improves emotion regulation and self-control (Butzer et al., 2017). Fayaz has demonstrated in his study that meditation reduces aggression and suicidal ideation in adolescents in Kashmir (Fayaz & Agarwal, 2019). Kashmir is a place that has seen much violence. Adolescents in such a place are more prone to exhibit aggression, impulsivity, and depression.

In a pre-post study, 36 adolescents were given meditation as an intervention. Buss and Perry Aggression Questionnaire and Multi Attitude Suicidal Scale were administered before and after the intervention. In an RCT conducted in the US, 53 adolescents were given mindfulness training for two weeks. Barratt's Impulsivity scale was used to assess impulsivity. There was a reduction in impulsivity in the mindfulness group (Salmoirago-Blotcher et al., 2019). Colomer et al. assessed impulsivity, mindfulness, and rumination in 352 adolescents in Spain in an observational study. They have used Depression Anxiety Stress Scale, Mindfulness Attention Awareness Scale, and Barratt's Impulsivity scale. They found that impulsivity positively predicted stress, and mindfulness is a protective factor against stress in adolescents (Royuela-Colomer et al., 2021).

Adolescents with behavioral problems

Franco et al. have conducted an RCT on 27 adolescents with behavior problems in 12-19 years. The adolescents were given 10 sessions of Fluir meditation. Pre and post data was collected for Barratt's impulsivity scale-11 and Buss and Perry Aggression Questionnaire. They showed that meditation reduced aggression and impulsivity in adolescents (Franco et al., 2016). Ron-Grajales et al. showed in their study that 10 weeks of mindfulness meditation improves inhibitory control in young offenders (Ron-Grajales et al., 2021). 40 offenders in the age range of 16-23 years were recruited for the study. Inhibitory control was assessed using the Stop signal task and Stroop task. Roux et al. conducted a quasi-experimental study on 48 adolescents (12-19 years) with behavior disorders. The mindfulness-based program was given for 16 sessions. UPPS-P impulsivity scale scores showed a reduction after the intervention (Roux et al., 2021). Madiha and Akhouri showed in their study that 2 weeks of mindfulness-based therapy effectively reduced behavioral problems in juveniles in conflict with the law (Madiha & Akhouri, 2021).

Adolescents with clinical conditions

Rynczak has shown in his study that 4 weeks of mindfulness reduced impulsivity in American adolescents with Attention Deficit Hyperactivity Disorder (Rynczak, 2011). Van-Vliet et al. have shown that Mindfulness-Based Stress Reduction improves self-control in adolescents with severe mental health concerns (Van Vliet et al., 2017). This study used the interview method to

assess mood, relationship, self-control, and problem-solving. Hendrickson and Rasmussen conducted an RCT on 172 adolescents with high percent body fat. Mindful eating was taught, and choice patterns were assessed using the Food Choice questionnaire and Money Choice questionnaire. They concluded that mindful eating changes choice patterns demonstrating better self-control (Hendrickson & Rasmussen, 2017). Kiani et al. conducted a pre-post study on 30 adolescents with ADHD (13-15 years). 8 sessions of mindfulness meditation were given to the subjects. Continuous performance tests and Difficulties in emotion regulation scale (DERS) were used to assess executive function and emotion regulation. There was an improvement in executive function and emotion regulation (Kiani et al., 2020). Executive function has a close relation to impulsivity. Emotion regulation is another dimension that relates closely to impulsivity.

A summary of the articles included in the review is given in the table below:

Sl no	Author(s)	Population	Sample size	Type of study	Duration	Type of meditation	Parameters	Location	Finding
1	Danielle Rynczak, 2011	Adolescents with Attention Deficit Hyperactivity Disorder	12	Pre-post	4 weeks	Mindfulness	Impulsivity	USA	Mindfulness reduces impulsivity in adolescents with ADHD
2	Eva Overle, 2011	Adolescents	99	Survey	Immediate	-	Mindfulness Attention Awareness Scale (MAAS), a computerized executive function test for inhibitory control	Canada	Higher mindfulness predicted greater accuracy in inhibitory control
3	Sasidharan K Rajesh, 2013	Youths	370	Correlational	-	-	Mindfulness, Impulsivity (Barratt Impulsivity Scale)	India	Dispositional mindfulness negatively correlated with impulsivity in stress
4	Franco Clemento, 2016	Adolescents with behavior problems	27	Randomized Controlled Trial (RCT)	10 sessions	Mindfulness training	Barratt Impulsivity Scale-11, Buss and Perry Aggression Questionnaire	Spain	Reduction in impulsivity and aggressiveness
5	Sandrine Deplus, 2016	Adolescents 11-19 years	21	Pilot study	9 sessions	Mindfulness-based interventions	Impulsivity, ruminative thinking	Belgium	Reduced impulsivity
6	Van Vliet, 2017	Adolescents with severe mental	28	Pre-post	8 weeks	MBSR	Interview assessing mood, relationship	Canada	Mindfulness correlated with self-control

		health concerns					, self-control and problem solving		
7	Bethany Butzer, 2017	Adolescents	114+91	RCT	32 sessions	Yoga	Perceived Stress Scale, UPPS-P impulsive behavior scale, Brunel University Mood scale, Youth risk behavior survey	USA	Self-control improved
8	Kelsie L Hendricks on, 2017	Adolescents with a high percent body weight	172	RCT	Immediate effect	Mindful eating	Food Choice Questionnaire, Money Choice Questionnaire	USA	Mindful eating showed a shift in choice patterns
9	Irfan Fayaz, 2019	Adolescents	36	Pre-post		Meditation	BPAQ, Multi Attitude Suicidal test (MAST)	India	Reduced aggression, reduced suicidal ideation
10	Salmoirago Blotcher, 2019	Adolescents	53	RCT	6 months	Mindfulness training	Barratt impulsivity scale	USA	Reduced impulsivity
11	Behnaz Kiani, 2020	Female adolescents with ADHD	30	Pre-post	8 sessions	Mindfulness meditation	Executive function using continuous performance test, emotional dysregulation using Difficulties in emotion regulation scale (DERS)	Iran	Mindfulness meditation improves executive function and emotion regulation
12	Ron Grajales, 2021	Young offenders	40	Controlled Trial	10 weeks	Mindfulness meditation	Inhibitory control, Stroop, Stop signal	Spain	Improved inhibitory control
13	Benjamin Roux, 2021	Adolescents with behavior disorders 12-19 years	48	CT	16 sessions	Mindfulness-based interventions	UPPS Impulsive scale	Belgium	Reduction in impulsivity
14	Royuela Colomer, 2021	Adolescents	352	Observational study	-	-	Depression anxiety stress scale, mindfulness attention awareness scale, Barrett	Spain	Higher impulsivity implies a more significant risk of stress. Mindfulness

							impulsivity scale		s and impulsivity influence each other. Mindfulness is protective against depression in adolescents.
15	Maria Madiha, 2021	Juveniles in conflict with the law 13-19 years	25	Pre-post	2 weeks	Mindfulness-based therapy	General health questionnaire, vineland social maturity scale, aggression scale, conduct disorder rating scale-parent's version	India	MBT is effective for behavioral problems in juveniles.

CONCLUSION

Impulsivity is closely related to self-control, inhibitory control, emotion regulation, and reward center. The neurological reasons for impulsivity and risk-taking behavior in adolescents implicate the role of the nucleus accumbens, anterior cingulate cortex, prefrontal cortex, and amygdala. Meditation has a salubrious effect on the brain areas and their related functions. The review posits that meditation is an effective adjunct treatment for reducing impulsivity in healthy and problematic adolescents. Meditation can be included as a part of school curricula or as an extra-curricular activity to reduce impulsivity and enhance adolescents' psychological well-being. Further, studies with robust study designs should be conducted to establish the review's findings.

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Lean Supplier Selection for a Packaging Company via Integration of CRITIC and EDAS Methods in the Context of Lean Supply Chain

Assoc.Prof.Dr. Gülşen AKMAN

Industrial Engineering Department, Engineering Faculty, Kocaeli University, Turkey
akmang@kocaeli.edu.tr
Orcid: 0000-0002-5696-2423

Bahar ATAŞ

Industrial Engineering Department, Engineering Faculty, Kocaeli University, Turkey
baharatassa@gmail.com
Orcid: 0000-0001-6457-6226

Res.Assist. Çağın KARABIÇAK

Industrial Engineering Department, Engineering Faculty, Kocaeli University, Turkey
cagink@kocaeli.edu.tr
Orcid: 0000-0002-6520-7374

ABSTRACT

This study considers supplier selection with a strategic perspective including lean which is different from traditional perspective. Thus the main aim of this study is to propose an incorporated model to evaluate suppliers using a lean supply chain perspective. Although lean manufacturing has achieved an extensive amount of attention in previous studies, its integration with supplier selection and lean supply chain are less investigated. To fill this gap, this study was performed to systematically propose an integrated approach to select suppliers based on lean related features. Particularly, five performance perspectives (Collaboration and Trust, Production, Quality, Delivery, Cost) with 18 related sub metrics were designated as substitutes for leanness.

To show how lean perspective can be applied in supplier selection, a packaging firm was selected. Company is located in İzmir, and has 400 employees has been working in the company. Its lean supplier selection process was analyzed. Six wooden pallet suppliers were determined for evaluation. Evaluation was performed an integrated MCDM approach consisting CRITIC and EDAS methods.

The CRITIC method was used to determine the weights of the supplier selection criteria. It was found that "*the importance given to long-term relationships*" was ranked as the first criterion among the seven criteria and it was followed by "cooperation in quality control" among 18 evaluation metrics. EDAS method is used to define the ranking of suppliers. It was found that Supplier-2 was ranked as the first supplier among five supplier, and it was followed by Supplier-1, Supplier-3, Supplier-5, Supplier-6 and Supplier-5.

Key words: Supply Chain and Management, Lean Philosophy, Lean Supply Chain, Lean Supplier Selection, Lean Supplier Selection Criteria, CRITIC Method, EDAS Method.

INTRODUCTION

In the past period, the strength of brands and companies was measured by being able to design quality and qualified products/services and supply them with low cost, exact timing and reasonable price criteria, and competitive advantage was gained in this direction. In the world of our age; the widespread use of technology with its unabated progress, continuous fluctuations in customer demands, increases in costs and prices can make difficult to produce quality products, as well as reduce profitability and weaken the strength of companies in the competitive arena (Zimmer, 2006).

Companies in this competitive environment; by abandoning traditional methods to quickly adapt to changing environmental conditions, to provide low-cost but high-quality products/services and, most importantly, to survive, they have adopted Supply Chain Management over time and thus started to manage the product/information systems that are constantly on the move from the supplier to the end user. However, as a result of the continuous change, the developing industry, which has developed with a focus on producers over time, is now on its way to being consumer-oriented, not only to realize quality, just-in-time supply; The virtue of "listening to the voice of the customer" has become an important criterion. In order to listen to the voices of various customers from various markets and to quickly adapt to their variable demands, all organization plans of the companies are customer-oriented and a strategy that can be competitive in the national environment. At this point, lean thinking tools were adopted in order to meet all criteria and the Supply Chain structure was approached from the framework of lean philosophy (Zimmer, 2006).

In this study, the Lean Supply Chain structure and the studies that proved to be beneficial for the companies were mentioned and the supplier selection application was carried out in Lean Supply Chain Management.

1. LEAN SUPPLY CHAIN

Lean Supply Chain is the "evolution of the lean manufacturing philosophy" pioneered by Toyota Motor Company. Within the framework of this philosophy, waste is tried to be reduced/destroyed, and in this context, "waste" can also mean resources that do not actually create value (Akben and Güngör, 2018). And therefore, lean thinking involves the rapid delivery of any value to the end consumer, starting from the beginning of the raw material, continuously transferring it throughout the value chain.

If we integrate this philosophy with Supply Chain Management in the light of all this information: always eliminate the wastes that arise in the system and use resources more effectively. Although there are not only costs, but also the products that come out will be better quality and suitable, satisfaction is observed in the customers; and this gives businesses direct profitability and competitive advantage (Erol, 2012).

A comparison between the basic principles of Lean Supply Chain and Traditional Supply Chain is given in Table 1:

Table- 1: Comparison Between Lean and Traditional Supply Chain Basic Principles (Jurado ve Fuentes, 2014)

<u>Basic Principles and Practices</u>	<u>Traditional Supply Chain</u>	<u>Lean Supply Chain</u>
Relationship Patterns	Uncommon transactions, remote and contrary attitude	Cooperative relations on the basis of mutual trust and commitment
Time Horizon	Short term	Long term
Supply Chain Setup	Large supplier base and large-scale vertical integration	Small supplier base, low vertical integration
Number Of Suppliers By Component	Multiple feed sources	Single or double feeding. Supply sources at closer distance.
Supplier Selection And Evaluation	Mainly price-based metrics	Metrics focusing on supplier capability, added value and previous relationship
Technical Support	Nonexistent focus or limited scope	Supplier development programs
Communication And Information Sharing	Absent or infrequent	Frequently with open door policies
Participation In Design And Engineering Activities	Absent or infrequent	Frequent involvement from the early stage of design and new product development
Delivery Applications	Rarely	Frequently
Attitude To Quality	Limited inspection after manufacture	Frequent inspection during the manufacturing process
Problem Solving	Limited feedback, low shared risk and benefit, independent action	Frequent conversation, highly shared risks and benefits, working together towards solutions

1.1. Lean Supply Chain Management Components

This section explains how supply chain components should be transformed according to their lean philosophy:

1.1.1. Lean Suppliers

The quality and cost of a product/service offered to the market is measured not only by the manufacturer's capability, but also by suppliers providing input to the manufacturer. (Özal, 2011)

Lean Suppliers: (Özal, 2011)

- Be able to respond flexibly to changes in their processes.
- They are cheaper and so high quality due to lean application that in the next step there is no need to check.
- They provide just-in-time delivery and continuously improve this culture.

1.1.2. Lean Purchase

A large part of the cost of a product is raw materials and their supply functions and prices. Procurement plays an important role both in controlling costs and improving customer service. (Özal, 2011)

E-purchasing and automatic purchasing are part of Lean Purchasing. E-procurement uses a web-based application to process purchases. In automated procurement, financial software is used to remove the human element from the procurement function. (Eymen, 2007)

1.1.3. Lean Storage

Each step in the storage process is free from repetitive operations, non-value-added operations, etc. should be evaluated individually and all steps should be carefully examined. The responsibility of warehouse management in the supply chain is to decide where to store the inventory in the right conditions and cost-effectively, the infrastructure to ensure rapid movement, and where to store it. (Eymen, 2007)

1.1.4. Lean Transport

- It is important to focus on transportation activities in the value stream map. Worthless transportation activities can lead to cost and waste in other processes.
- Distribution channels should be determined according to benefit/cost analysis within the framework of company policies,
- Distribution of consignments should be optimally to fleets according to orders, (Tompkins, 2011)

1.1.5. Lean Customers

Lean customers know well what the products they need are. They are clear about what they want. Rightly, they are also very particular about quality and delivery performance, valueing speed and flexibility. (Özal, 2011)

In summary, the things that need to be implemented to create a lean supply chain are listed as follows.

- Systems thinking should be developed,
- The value of the customer should be known,
- Value stream mapping applications should be made,
- Comparisons should be made with implemented good practices,
- System(s) that can manage demand variability with agility should be established,
- Regular performance measurements should be made by creating flow (Craig 2004)

Table- 2: Short, medium and long-term gains of the lean approach (www.lean.org.tr)

Short Term	Medium Term	Long Term
Reduction in scrap and repairs	Increase in current product sales	New products
Reduction in overtime	Obtaining Effective SC Management	Evaluation of vacated spaces
Increase in Delivery Performance	Adding value to the products	Reduction in idle stocks
Decrease in stocks	Reduction in support function cost	
Improvement in cash flow	New sales as a result of better service	
Reduction in labor cost		

1.2. Supplier Relations Management In The Lean Supply Chain

One of the most important processes in the lean supply chain is the buyer-seller relationship. Companies should establish strategic partnerships with their customers, integrate them into the process before starting the production of a new product, that is, establish a strong communication network while the product is still in the design phase. The important thing at all these stages is to establish a supply chain with a small number of people.

With quality relationship management, it is possible for businesses of all sizes to create value for their customers. Established relations; It has been emphasized that it is very important for the performance of both the buyer and the seller. For example; the buyer may be the supplier's management partner and a supplier may assist the buyer in product development. (Özal, 2011). With the strategic supplier association; mutual planning, problem solving, improvement, success sharing, encouragement are provided by a direct-long-term relationship. Thus, in addition to the increase in quality-performance, costs are also reduced. (Özal, 2011).

2. LITERATURE RESEARCH

In this part of the study, some of the studies conducted with Lean philosophy, Traditional-Lean Supply Chain Management and CRITIC-EDAS Methods are summarized.

Table-3: Literature Research

AUTHOR	DATE	SUBJECT
Çelebi, Yıldız	2020	AHP Based Lean Manufacturing Technique Selection in a Manufacturing Business
Özkan, Bayın, Yeşilaydın	2015	Lean Supply Chain Management in the Healthcare Industry
Gül	2020	Increasing Supplier Efficiency with Lean Manufacturing Practices in the Aviation Sector
Akben, Güngör	2018	Supply Chain and Lean Supply Chain
Korkankorkmaz	2012	A Research on Lean and Green Supply Chain
Ünlüer	2015	Lean Supply Chain Management in Turkey: Comparison of Japan and USA
Çetin, Önder	2015	Using Analytical Network Process Method in Supplier Selection
Chou, Chang	2008	Supplier Selection with a Fuzzy Smart Approach
Mokadem	2017	Supplier Selection Criteria Classification with Lean and Agile Manufacturing Strategies
Behrouzi, Kuan, Chuen	2010	A Fuzzy-Based Model for Measuring Supplier Performance with Lean Qualities
Ghorabae et al .	2015	Multi-criteria Inventory Classification with EDAS Method
Ghorabae et al.	2016	Supplier Selection with EDAS Method
Ulutaş et al.	2017	Sewing Machine Selection with EDAS Method
Kahraman et al.	2017	An application of the intuitive fuzzy EDAS approach to solid waste disposal site selection
Gül	2021	An Application and a Spherical Fuzzy Version of EDAS
Çakır	2018	Selection of EBYS Software with EDAS Method
Akçakanat, Aksoy, Teker	2018	Performance Evaluation Of Tr-61 Region Banks With Critic and Mdl Based EDAS Method
Diakoulaki et al.	1995	Determining Objective Weights In Multiple Criteria Problems: The Critic Method
Demircioğlu, Coşkun	2018	Ups Selection with Critic Method
Kiracı, Bakır	2019	Performance Measurement Application in Airline Operations with Critic/Edas Methods

Çınaroğlu	2021	Innovative and Entrepreneurial University Analysis with CRITIC/MARCOS Methods
Erkiliç	2021	Financial Performance Evaluation of the Hospital Services Sector with CRITIC/TOPSIS Methods

3. APPLICATION: SUPPLIER SELECTION IN LEAN SUPPLY CHAIN MANAGEMENT

In this chapter; The methods selected for the study, the application steps of these methods are mentioned, and the information about the application is given.

3.1. Methodology

Within the scope of this study, criteria were determined for 6 different suppliers of an international company operating in the food processing and packaging solutions sector in Izmir. Determined criteria; The importance level was determined with the CRITIC Method, and the importance of the suppliers was ranked with the EDAS Method.

3.1.1. “CRITIC” Method

One of the suggested methods to determine the importance weights of the criteria in the decision stages of MCDM problems is the CRITIC method. It was brought into the literature by Diakoulaki et al. in 1995. In this method, subjective weighting calculations are made by using the standard deviations of the criteria and the correlations between the criteria.

The CRITIC method consists of four steps: (Diakoulaki vd., 1995; Jahan vd., 2012: 413)

Step 1: Normalizing the Decision Matrix Established

x_j^{max} ve x_j^{min} = j. max and min value between the alternatives of the criterion

$J = 1, 2, 3, \dots$, where m are alternatives and n are criteria,

$$r_{ij} = \frac{x_{ij} - x_j^{min}}{x_j^{max} - x_j^{min}} \quad (1)$$

$$r_{ij} = \frac{x_j^{max} - x_{ij}}{x_j^{max} - x_j^{min}} \quad (2)$$

Normalization rij values are obtained by using equations (1) for the maximum quality (benefit) criteria and (2) for the minimum qualified (cost) criteria.

Step 2: Determining the Degree of Relationship Between Criteria

By using the rij values obtained as a result of the normalization, the correlation values Pjk between the j criterion and the k criterion are calculated with the help of Equation (3).

$$P_{jk} = \frac{\sum_{i=1}^m (r_{ij} - \bar{r}_j)(r_{ik} - \bar{r}_k)}{\sqrt{\sum_{i=1}^m (r_{ij} - \bar{r}_j)^2 \sum_{i=1}^m (r_{ik} - \bar{r}_k)^2}} \quad j, k = 1, 2, 3, \dots, n \quad (3)$$

Step 3: Calculation of Cj Values

σ_j = j. as the standard deviation value of the criterion;

$$\sigma_j = \sqrt{\frac{\sum_{i=1}^m (r_{ij} - \bar{r}_j)^2}{m}} \quad (4)$$

$$C_j = \sigma_j \sum_{k=1}^n (1 - P_{jk}) \quad (j= 1,2,3,\dots,n) \quad (5)$$

Step 4: Calculation of Criteria Weights

In the last step, the weight values are calculated by proportioning the C_j value of each j criterion to the sum of the values of all criteria.

$$w_j = \frac{C_j}{\sum_{k=1}^n (C_k)} \quad (6)$$

3.1.2. “EDAS” Method

This method, which was introduced to the literature by Ghorabae et al. in 2015, is known as the Evaluation Method by Average Solution Distance and considers the average solution in the evaluation of alternatives. The EDAS method consists of 5 steps and these are; (Ghorabae vd, 2015)

Step 1: Creating the Decision Making Matrix and the Average (Av.) Matrix of the Criteria in this Matrix

The criterion average is calculated with the specified equation:

$$Av_j = \frac{\sum_{i=1}^n x_{ij}}{n} \quad (7)$$

Step 2: Creating a Positive and Negative Distance Matrix from Average

The positive distance matrix (PDA) and negative distance matrix (NDA) from the mean are calculated for each criterion. The calculation of these values differs according to the useful/useless status of the criteria. They include:

If the criterion is useful:

$$PDA_{ij} = \frac{\max(0, (x_{ij} - Av_j))}{Av_j} \quad (8)$$

$$NDA_{ij} = \frac{\max(0, (Av_j - x_{ij}))}{Av_j} \quad (10)$$

If the criterion is useless: these equations are used.

$$PDA_{ij} = \frac{\max(0, (Av_j - x_{ij}))}{Av_j} \quad (9)$$

$$NDA_{ij} = \frac{\max(0, (x_{ij} - Av_j))}{Av_j} \quad (11)$$

Step 3: Calculation of S_{Ni} and S_{Np} values for alternatives

S_{Pi}, j. weighted total positive value of the alternative and S_{Ni}, i. indicates the weighted total negative value of the alternative. W: represents the importance levels of the criteria.

They are calculated with the following equations:

$$SP_i = \sum_{j=1}^m w_j PDA_{ij} \quad (12)$$

$$SN_i = \sum_{j=1}^m w_j NDA_{ij} \quad (13)$$

The increase in the S_{Pi} value and the decrease in the S_{Ni} value indicate that the alternatives are at the desired level, that is, the optimum situation.

Step 4: Normalizing All Alternatives

SP_i and SN_i values for all alternatives are normalized with the specified equations.

$$NSP_i = \frac{SP_i}{\max_i (SP_i)} \quad (14)$$

$$NSN_i = 1 - \frac{SN_i}{\max_i (SN_i)} \quad (15)$$

NSP_i and NSN_i values; They indicate the normalized weighted total positive and negative values of the i.th alternative.

Step 5: Calculation of Evaluation Scores (AS_i) for Each Alternative

$$AS_i = (0.5) \cdot (NSP_i + NSN_i) \quad (16)$$

The resulting values must lie between $0 \leq AS_i \leq 1$. By ranking according to the evaluation scores, the alternative with the largest evaluation score is determined as the best alternative.

3.2. Application: Supplier Selection With Critic-Based Edas

Before Criteria Weights and Supplier Rankings; a decision matrix with criteria and alternatives has been created. The scores in this matrix were determined by the company officials on the basis of 100 points.

Table- 4: Decision Matrix

Lean Supplier Selection Criteria		Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
1. Importance given to long-term relationships	↑	90	90	80	80	80	80
2. Long-term trust	↑	100	90	90	80	80	86
3. Ability to work in coordination	↑	80	100	90	80	70	73
4. Time to be in the industry and references	↑	80	100	90	90	80	67
5. Lean thinking approach	↑	80	80	100	90	80	80
6. Production flexibility	↑	80	80	100	90	90	73
7. The capacity utilization rate	↑	80	80	80	90	90	73
8. Storage activities	↑	90	90	80	100	90	73
9. R&D Infrastructure	↑	90	90	80	80	90	73
10. Cooperation in quality control	↑	90	100	90	80	100	80
11. Rate of defect product	↓	0	0	10	20	20	7
12. Total quality management practices	↑	100	90	90	90	80	93
13. Quality certificates	↑	80	90	90	90	70	87
14. Just in time delivery	↑	80	90	90	100	80	93
15. Delivery flexibility	↑	80	80	90	100	80	87
16. Delivery reliability	↑	80	80	100	90	90	87
17. Low costs	↑	20	20	20	10	10	7
18. Payment flexibility	↑	90	80	70	100	90	87

In the table, the up arrows represent the usefulness of the criteria, while the down arrows represent the useless (cost-oriented) situations. In this table, criterion 11 is useless, the remaining 17 criteria are beneficial.

3.2.1. Calculation of Criterion Weights with the Critic Method

Step 1: The equations (1) and (2) were normalized for the criteria.

Table-5: Normalized Decision Matrix

Step 1: Normalized Decision Matrix		Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
1. Importance given to long-term relationships	↑	1,000	1,000	0,000	0,000	0,000	0,000
2. Long-term trust	↑	2,000	1,000	1,000	0,000	0,000	0,600
3. Ability to work in coordination	↑	0,333	1,000	0,667	0,333	0,000	0,100
4. Time to be in the industry and references	↑	0,394	1,000	0,697	0,697	0,394	0,000
5. Lean thinking approach	↑	0,000	0,000	1,000	0,500	0,000	0,000
6. Production flexibility	↑	0,259	0,259	1,000	0,630	0,630	0,000
7. The capacity utilization rate	↑	0,412	0,412	0,412	1,000	1,000	0,000
8. Storage activities	↑	0,630	0,630	0,259	1,000	0,630	0,000
9. R&D Infrastructure	↑	1,000	1,000	0,412	0,412	1,000	0,000
10. Cooperation in quality control	↑	0,500	1,000	0,500	0,000	1,000	0,000
11. Rate of defect product	↓	1,000	1,000	0,500	0,000	0,000	0,650
12. Total quality management practices	↑	1,538	0,769	0,769	0,769	0,000	1,000
13. Quality certificates	↑	0,500	1,000	1,000	1,000	0,000	0,850
14. Just in time delivery	↑	0,000	0,500	0,500	1,000	0,000	0,650
15. Delivery flexibility	↑	0,000	0,000	0,500	1,000	0,000	0,350
16. Delivery reliability	↑	0,000	0,000	1,000	0,500	0,500	0,350
17. Low costs	↑	1,000	1,000	1,000	0,231	0,231	0,000
18. Payment flexibility	↑	0,667	0,333	0,000	1,000	0,667	0,567

Step 2: The correlation coefficients (P_{jk}) between the equation (3) and the criteria were calculated. (Correlation)

Table-6: Correlation coefficients

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	1,00	0,75	0,54	0,37	-0,46	-0,44	-0,25	0,23	0,66	0,43	0,82	0,54	0,05	-0,38	-0,60	-0,81	0,70	-0,09
2	0,75	1,00	0,38	0,04	-0,10	-0,26	-0,57	-0,20	0,30	0,12	0,87	0,80	0,11	-0,44	-0,47	-0,42	0,76	-0,37
3	0,54	0,38	1,00	0,84	0,29	0,14	-0,21	0,11	0,25	0,34	0,54	0,20	0,65	0,22	-0,07	-0,12	0,77	-0,58
4	0,37	0,04	0,84	1,00	0,35	0,44	0,35	0,56	0,46	0,45	0,09	-0,14	0,41	0,21	0,09	-0,01	0,62	-0,27
5	-0,46	-0,10	0,29	0,35	1,00	0,83	0,13	-0,04	-0,38	-0,27	-0,30	-0,06	0,49	0,42	0,64	0,85	0,25	-0,43
6	-0,44	-0,26	0,14	0,44	0,83	1,00	0,55	0,25	0,06	0,16	-0,54	-0,44	0,01	0,05	0,38	0,81	0,24	-0,31
7	-0,25	-0,57	-0,21	0,35	0,13	0,55	1,00	0,82	0,41	0,24	-0,76	-0,60	-0,40	-0,02	0,27	0,20	-0,18	0,50
8	0,23	-0,20	0,11	0,56	-0,04	0,25	0,82	1,00	0,54	0,17	-0,34	-0,14	-0,11	0,08	0,23	-0,24	0,10	0,60
9	0,66	0,30	0,25	0,46	-0,38	0,06	0,41	0,54	1,00	0,84	0,21	-0,14	-0,52	-0,69	-0,66	-0,48	0,53	0,02
10	0,43	0,12	0,34	0,45	-0,27	0,16	0,24	0,17	0,84	1,00	0,17	-0,45	-0,47	-0,66	-0,75	-0,21	0,47	-0,37
11	0,82	0,87	0,54	0,09	-0,30	-0,54	-0,76	-0,34	0,21	0,17	1,00	0,71	0,29	-0,25	-0,55	-0,60	0,64	-0,43
12	0,54	0,80	0,20	-0,14	-0,06	-0,44	-0,60	-0,14	-0,14	-0,45	0,71	1,00	0,41	0,05	0,01	-0,42	0,39	0,01
13	0,05	0,11	0,65	0,41	0,49	0,01	-0,40	-0,11	-0,52	-0,47	0,29	0,41	1,00	0,80	0,56	0,12	0,23	-0,28
14	-0,38	-0,44	0,22	0,21	0,42	0,05	-0,02	0,08	-0,69	-0,66	-0,25	0,05	0,80	1,00	0,85	0,26	-0,33	0,16
15	-0,60	-0,47	-0,07	0,09	0,64	0,38	0,27	0,23	-0,66	-0,75	-0,55	0,01	0,56	0,85	1,00	0,53	-0,36	0,30
16	-0,81	-0,42	-0,12	-0,01	0,85	0,81	0,20	-0,24	-0,48	-0,21	-0,60	-0,42	0,12	0,26	0,53	1,00	-0,14	-0,37
17	0,70	0,76	0,77	0,62	0,25	0,24	-0,18	0,10	0,53	0,47	0,64	0,39	0,23	-0,33	-0,36	-0,14	1,00	-0,60
18	-0,09	-0,37	-0,58	-0,27	-0,43	-0,31	0,50	0,60	0,02	-0,37	-0,43	0,01	-0,28	0,16	0,30	-0,37	-0,60	1,00

After these calculations ($1-P_{jk}$) values were also calculated.

Table-7: ($1-P_{jk}$) values

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1	0,00	0,25	0,46	0,63	1,46	1,44	1,25	0,77	0,34	0,57	0,18	0,46	0,95	1,38	1,60	1,81	0,30	1,09
2	0,25	0,00	0,62	0,96	1,10	1,26	1,57	1,20	0,70	0,88	0,13	0,20	0,89	1,44	1,47	1,42	0,24	1,37
3	0,46	0,62	0,00	0,16	0,71	0,86	1,21	0,89	0,75	0,66	0,46	0,80	0,35	0,78	1,07	1,12	0,23	1,58
4	0,63	0,96	0,16	0,00	0,65	0,56	0,65	0,44	0,54	0,55	0,91	1,14	0,59	0,79	0,91	1,01	0,38	1,27
5	1,46	1,10	0,71	0,65	0,00	0,17	0,87	1,04	1,38	1,27	1,30	1,06	0,51	0,58	0,36	0,15	0,75	1,43
6	1,44	1,26	0,86	0,56	0,17	0,00	0,45	0,75	0,94	0,84	1,54	1,44	0,99	0,95	0,62	0,19	0,76	1,31
7	1,25	1,57	1,21	0,65	0,87	0,45	0,00	0,18	0,59	0,76	1,76	1,60	1,40	1,02	0,73	0,80	1,18	0,50
8	0,77	1,20	0,89	0,44	1,04	0,75	0,18	0,00	0,46	0,83	1,34	1,14	1,11	0,92	0,77	1,24	0,90	0,40

9	0,34	0,70	0,75	0,54	1,38	0,94	0,59	0,46	0,00	0,16	0,79	1,14	1,52	1,69	1,66	1,48	0,47	0,98
10	0,57	0,88	0,66	0,55	1,27	0,84	0,76	0,83	0,16	0,00	0,83	1,45	1,47	1,66	1,75	1,21	0,53	1,37
11	0,18	0,13	0,46	0,91	1,30	1,54	1,76	1,34	0,79	0,83	0,00	0,29	0,71	1,25	1,55	1,60	0,36	1,43
12	0,46	0,20	0,80	1,14	1,06	1,44	1,60	1,14	1,14	1,45	0,29	0,00	0,59	0,95	0,99	1,42	0,61	0,99
13	0,95	0,89	0,35	0,59	0,51	0,99	1,40	1,11	1,52	1,47	0,71	0,59	0,00	0,20	0,44	0,88	0,77	1,28
14	1,38	1,44	0,78	0,79	0,58	0,95	1,02	0,92	1,69	1,66	1,25	0,95	0,20	0,00	0,15	0,74	1,33	0,84
15	1,60	1,47	1,07	0,91	0,36	0,62	0,73	0,77	1,66	1,75	1,55	0,99	0,44	0,15	0,00	0,47	1,36	0,70
16	1,81	1,42	1,12	1,01	0,15	0,19	0,80	1,24	1,48	1,21	1,60	1,42	0,88	0,74	0,47	0,00	1,14	1,37
17	0,30	0,24	0,23	0,38	0,75	0,76	1,18	0,90	0,47	0,53	0,36	0,61	0,77	1,33	1,36	1,14	0,00	1,60
18	1,09	1,37	1,58	1,27	1,43	1,31	0,50	0,40	0,98	1,37	1,43	0,99	1,28	0,84	0,70	1,37	1,60	0,00

Step 3: σ_j and C_j values are provided by Equation (4) and (5) and criterion weights by Equation (6).

Table- 8: σ_j , C_j and weights

	<u>σ_j values:</u>	<u>C_j values:</u>	<u>Criterion Weights:</u>
1	0,471405	7,03899648	0,069541
2	0,343592	5,39104163	0,053261
3	0,339071	4,30971745	0,042578
4	0,314797	3,82212613	0,03776
5	0,381881	5,65315976	0,05585
6	0,326927	4,92709152	0,048677
7	0,356868	5,89856353	0,058275
8	0,317466	4,57092261	0,045158
9	0,387844	6,04565814	0,059728
10	0,408248	6,8558142	0,067732
11	0,412058	6,76545482	0,066839
12	0,294038	4,78063152	0,04723
13	0,369403	5,41005748	0,053448
14	0,354044	5,90522857	0,05834
15	0,365624	6,06531452	0,059922
16	0,342073	6,17616435	0,061017
17	0,430013	5,54418412	0,054773
18	0,310565	6,06012621	0,059871

As a result of the weight evaluation made with the Critic method, the order of importance of the criteria is as follows:

Table-9: Weights of criteria and ranking according to importance

	Weights	Criteria
1	0,0695414	Importance given to long-term relationships
2	0,0677316	Cooperation in quality control
3	0,0668389	Defect product rate
4	0,0610171	Delivery reliability
5	0,0599219	Delivery flexibility
6	0,0598707	Payment Flexibility

7	0,0597278	R&D infrastructure
8	0,0583404	Just in time delivery
9	0,0582745	The capacity utilization rate
10	0,0558501	Lean thinking approach
11	0,0547735	Lower costs
12	0,0534484	Quality certificates
13	0,0532605	Long-term confidence
14	0,0486769	Production flexibility
15	0,04723	Total quality management practices
16	0,0451582	Storage operations
17	0,0425776	To be able to work in coordination with each other
18	0,0377605	Time to be in the industry and references

As can be seen from the result, the most important criterion was determined as the “Importance Given to Long-Term Relationships” (1st).

3.2.2. Determining the Importance Ranking of Suppliers with the Edas Method

Step 1: Averages are calculated using Equation (7) for the criteria in the Decision Matrix table.

Table-10: Decision Matrix for EDAS

	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6	TOTAL	AVERAGE
1	90	90	80	80	80	80	500	83,33
2	100	90	90	80	80	86	526	87,67
3	80	100	90	80	70	73	493	82,17
4	80	100	90	90	80	67	507	84,50
5	80	80	100	90	80	80	510	85,00
6	80	80	100	90	90	73	513	85,50
7	80	80	80	90	90	73	493	82,17
8	90	90	80	100	90	73	523	87,17
9	90	90	80	80	90	73	503	83,83
10	90	100	90	80	100	80	540	90,00
11	0	0	10	20	20	7	57	9,50
12	100	90	90	90	80	93	543	90,50
13	80	90	90	90	70	87	507	84,50
14	80	90	90	100	80	93	533	88,83
15	80	80	90	100	80	87	517	86,17
16	80	80	100	90	90	87	527	87,83
17	20	20	20	10	10	7	87	14,50
18	90	80	70	100	90	87	517	86,17

Step 2: The Positive Distance Matrix from the Mean was created by making calculations with Equations (8) and (9).

Table-11: Positive Distance Matrix from the Means

	Supplier i					
	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
1	0,08	0,08	-0,04	-0,04	-0,04	-0,04
2	0,14	0,03	0,03	-0,09	-0,09	-0,02
3	-0,03	0,22	0,10	-0,03	-0,15	-0,11
4	-0,05	0,18	0,07	0,07	-0,05	-0,21
5	-0,06	-0,06	0,18	0,06	-0,06	-0,06
6	-0,06	-0,06	0,17	0,05	0,05	-0,15
7	-0,03	-0,03	-0,03	0,10	0,10	-0,11
8	0,03	0,03	-0,08	0,15	0,03	-0,16
9	0,07	0,07	-0,05	-0,05	0,07	-0,13
10	0,00	0,11	0,00	-0,11	0,11	-0,11
11	1,00	1,00	-0,05	-1,11	-1,11	0,26
12	0,10	-0,01	-0,01	-0,01	-0,12	0,03
13	-0,05	0,07	0,07	0,07	-0,17	0,03
14	-0,10	0,01	0,01	0,13	-0,10	0,05
15	-0,07	-0,07	0,04	0,16	-0,07	0,01
16	-0,09	-0,09	0,14	0,02	0,02	-0,01
17	0,38	0,38	0,38	-0,31	-0,31	-0,52
18	0,04	-0,07	-0,19	0,16	0,04	0,01

The Negative Distance Matrix from the Mean was created by making calculations with Equations (10) and (11).

Table-12: The Negative Distance Matrix from the Mean

	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
1	-0,08	-0,08	0,04	0,04	0,04	0,04
2	-0,14	-0,03	-0,03	0,09	0,09	0,02
3	0,03	-0,22	-0,10	0,03	0,15	0,11
4	0,05	-0,18	-0,07	-0,07	0,05	0,21
5	0,06	0,06	-0,18	-0,06	0,06	0,06
6	0,06	0,06	-0,17	-0,05	-0,05	0,15
7	0,03	0,03	0,03	-0,10	-0,10	0,11
8	-0,03	-0,03	0,08	-0,15	-0,03	0,16
9	-0,07	-0,07	0,05	0,05	-0,07	0,13
10	0,00	-0,11	0,00	0,11	-0,11	0,11
11	-1,00	-1,00	0,05	1,11	1,11	-0,26
12	-0,10	0,01	0,01	0,01	0,12	-0,03
13	0,05	-0,07	-0,07	-0,07	0,17	-0,03
14	0,10	-0,01	-0,01	-0,13	0,10	-0,05
15	0,07	0,07	-0,04	-0,16	0,07	-0,01
16	0,09	0,09	-0,14	-0,02	-0,02	0,01
17	-0,38	-0,38	-0,38	0,31	0,31	0,52
18	-0,04	0,07	0,19	-0,16	-0,04	-0,01

Step 3: Equation (12) calculated the Weighted Total Positive Value (SPi) of the alternatives and (14) the Normalized Weighted Total Positive Value (NSPi).

Table-13: Weighted Total Positive Value (SPi)

	Supplier 1	Supplier 2	Supplier 3	Supplier 4	Supplier 5	Supplier 6
1	0,00556328	0,0055633	0	0	0	0
2	0,00749292	0,0014176	0,0014176	0	0	0
3	0	0,009241	0,0040591	0	0	0
4	0	0,0069265	0,0024578	0,0024578	0	0
5	0	0	0,0098559	0,0032853	0	0
6	0	0	0,0082552	0,0025619	0,0025619	0
7	0	0	0	0,0055556	0,0055556	0
8	0,00146785	0,0014679	0	0,0066485	0,0014679	0
9	0,00439351	0,0043935	0	0	0,0043935	0
10	0	0,0075258	0	0	0,0075258	0
11	0,066839	0,066839	0	0	0	0,01758921
12	0,00495785	0	0	0	0	0,0013047
13	0	0,0034789	0,0034789	0,0034789	0	0,0015813
14	0	0,0007662	0,0007662	0,0073335	0	0,0027364
15	0	0	0,0026658	0,00962	0	0,00057952
16	0	0	0,0084521	0,0015052	0,0015052	0
17	0,02077597	0,020776	0,020776	0	0	0
18	0,00266351	0	0	0,0096118	0,0026635	0,00057902
Total SPi	0,11415388	0,1283955	0,0621844	0,0520585	0,0256734	0,02437015
NSPi	0,8890802	1	0,4843191	0,4054542	0,1999555	0,18980532

Step 4: Weighted Total Positive Value (SPi) of the alternatives with Equation (12) and Weighted Total Negative Value (SNi) of alternatives with Equation (13) and Normalized Weighted Total Negative Value (NSNi) with (15) were calculated.

Table-14: Normalized Weighted Total Positive Value (NSPi).

	Supplier 1	Supplier 2	Supplier i 3	Supplier 4	Supplier 5	Supplier i 6
1	0	0	0,0027816	0,0027816	0,0027816	0,00278164
2	0	0	0	0,0046578	0,0046578	0,00101256
3	0,00112274	0	0	0,0011227	0,0063046	0,00475004
4	0,00201091	0	0	0	0,0020109	0,00782022
5	0,00328529	0,0032853	0	0	0,0032853	0,00328529
6	0,00313126	0,0031313	0	0	0	0,00711651
7	0,00153666	0,0015367	0,0015367	0	0	0,00650127
8	0	0	0,0037128	0	0	0,00733925
9	0	0	0,0027311	0,0027311	0	0,00771833
10	0	0	0	0,0075258	0	0,00752578
11	0	0	0,0035178	0,0738747	0,0738747	0
12	0	0,0002609	0,0002609	0,0002609	0,0054797	0
13	0,00284634	0	0	0	0,0091716	0
14	0,00580116	0	0	0	0,0058012	0
15	0,00428842	0,0042884	0	0	0,0042884	0
16	0,00544174	0,0054417	0	0	0	0,00057891
17	0	0	0	0,0169985	0,0169985	0,02833086
18	0	0,0042848	0,0112331	0	0	0
Total SNi	0,02946454	0,0222291	0,025774	0,1099532	0,1346543	0,08476066
NSNi	0,781184	0,834917	0,808591	0,183441	0,000000	0,370531

Step 5: By calculating the evaluation scores of the alternatives (suppliers) with the equation (16), the ranking was made from the highest score to the lowest as seen in Table 15.

Table-15: Ranking of the suppliers

T1	0,83513197
T2	0,91745862
T3	0,64645507
T4	0,40545416
T5	0,09997775
T6	0,28016825
The Best = T2	0,91745862

CONCLUSION

In the study, for 18 criteria and 6 suppliers selected by the company, among the Lean Supplier Selection Criteria created by Dickson and Beyhan (2009); Scoring was made for each supplier (alternative) and criterion relationship out of 100. Next; The importance weighting of the criteria was calculated with the Critic Method and the importance degrees were concluded. After the criterion weights were determined, the best supplier among 6 suppliers was determined by using the EDAS Method for Supplier Selection processes. As a result, the supplier ranking was realized. The 2nd Supplier was determined as the best supplier.

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Paradox State and Warning for Natural Resources Management in Kalimantan

Dr. Samuel RISAL

STIA Bina Banua Banjarmasin, Banjarmasin, Indonesia
srizal01@yahoo.com
Orcid: 0000-0003-2155-4902

Ms. Rizki Amalia YANUARTHA

Universitas Kristen Satya Wacana, Salatiga, Indonesia
rizk.amalia@uksw.edu

Putri HERGIANASARI

Universitas Kristen Satya Wacana, Salatiga, Indonesia
putri.hergianasari@uksw.edu
Orcid: 0000-0002-4607-3278

Mr. Luigi Pio Leonardo CAVALIERE

Department of Economics, University of Foggia, Foggia, Italy
luigi.cavaliere@gmail.com
Orcid: 0000-0003-3169-567X

ABSTRACT

After the South Kalimantan Province was hit by a major flood, which affected hundreds of thousands of residents in ten districts/cities, various speculations emerged, both from the government's perspective and from the community's version. The reason put forward by the government is that the floods that occurred were caused by high rainfall intensity, while the community thought that forest damage was the cause of the flood, because the flood was the biggest disaster in the last 50 years. Even oil palm plantations have become one of the highlights, because they are considered to be one of the causes of disasters in South Kalimantan. There is no denying that coal mining and large-scale oil palm plantations have become the economic prima donna of the island of Kalimantan. However, as the largest coal producer in Indonesia, Kalimantan is still experiencing an electricity crisis until most of its basic needs are imported from the islands of Java and Sulawesi. It is not enough with the electricity crisis and food crisis, the latest problem which has also become a national problem is the cooking oil crisis which is very difficult for the community. It is a paradox, that Indonesia as the largest producer of CPO in the world, is still trapped in the cooking oil crisis, the largest coal producer, but the electricity crisis. On that basis, this research will explore, first, the causes of the flood disaster in South Kalimantan; Second, the cause of the scarcity of cooking oil in Indonesia, which is one of the largest CPO producers in the world. The results of the study indicate that regulations must be implemented appropriately, namely in a way that the political elite and government elites support sustainable development according to the SDGs targets.

Keywords: Paradox State, Natural Resources Management, Kalimantan, SDGs

INTRODUCTION

Natural resources are gifts from God bestowed on the Indonesian people as priceless wealth. Therefore, natural resources must be managed wisely so that they can be utilized efficiently, effectively and sustainably for the greatest prosperity of the people, both present and future generations. The availability of natural resources, both biological and non-biological, is very limited, therefore their use, both as natural capital and as commodities, must be done wisely according to their characteristics (Michael et al., 2021).

In line with Article 33 paragraph (3) of the 1945 Constitution of the Republic of Indonesia which stipulates that the earth, water and natural resources contained therein are controlled by the state and used for the greatest prosperity of the people, the management of natural resources must be oriented towards conservation. natural resources (natural resource oriented) to ensure the sustainability and sustainability of the function of natural resources, using a comprehensive and integrated approach (Kementrian Keuangan Republik Indonesia, 2001).

Palm oil has a strategic role in the Indonesian economy. The palm oil industry is the largest foreign exchange earner after oil and gas. The development of palm oil consumption shows an increasing trend in the world.(Kementerian Perindustrian RI, 2021) Indonesia is the largest CPO producing country in the world, followed by Malaysia and Thailand. Indonesian oil palm plantations are also showing expansion in area. In 2014 the widest distribution was recorded in western Indonesia, namely the provinces of Riau (2.30 million Ha) and North Sumatra (1.39 million Ha).(www.indonesia-investments.com, 2017) The total area of oil palm plantations in 2015 was 11.44 million Ha, an increase from 10.7 million Ha in 2014 . In 2022, the largest oil palm plantations have reached around 2.7 million hectares as shown in Table 1. Moreover, CPO provides a lot of job opportunities, which is evident from the results obtained by small farmers and produces more job opportunities for other small farmers. More than 6.6 million tonnes of palm oil are produced by smallholders who own more than 41 percent of Indonesia's total oil palm plantations.(BPS, 2022a)

Table 2. Provinces with Biggest Palm Tree Area

Province	Area (Ha)
Riau	2.741.621
West Borneo	2.017.456
Central Borneo	1.922.083
North Sumatra	1.373.273
East Borneo	1.254.224
South Sumatra	1.191.401
Jambi	1.034.804
Aceh	487.526
South Borneo	471.264
West Sumatra	379.662

Source: Data BPS 2022

Table 3. Palm Oil Processing Companies with biggest Revenue in Indonesia

Company	Revenue (Trillion Rupiah)	Revenue (Million USD)
PT Sinar Mas Agro Resources and Technology (SMART) Tbk	40.3	2740.4
PT Astra Agro Lestari Tbk	18.8	1278.4
PT Salim Ivomas Pratama Tbk	14.4	979.2

PT Dharma Satya Nusantara Tbk	6.6	448.8
PT Mahkota Group Tbk	4.1	278.8
PT Sawit Sumbermas Sarana Tbk	4.0	272
PT PP London Sumatra Indonesia	3.5	238
PT Sampoerna Agro Tbk	3.5	238
PT Bakrie Sumatera Plantations	2.5	170
PT Austindo Nusantara Jaya Tbk	2.5	170

Source: Data BPS 2022

Meanwhile, there are ten large companies that have oil palm plantations and processing with an average income of 7 million US dollars (Table 2). CPO itself has occupied the highest position in the world's vegetable oil, reaching around 30 million tons with an average growth of 8% per year, this beats soybeans produced by other farmers of around 25 million tons with an average growth of 3.8 % per year in 2004.(BPS, 2022b) One of the largest CPO consumers and a potential market for Indonesia is the European Union. This area uses CPO as the main raw material in the transportation sector to be able to produce biofuel which is a biofuel. Responding to this has made the EU to use plant species for renewable energy which is intended to protect and avoid environmental problems by importing materials from various types of plants, one of which is importing CPO from Indonesia to produce biofuels.

However, the development of the CPO business has a worrying history in recent years. For example, in the export-import rate process, which does not always experience continuous and unimpeded success. Starting with the EU's response which stated that the standardization of Indonesian palm oil against EU standards was the main reason for stopping imports of palm oil by the EU, besides that, the issue of deforestation carried out by Indonesia was also a factor that could damage the environment.(Pradhana, 2020) However, this issue was countered by Indonesian government, which has carried out the steps with standardization that has been carried out and the statement of deforestation is considered irrelevant because oil palm plantations are on land that is clearly a former plantation area and has existed for decades.

Condition of CPO scarcity in Indonesia

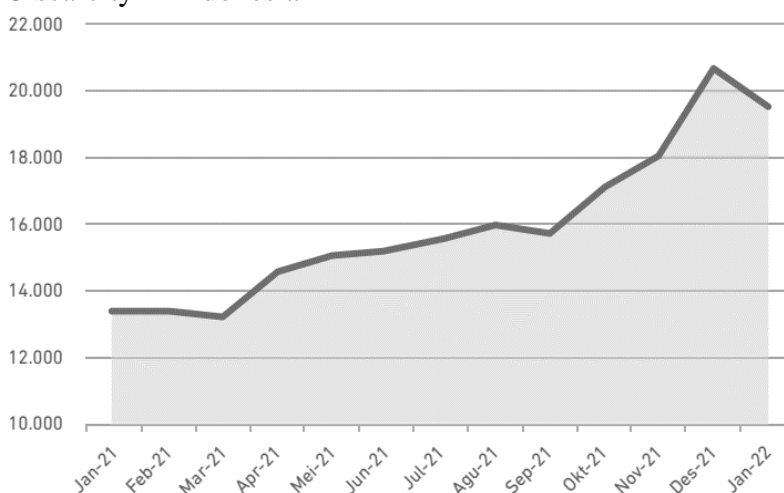


Figure 5. Coocking Oil price in Indonesia from Jan 21 to Jan 22

Source: Index Household CPIS



Figure 6. CPO and Olein in International Market

Source: Index Household CPIS

Cooking oil which is generally consumed in Indonesia is produced from crude palm oil (CPO). The price of CPO in Indonesia uses the benchmark auction price set by PT. Kharisma Marketing Besar Nusantara (KPBN) Dumai, which is a subsidiary of PT. Archipelago Plantation. The KPBN auction price is directly correlated with the CPO price in the international market. Therefore, the international price of CPO directly affects the price of cooking oil in Indonesia. Throughout 2021, the price of CPO in the international market rose significantly by 36.3% compared to 2020. At the end of January 2022, the increase in CPO prices reached Rp. 15,000/kg and became the highest price ever recorded in history. The high price occurred because the supply of CPO fell, while demand was increasing in various parts of the world following the economic recovery after the second wave of the COVID-19 pandemic. (Nafisah & Amanta, 2022a)

However, the high price of cooking oil in Indonesia has been in the spotlight since the fourth quarter of 2021 until the beginning of the first quarter of 2022. While, the monthly household index recorded a 56% increase in cooking oil prices between March and December 2021 and the price had reached Rp 20,667/liter in December. Although the price had dropped in January 2022 to Rp 19,555/liter, the price was still quite expensive because it was still 46% higher than the price in January 2021.

The high price and scarcity of cooking oil causes the suffering of the poor. Meanwhile, this shows a paradox where Indonesia as the world's largest producer of palm oil with high export power cannot meet its domestic needs. Thus, in this study, we examine the causes of the scarcity of cooking oil associated with the condition of the palm oil industry which is in a dilemmatic position due to export restriction regulations.

This research is very important because it provides a comprehensive weighting of the problem for the government in order to create appropriate regulations for the activities of the palm oil processing industry.

LITERATURE REVIEW

Natural Resources Definition

A resource is anything that can be used. The aggregate total of physical, chemical, biological, and social variables that make up our environment is known as natural resources (NR). Natural resources, according to Hunker et al, are everything that comes from the ground, biosphere, and atmosphere, all of which are dependent on human actions to exist. Natural resources include cereals, trees, soil, water, air, sun, and rivers, among other things. NR are elements made up of plant and animal NR, as well as non-biological factors, that together form an ecosystem. (Greiner & Semmler, 2008)

Natural resources have a role in addressing human needs. According to the law, NR is an environmental element comprising of biological and non-biological resources that together form a cohesive ecosystem, as defined in Article 1 paragraph 9 of Law No. 32 of 2009 concerning Environmental Protection and Management. There are various viewpoints on how natural resources should be distributed. The ecosystem is classified into two primary types, namely terrestrial NR and aquatic (water) NR, based on the overall nature of the ecosystem. However, there are three sorts of natural resources in NR management, according to their nature:

- Recoverable natural resources, where the flow of resources is dependent on management and there is a chance that supply will drop, stabilize, or rise. Soil, forest, and wildlife are all examples.
- Non-renewable or deposit natural resources, where the supply is fixed, and these natural resources include:
 - a. The inventory will be fully depleted physically. Coal, oil, and natural gas are examples.
 - b. Inventory drops, but it can still be used (recycled). Metal and rubber, for example.
- Natural resources that are available indefinitely (continuous or flow resources) include:
 - a. Their supply is limitless and unaffected by human activity. Solar and tidal energy are two examples.
 - b. The supply is limitless, but it is influenced by human behavior. Landscapes, natural beauty, space, and air are some examples.

Natural resources are a gift from God that must be appropriately handled in order to deliver maximum and long-term benefits to mankind. By developing and exploiting existing natural resources, development attempts to increase human well-being. When natural resources are used for development, changes in the ecosystem occur, which have a good (benefit) or negative (risk) influence on humans. The more the benefits sought, the larger the existing dangers or the emergence of new ones.(Barbier, 2005)

Natural resources management is intended to maintain and improve high, safe and humane environmental quality. Only in conditions of high environmental quality, humans benefit more than the environmental risks. More specifically, the definition of natural resource management includes the following two things:

1. Human efforts to change the natural resource ecosystem so that maximum and sustainable benefits can be obtained.
2. The process of allocating natural resources in space and time to meet human needs by always seeking a) Consideration between human population and resources. b) Prevention of damage to natural resources (and the environment).

Theory of Sustainability Management

Management of forest resources in the current decentralization era must pay attention to the sustainability and sustainability of forest resources, be participatory and pay more attention to proportionately the role of the community around the forest. Therefore, forest management must remain within the framework of the principles of sustainable development, namely by prioritizing the principles of sustainable forestry development. This sustainable condition includes aspects: economic function, social function, environmental function. As an economic function, the use of forest resources should provide as much benefit as possible for the state and the people living around the forest. On the social aspect, forest utilization policies must be acceptable and benefit the community as a whole. In the environmental aspect, forest utilization

must maintain the potential of natural resources. Therefore, there must always be a balance between the production function and the protection function.(Kant & Berry, 2005)

Sustainable development is development that meet the needs of the present without compromising the ability of future generations to meet their own needs. As stated in the International Union for Conservation of Nature and Natural Resources (IUCN) (1980) in the world conservation strategy, sustainable development is the implementation of development that must consider environmental, social and economic factors based on living resources. According to Law Number 32 of 2009 concerning Environmental Protection and Management, development Sustainability is defined as a conscious and planned effort that integrates environmental, social and economic aspects into a development strategy to ensure the integrity of the environment as well as the safety, ability, welfare, and quality of life of present and future generations.(International Union for Conservation of Natural Resources, 1980)

Haris (2000) states that the concept of sustainability can be broken down into three aspects of understanding, namely:

1. Economic sustainability which is defined as development capable of producing goods and services in a sustainable manner.
2. Environmental sustainability: maintaining stable resources, avoid exploitation of natural resources and absorption function environment such as the maintenance of biodiversity, stability air space, and other ecosystem functions not included categories of economic resources.
3. Social sustainability, must be able to achieve equality, the provision of social services including health, education, gender, and political accountability.(Harris, 2000)

Ecological Loss and Politics

A journal article with the title Ecological Loss In Development In East Kalimantan Province by Margiyono, Ahmad Fauzi, Ernan Rustiadi, Bambang Juanda explained that the highest ecological losses were caused by the extent of critical land, then sequentially losses due to the exploitation of coal, natural gas, and oil. This ecological loss has corrected the welfare level to 76 percent of GRDP. The results of another study indicate that the high ecological losses are caused by weak local regulations related to the environment and law enforcement. Finally, this study recommends for policy makers that in an effort to enhance development in East Kalimantan Province or other regions that have similar characteristics need to rehabilitate critical land for productive activities, followed by a transformation of the economic structure that is more oriented towards renewable natural resources, as well as revising local regulations on the environment by applying an incentive and disincentive approach (Margiyono et al., 2019).

A book with the title Corruption, Elections and Natural Resources Problems and Challenges in Indonesia, with the article title When Natural Resources Become an Arena for Corruption and Political Conspiracy of Actors in the Democratic Era explain that, the presence of entrepreneurs as political funders is inseparable from economic and political interests. Candidates who win with the support of entrepreneurs will dictate local government policies, particularly related to natural resource management policies as well as other infrastructure projects. Entrepreneurs position themselves as shadow governments or become political and economic cronies of elected regional rulers. The democratization process at the local level is actually a battle of political actors who have strong capital and make the Pilkada an instrument of conspiracy between potential rulers and owners of capital (Uhaib As'ad, 2020).

METHODOLOGY

The methodology used is descriptive qualitative research with literature study. Data were collected and analyzed to answer two questions that the occurrence of natural disasters is closely related to the opening of palm oil processing and why there is a scarcity of bulk cooking oil while Indonesia is the largest palm oil producing country in the world.

RESULT AND DISCUSSION

Micro Analysis: Cartel Conduct

An investigation by the Business Competition Supervisory Commission found one piece of evidence in the law enforcement process related to cartels. Gopprera Panggabean as the KPPU's Director of Investigation stated that through these findings, the status of law enforcement can be increased at the investigation stage for alleged violations of Article 5 (pricing fixing), Article 11 (cartels), and Article 19 letter c (market control through restrictions on the circulation of goods/services).(voi.id/en/economy, 2022)

According to the Minister of Trade, the scarcity and high price of palm cooking oil is due to the cooking oil mafia game. According to him, the mafias smuggle palm cooking oil even abroad, while the practices carried out by the mafia include diverting subsidized oil to industrial oil, exporting cooking oil abroad, and repackaging cooking oil so that it can be sold at prices that are not in accordance with highest retail price. According to him, his party has no power to control the existence of the mafia. On Thursday, March 17, 2022, the Minister of Trade in a working meeting with the House of Representatives Commission VI promised to reveal the mafia. (en.tempo.co, 2022)

According to the Ombudsman of the Republic of Indonesia, the state agency that oversees public services, represented by one of its members, Yeka Hendra Fatika, in a virtual press conference on March 15, 2022, among others, is the difference between the domestic market obligation (DMO) of palm oil reported and its realization. The DMO policy does not include a meeting between CPO exporters or their processed products with cooking oil producers, so there are allegations that household activities and MSME business actors increase cooking oil stocks as a response to the absence of guarantees for the availability of cooking oil, especially in the face of fasting and Eid al-Fitr 2022. (The longest national holiday in Indonesia). (Fatika, 2022)

Indonesian Ombudsman (ORI) presented three findings related to the scarcity and spike in the price of palm cooking oil in the market. ORI member Yeka Hendra Fatika explained at a press conference on February 8, 2022. The findings were obtained from community situation reports from 34 provinces in Indonesia. The first cause is hoarding. Second, Yeka continued, his party found that there was an attempt to divert sales of palm cooking oil from modern markets to traditional markets. Third, there was panic buying in the community. The government is advised to prepare a mechanism to anticipate the scarcity and spike in cooking oil prices. The reason is that this situation has often been experienced by the government in relation to other staples of the community. (Fatika, 2022)

Micro Analysis: Low Productivity of Oil Palm

Among the causes of the decline in oil palm productivity, the issue of oil palm farmers' access to affordable fertilizers is being highlighted by the media. Access to affordable fertilizers is the key to meeting global demand for palm oil which is expected to increase by 6.5%. Domestically, household demand for cooking oil from palm oil is also expected to increase. Meanwhile, the use of fertilizers among oil palm farmers will decline due to limited availability in 2021. As quoted by KataData, the Minister of Trade considers the lack of realization of

subsidized fertilizers from the total needs proposed by farmers in the Definitive Plan for Group Needs or RDKK4 to be one of the main causes of barriers to farmer access. to affordable subsidized fertilizers. The Minister of Trade further emphasized that the availability of affordable fertilizer for oil palm farmers will be one of the main agendas in the limited coordination meeting regarding the subsidized fertilizer plan in 2022.(Nafisah & Amanta, 2022b)

The researcher found that the gap in the allocation of subsidized fertilizer was not the main problem of the government's fertilizer subsidy program. The price disparity between subsidized and unsubsidized fertilizers causes the use of fertilizer inputs that are not optimal among farmers which then affects production and crop yields. The use of fertilizers by farmers often depends on the cost, so that price disparities can lead to excessive consumption of chemical fertilizers among farmers because these types of fertilizers are the most affordable and most widely available in the fertilizer subsidy program. Farmers also have the potential to reduce their use of fertilizers if subsidized fertilizers are not available and more expensive non-subsidized fertilizer options remain. The potential for the formation of a secondary market from the resale of subsidized fertilizers by recipients is an additional problem that can distort prices and worsen farmers' access to affordable fertilizers. Therefore, one of the policy recommendations related to this issue is to carry out policy reforms in stages to make a full transition from the government's agricultural input subsidy program to a market mechanism.(Cameron et al., 2017)

Table 4 World's demand estimation

Country	2020/21 Import Est. (Million Ton)	21/22 Est. in Million Ton
India	8.5	8.6
China	6.8	7.2
Uni-Eropa	6.2	6.9
Others	26.1	27.9
World	47.6	50.6

Source: (www.cpopc.org, 2022)

Micro Analysis: Product Derivative

In addition to declining palm oil productivity, the increasing world demand for biofuels from palm oil also contributed to the decline in the supply of CPO for cooking oil production. Various countries, including Indonesia, have implemented biodiesel programs that require mixing diesel fuel with biofuels. Based on data from the Indonesian Palm Oil Association (GAPKI), the share of CPO produced for biofuels increased by 24% from 2019 to 2020 in Indonesia. This was also accompanied by a decline in the share of CPO processed for the production of food commodities such as cooking oil. (gapki.id, 2021)

Micro Analysis: Consumer Behaviour

Researchers from the Indonesian Consumers Foundation (YLKI) noted that from the end of 2021 to February 2022 there was a significant increase in the price of palm cooking oil reaching a nominal value of Rp. 20,000 per liter with this increase, the YLKI also asked the public as consumers to be more patient and save on the use of cooking oil, so that there is no panic buying for the scarcity of cooking oil due to the low stock in the market, therefore every consumer, whether from the lower, middle and upper classes alike have difficulty getting cooking oil in the market. The increase in the price of cooking oil makes consumers feel worried because apart from the rising price, cooking oil has become scarce, making it difficult to find

in supermarkets, supermarkets and traditional markets. So that YLKI in this case urges the government to pay more attention to the quota for domestic needs and also the supply of equitable distribution of subsidized cooking oil for the community. (Kamalina, 2022)

However, with the existence of subsidized cooking oil, it becomes the impact of many consumers who queue and buy up the oil, so that other consumers who do not know the information always do not get subsidized cooking oil and in the end consumers or people from the lower classes do not get it and this is really ironic when looking at the scarcity. cooking oil because Indonesia is the largest producer of palm oil in the world.

Macro Analysis: Global Trade Restriction

In recent times, the European Union has begun to make various regulations on environmental standards in various industries, especially in the export of palm oil to Europe. The European Union passed the Forest Law Enforcement Governance and Trade (FLEGT), or regulations that apply to imports in the forestry sector, made regulations related to pulp and paper imports in 2008, and imposed anti-dumping tariffs on biodiesel and fatty alcohol exports from Indonesia to the Union. (European Commission, 2021)

This was exacerbated by the action by the European Union Parliament's resolution not to buy palm oil for biodiesel in 2020 from Indonesia again because it was considered not to be produced sustainably and triggers deforestation. This resolution received a response from the largest palm oil producing countries, such as Indonesia and Malaysia. Responses came to Indonesian state actors, both from officials with an interest in oil palm, even to the President and Vice President. This is a discriminatory policy made by the European Union in the last 20 years, a black campaign with the label "Palm Oil Free and No Palm Oil" in European countries, and the setting of standardization by the EU against importing countries has harmed the exporters of palm oil, which incidentally itself is a small Indonesian farmer. (gapki.id, 2022)

This Renewable Energy Directive policy in fact limits the export of palm oil-based biofuels. This is because carbon from CPO-based biofuels is considered to have failed to meet the target set by the European Union through the 2009 EU Directive of 35%. This provision is stated in the Renewable Energy Directive (RED) policy article 17 paragraph 2 which reads; "The greenhouse gas emission saving from the use of biofuels and bioliquids taken into account for the purposes referred to in points (a),(b) and (c) of paragraph 1 shall be at least 35%" (cariasean.org, 2019)

This also affected Indonesia's palm oil exports to Europe, the penalty for anti-dumping tariffs of 178.85 euros per tonne for Indonesia, resulted in a drastic decline in Indonesia's biodiesel exports to the EU, from 1.2 million tons in 2012 to 387 thousand tons in in 2013, down 66 percent. In August 2015, for the first time global CPO prices fell to their lowest level in six years, below US\$ 600 per metric ton. The low price did not have a positive impact on Indonesia's palm oil exports, this happened when the CPO price was at its lowest price due to the weak purchasing power of Indonesia's main export market, namely the European Union. The Ministry of Trade noted that several major European countries, such as France and Germany, included CPO in the list of environmentally unfriendly products. In fact, some countries impose additional import duties because CPO is considered as damaging as alcohol. Russia itself has banned CPO from Indonesia on the grounds that the CPO peroxide level is 0.9 percent. Not only emission issues, the European Union also raised the issue of biodiesel subsidies by Indonesia. In the Plenary Session of the European Parliament, European biofuel industry members who are members of the European Biodiesel Board (EBB), protested strongly against the entry of Indonesian biodiesel into the European Union because EBB thought that

Indonesian CPO received a biodiesel subsidy. The tariff on Indonesian biodiesel exports is 83.84 Euro/Ton.

Macro Analysis: International Politics

International Political Economy is illustrated in the form of "political actions using economic tools" or vice versa. The evidence is shown through various events or phenomena from the global politics of the superpowers in terms of using economic or political means to achieve their political or economic interests. This is the same as what the EU did to Indonesia, which used palm oil as an environmentally unfriendly product, only as an alibi to defend its national interests. Where it is alleged that the European Union resolution entitled Report on Palm Oil and Deforestation on Rainforests is purely due to trade competition. The proof is that the policy is discriminatory and not based on existing facts.

The government would not accept that Indonesian palm oil products were the result of excessive deforestation. There is relatively less deforestation for oil palm land than soybeans, which are mainly grown in European countries. With oil palm land area of 16 million hectares (ha) worldwide, deforestation due to oil palm only accounts for eight percent of deforestation. Compared to deforestation caused by soybeans, which accounts for 19 percent of the world's deforestation, this is greater than oil palm, this is not a problem because soybeans are the result of vegetable oil production by the EU. In view of the problem of deforestation, Europe is estimated to have been deforested earlier. (sawitindonesia.com, 2021)

So that the European area has long lost its original forest before entering the 20th century, if there is forest in the European area it is an artificial forest, namely former agricultural areas left behind due to urbanization and allowed to return to forest areas, which is different from Indonesia which is allegedly carrying out deforestation. or clearing land to clear land for oil palm plantations, even though this is only replanting from the same land 60 years ago already using the land for plantation activities so the accusation of deforestation is not correct.

The largest EU import commodities linked to deforestation are soybeans and beef. Where both reached 54 percent of embodied deforestation EU. Meanwhile, palm oil from Indonesia and Malaysia is very small, only less than one percent. Therefore the resolution of the European Parliament against deforestation of palm oil is too excessive. Economic losses show that a country fails to fulfill its national interests, which should advance the country and realize the welfare of its citizens.

The concept of national interest is a concept that describes the principles and goals of the state to implement the goals of this national interest, so a country should refer to policies that are more considerate and advantageous in several issues. Where as the EU itself does, the import of palm oil is considered a real threat to farmers producing similar vegetable oils from sunflower seeds and soybeans in the European Union. This will lead to a lack of purchases of produce from domestic farmers and will have an impact on reducing their economic income as well. Imports or spending from Indonesia which is much larger than domestic vegetable oil production will threaten the national interests of the European Union member countries themselves. So that the termination of the import of palm oil from Indonesia that occurs is a form of action or a form of protection from the perspective of the political economy of the national interest of the European Union countries.

Sustainability Development Strategy

The following are recommendations for policy formation for each of the above ideas.

Table 5. Strategy of Sustainable Development Policy

Parameter	Current Condition	Outcome Strategy
Micro Analysis: Cartel Conduct	found the activities of cartels collecting cooking oil on the market, causing a shortage and a significant increase in the price of goods. As a result, the poor cannot access basic needs and derivative food products become expensive.	law enforcement in accordance with the cartel law in Indonesia. State-owned cooking oil companies provide special subsidies for the poor which are channeled through local governments. This is parallel to the applicable legal process.
Micro Analysis: Low Productivity of Oil Palm	Fertilizer prices increased. Farmers have a tendency to reduce the dose of fertilizer so that productivity decreases.	Increase domestic fertilizer production by improving the performance of farmer cooperatives.
Micro Analysis: Product Derivative	Stagnant production yields for biofuels have no economic value due to global import restrictions.	Utilization of biofuel production in domestic vehicle/engine technology. Provide education to fellow third world countries in the use of biofuels in order to find new markets.
Micro Analysis: Consumer Behaviour	Consumers do the panic buying and resulted scarcity in the market.	Socialization and education from the government, through local governments.
Macro Analysis: Global Trade Restriction and Politics	from CPO-based biofuels is considered to have failed to meet the target set by the European Union through the 2009 EU Directive of 35%. The product also considered environmentally unfriendly.	appealed the EU decision. Increase promotion in third world countries of environmentally friendly biofuel technology. Directing capabilities to the integration of processing technology (diversification) of other natural vegetable resources, so that they can be used to supply equipment needs.

CONCLUSION

The high price and scarcity of cooking oil causes suffering for the poor. Meanwhile, this shows a paradox where Indonesia as the world's largest producer of palm oil with high export power cannot meet its domestic needs. The cause of the scarcity of cooking oil is related to the condition of the palm oil industry which is in a dilemmatic position due to export restriction regulations.

This research is very important because it gives a comprehensive weight to the problem for the government to be able to make appropriate regulations for the activities of the palm oil processing industry. So that the cessation of imports of palm oil from Indonesia that occurs is a form of action or a form of protection from the perspective of the political economy of the national interests of the European Union countries. a way for political elites and government elites to support sustainable development according to the SDGs targets.

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The Correlation of Student Engagement and Academic Performance: A Review of Literature

Research Scholar Sabina PARVEEN

Department of Education, Lovely Professional University
Phagwada Punjab-India
sabinaparveen410@gmail.com

ABSTRACT

Student engagement is one of the important constructs that is used to understand the behaviour of the student towards the teaching-learning process. Student engagement refers to a meaningful engagement throughout the learning environment. It is best understood as a relationship between the student and the school, teachers, peers, instruction and curriculum. Student engagement has three dimensions which are behavioural, emotional, and cognitive. Student engagement is not only beneficial to academic status of the school but to it is financial life too. Student academic engagement can predict student academic achievement and added that the more engaged students demonstrated higher academic achievement. Hao (2018) student engagement positively predicts academic achievement. Academic achievement has consistently been regarded as an important outcome of student engagement. Zhu (2010) found that there was a significant and relatively strong correlation between student engagement and academic achievement. Pyhältö (2014) found a positive correlation between cognitive engagement and academic achievement. Emotional and cognitive engagement, the positive correlation between behavioural engagement and academic achievement is more obvious.

Keywords: Academic Performance, Behavioural, Cognitive, Emotional, Student Engagement

INTRODUCTION

One of the crucial concepts used to analyse how students behave in relation to the teaching-learning process is student engagement. A meaningful engagement among students across the board is referred to as student engagement. The relationship between the student and the school, teachers, peers, instruction, and curriculum is the most accurate way to describe it (Martin and Torres). The phrase has historical roots in a body of work that addresses student involvement. It is widely used, especially in North America and Australasia, where it has become deeply ingrained as a result of yearly, extensive national surveys (Trowler, 2010). The three components of student engagement are behavioural, emotional, and cognitive. Student involvement in academic and extracurricular activities is referred to as behavioural engagement. The term "emotional engagement" describes how students feel about their peers, teachers, and school. While cognitive engagement discusses students' consideration and readiness to acquire challenging skills (Fredericks, et al: 2004). Engagement of students is advantageous to a school's financial health as well as its academic standing. According to Markwell (2007) it is becoming more widely acknowledged that how engaged students are and feel during their time in school will have a significant impact on how connected and supportive they are likely to be towards the institution. This is because universities and colleges are increasingly focusing on the importance of outreach to alumni and other potential friends of the institution in order to greatly increase philanthropic support for higher education.

Academic Performance

Academic performance refers to the skills and knowledge that pupils must learn in a course and subject. It's essentially a size of how fine students have achieved in the several task items set for them created on some educational conditions explored by professional educators. Through students' performance in the assessment items such as tests, examinations and viva, essays, students' performance are determined in rating as to the educational standards that they have reached credit, high distinction, pass, distinction, and so on. Academic performance is the level at which an instructor or students has achieved their long-term or short-term educational objectives. Cumulative GPA and educational benchmarks, such as bachelor's degrees denote academic achievement and secondary school diplomas. Academic performance can be defined as excellence in all academic disciplines, in extracurricular activities as well as class. It contains excellence in confidence, sporting behaviour, Punctuality, communication skills, assertiveness, culture, arts and like. An academic performance is something you do or achieve at college, university in class, school, field work, in a laboratory or library. Academic performance refers to the level of proficiency attained or success in some specific area regarding scholastic or academic work. Academic performance means the amount of knowledge gained by the students in different subjects of study; it seems to be vital factor which affects the emotional state of mind. It is the act of furnishing or accomplishing something that has been attained successfully, especially by means of skills and practice.

Academic performance refers to the abilities and information that students are required to study in a subject and course. It basically measures how well students performed on the many task

items that were assigned to them and generated under certain educational circumstances that were researched by expert educators. Students' performance is rated according to the educational standards they have attained, such as credit, high distinction, pass, distinction, and so on, based on how well they do on assessment items like tests, exams, and essays. Academic performance is the degree to which a teacher or a group of pupils have met their long- or short-term learning goals. Academic accomplishment and secondary school diplomas are indicated by cumulative GPA and educational benchmarks such as bachelor's degrees. Excellence in all academic fields, extracurricular activities, and class constitutes excellent academic performance. Excellence in self-assurance, sportsmanship, punctuality, communication, assertiveness, culture, the arts, and similar areas are all present. An academic performance is something you do or accomplish while attending a university or college in a classroom, on the job site, in a lab, or in a library. Academic performance is the degree of mastery obtained or achievement in a particular field of academic or scholastic activity. Academic performance is the quantity of knowledge pupils have acquired across their various fields of study; it appears to be a crucial aspect that influences the emotional state of mind. It is the act of providing or completing something that has been successfully achieved, especially via the use of abilities and experience.

REVIEW OF LITERATURE

The relationship between student engagement and academic achievement was examined by Armando (2019). The descriptive correlational method was utilised in the investigation. 350 students from the College of Education participated in the study in total. The data were processed using mean and ranking, Pearson moment correlation, and multiple regressions. The outcomes showed a positive correlation between various behavioural, emotional, and cognitive activities and the pupils' academic achievement. To give kids additional opportunity to optimise their university participation, the teacher, the school, and the parents should work closely together. The relationship between student engagement and academic accomplishment was examined by Lei et al. (2018) in a meta-analysis. The investigation of the dimensions of behavioural, emotional, and cognitive engagement showed that there was a reasonably high and positive association between overall student involvement and academic attainment. The relationship between high school students' academic achievement, social support, and thankfulness is examined by Mokhtari and Mehdinezhad (2016). 309 individuals made up the sample for this study, with 148 female and 161 male students. The findings showed that pupils' thankfulness rose as their academic achievement improved. Students' thankfulness will grow in proportion to their level of social support. Regarding the gender of the student, there is a favourable and strong correlation between thankfulness, social support, and academic performance. Hafizah and Hafiz (2015) conducted a preliminary investigation into how students at the International Islamic University in Malaysia managed their emotions and performed academically. 127 psychology students from International Islamic University in Malaysia, who ranged in age from 21 to 25, made up the study's sample. According to the findings, there is a strong correlation between expressive suppression and CGPA, but not between cognitive

reappraisal and CGPA. Both cognitive reappraisal and expressive suppression did not influence students' academic achievement, according to the regression model. A study was undertaken by Hijazi and Naqvi in 2006 to determine the variables influencing college students' performance. In this study, the primary goal of the researcher is to investigate the variables linked to students' performance on intermediate exams. The results of this study show that the primary factors influencing the success of students in private institutions were attitude toward attendance in classes, time allotted for studying, parents' financial level, mother's age, and mother's educational background. In a prospective study, McKenzie and Schweitzer (2001) investigated the psychological, cognitive, and demographic factors that influence first-year Australian university students' academic success. The findings show that prior academic achievement was determined to be the most significant predictor of university performance. Academic success was also influenced by integration into the university, self-efficacy, and employment obligations.

CONCLUSION

In short, this paper was to examine the correlation between student engagement and academic performance. The teacher and the school should have strong collaboration to provide the students avenues where they could maximize their engagement in the institution. Maximizing student engagement would be helpful in providing meaningful learning experiences among the students. In addition to this the management should also provide the easily accessible facilities to both the teachers as well as students according to the conditions and situations of the curriculum.

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Defining and Redefining Woman Health: A Theoretical Standpoint

Shewani Kumari

Department of Sociology, Lovely Professional University-Phagwada Punjab-India
shewaniveer@gmail.com
Orcid: 0000-0002-9044-3651

Nelofar Ara

Department of Sociology, Lovely Professional University-Phagwada Punjab-India
nelofarara2017@gmail.com
Orcid: 0000-0003-1366-1505

ABSTRACT

The healthcare of women is significantly important. Women are discriminated in many contexts due to inequality based on socio-cultural factors. Taking into consideration women's increased healthcare utilization, it appears that women are more liable to medicalization than men but they are underrecognized in healthcare decision making. The quality of women's healthcare is predisposed; not only whether or not available, but also by the appropriateness of services from the perspective of women. The paper examines women's access to healthcare throughout the country as a whole, with particular reference to Jammu and Kashmir Union Territory. The study provides an evaluation regarding affordable healthcare service among rural women, the issues they confronted, coping mechanisms they employ, and recommendations for overwhelming such challenges in Jammu and Kashmir. A household survey was used to gather qualitative and quantitative information and data was gathered through interview schedule. In four rural villages 80 household were chosen as sample size. The paper ends with some observations on policies and programs for ensuring that women have access to healthcare system. But besides it all, as well as on the basis of researcher's observations, it would be said that there is a need to change the traditional healthcare practices based on gender disparity.

Keywords: Health, Healthcare, Health Services, Rural, Women

INTRODUCTION

The healthcare system among women appears to be influenced by the position of women in their culture and society in which they belong. Gender and control of socio-economic status and design making power are running side by side. Women are entitled to the absolute maximum level of physical and mental well-being that may be achieved. Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity (Gijsberg et al: 1996). The major obstacle of women to achieve highest level of healthcare is disparity between men and women in various social classes, geographical areas, ethnic and indigenous groups. Women's healthcare is primarily disturbed by the social, economic, political as well as environmental factors that govern the material opportunities for self-determination in reproduction and sexuality area. Empowerment of women, involving both the basic right to self-determination in all areas of importance to women's health and the representation of women in design-making bodies, can therefore be considered the main road to the improvement of women's health status (ibid). For women's health to improve; it must take into account not just the availability but also the quality of healthcare services provided from a women's point of view.

1.1 Health Condition among Women in Jammu and Kashmir

How can a society properly function when women are being left behind in the progression of all the sectors when their health is declining, but no effective measures are put in place? This doctor-patient ratio raises concern for the patient and doctors and hospitals to suffer from it. In an article reported by Athar Parvaiz 'The upshot of poor health services in district hospitals of Kashmir', especially concerning the health issues faced by the women, is that majority of the patients who need obstetric care and run even the slightest risk are referred to the region's solitary tertiary care maternity hospital-*Lal Ded* Hospital in Srinagar (Parvaiz A: 2018). In comparison to India's doctor-patient ratio of 1:2000 Jammu and Kashmir (J&K) as one doctor for 3866 people, compared to the WHO (World Health Organization) norm of one doctor 1000 people,' according to the Federal Ministry of Statistics and Program Implementation's National Sample survey 2014'. First, the lack of poor or no healthcare infrastructure in the remote areas, the non-availability of doctors, and finally, the low doctor-patient ratio all of these conditions have contributed to the poor health outcomes for women in Jammu and Kashmir. 'This puts a lot of strain on this facility, said Shabir Quarashi, *Lal Ded* Hospital's Medical superintendent; *'we do not perceive any difference even though so many district hospitals have been established to relieve the pressure on this tertiary care facility.'* As a result, putting the burden on metropolitan hospitals adds to the pressure on doctors who are overburdened with patients. Patients are often negatively affected by their waistlines, delays in consultation, and therapy, putting them in danger of aggravating the ailment they have which can be cured/eradicated with appropriate intervention. According to the CAG's performance audit of 84 community health centers (CHCs) and sub-district hospitals (SDHs) across the Union Territory, only 270 expert medical officers were present in these health institutions, despite a sanctioned strength of 504 specialists. In these health centers, there was a 46 percent shortage of specialists. Additionally, healthcare delivery in rural areas needs a better technology infrastructure to improve and provide health care facilities, making it accessible for the most in need. Private dispensaries and hospitals, and private physicians (of questionable credentials) operating in and around the region are usually more of commercial nature and expensive beyond the reach of the rural community. Distance to cover to reach health facilities always poses a constraint. Expenditure incurred and time (resultant loss of day's wage) spent overreaching health facilities are always a constraint. In contrast, uncertainty about getting needed health services due to the absence of

medical staff or non-availability of drugs remains. Removing the challenges mentioned above in accessing the healthcare facilities would improve the overall health index of the Union Territory and country altogether. Poor or lack of community health care centers, *Asha*, lack of hospitals and clinics, low doctor-patient ratio, the societal stigma around health problems women face, etc., are the barriers and challenges that need to be worked upon in the remote areas (Singh S: 2020).

1.2 Quality of Healthcare from Women's Point of View

How to improve quality of healthcare system for women is a world level issue, in order to ensure high-quality healthcare, it is widely accepted that all people, regardless of gender, should have access to essential healthcare services that are readily available, accessible, and affordable. It is well known that local healthcare system differ greatly in the amount of services they provide to both the men and women. When it comes to providing women with adequate health care, governments have a significant impact on how much money they have available and how much money they spend on public health. Women may be deprived of even the most basic amenities in some countries, yet in others, they may have access to the most advanced medical care. In recent years, it has become abundantly clear that there are significant disparities in people's views about health behaviour, health attitude, healthcare importance, access to preventive and curative health care facilities, disparity in health treatment between younger and older women, difference in majority and minority social groups of women, high and low income group women's, homemaker and employed women health care services, heterosexual and homosexual women, and the women who are suffering from physical and mental health problems. Irrespective of nation's economic development and change in demography, India's healthcare system is overwhelmed by an increase in prevalence of chronic and infectious degenerative disease. It is important to note that diseases like dengue and typhoid are among the most common causes of death in India's rural population. These diseases are very contagious and infectious, and they are more prevalent among those who live in rural areas. Indians who are well-off or in the centre of the economic scale have easier access to public and private healthcare systems, therefore they are less affected. Millennium Development Goals (MDG), particularly MDG 3 and MDG 5 (MDG 3 and MDG 5: promote gender equality and empower women: and improve maternal health, respectively) emphasized the healthcare of women (Dalal and Dawad: 2009).

1.3 The National Family Health Survey 2019-2021

The National Family Health Survey 2019-20 (NFHS-5), the fifth in the NFHS series, provides information on population, health, and nutrition for India and each state/Union territory (UT), shows that in Jammu and Kashmir Union Territory 0.3 in urban and 0.6 in rural women undergone a screening test for cervical cancer, 0.1 percent urban women and 0.4 percent rural women undergone a breast examination for breast cancer and, 0.1 percent women from urban area and 0.9 percent women from rural area undergone an oral cavity examination for oral cancer from the age group 30-49 years (NFHS-5, 2021).

1.4 United Nations System in India

In India and other countries in the world United Nation is work guided by the United Nations Sustainable Development Framework (UNSDF), a frame work of Cooperation, results and strategies between the Government of India and the United Nations system in India to contribute to the achievement of National priorities and the Sustainable Development Goals (SDGs) and

the UNSDF was framed following a highly participative process, in consultation with government entities, civil society representatives, academia, and the private sector and seven focus area including:

- i. Poverty and Urbanization
- ii. Health, water, and Sanitation
- iii. Education and Employability
- iv. Nutrition and Food Security
- v. Climate change, clean energy, and
- vi. Disaster Resilience, Skilling
- vii. Entrepreneurship and Job creation- ‘Gender Equality and Youth Development (UNSDF, 2018-22).

1.5 Theoretical framework on Women Health

Essentially, theoretical frameworks facilitate the consolidation and evaluation of research study outcomes and the development of a knowledge base for a certain topic. When it comes to healthcare, women have been more vocal about their dissatisfaction with both the quality and accessibility of the services they get. The women’s organization movement has used at least three different methods of social critique; these may also be categorized as liberal, radical and Marxist-feminism. Although these three parts of the feminist movement take different ways to analyzing the current state of women health.

Among the above discussed feminist approaches, liberal feminism approach is perhaps universally accepted and widely disseminated based on the principle of equality for women in employment and opportunities. Betty Friedan’s ‘The Feminine Mystique’ insists on equal access to and equal treatment for women once they reach the top level of the career hierarchy. Liberal feminists have no intention of truly challenging American society’s hierarchical structure; all they seek is equal access to the same opportunities as males. They perceive the gendered structure of the organization of healthcare as a reflection of the social subjugation of women i.e. providing healthcare services to women should be increased because there is a maximum need of medical services to women than men. Men are also enjoying monopoly in health sector services. The imbalance between the men and women is extreme in health-related services than other areas, the practice of traditional type of healthcare services ascribed to women only not men. Liberalists believed that health services should be equally distributed between both the sexes so that disparity in providing healthcare system would be removed.

Rather of seeking equality with men within the current social structure, radical feminists seek to fundamentally transform the social institution completely. They do not like to promote a society that is observed as profoundly chauvinistic and sociopathic. In the eyes of radicals, the healthcare system is just one more institution that follows the patriarchal system set by society, the father- doctor manages a family that includes the wife (nurse) and the child (patient). The doctor provides scientific expertise, while the nurse is responsible for caring, these roles and status reproducing patriarchal relationship within the healthcare system. Radicals argued that women should be aware about their own body and understand what they may properly expect from the healthcare system. The radical feminist healthcare services reform program’s greatest shortcoming is that it exclusively addresses areas in which women’s health requirements differ from men’s.

Marxist-Feminists attempted to comprehend the position of women in society by employing Marx and Engles’s analytical approach; recognizing all societal conflicts, especially the subordination of women based on this belief. They believed that the primary objective of theoretical approach within the women’s spheres is to integrate feminist concern with the dialectical and historical methodological approach. Marxists argued that replacing the existing

capitalist society with democratic society is only hope of allowing better healthcare and preventive measures for women in the society.

LITERATURE REVIEW

Zone A, 'Spatial Pattern of Health and Health Care Facilities in District Anantnag of South Kashmir' (J&K, India-A Geo Medical Analysis". In this study found was that there is a greater variation in the distribution of health care amenities and intensity of diseases across different altitudinal zones. The impact of this regional disparity was reflected in the intensity of diseases which was found corresponding with the availability of health care facilities. Due to these imbalances in the availability of health care facilities and incidence of diseases in different altitudinal zones, therefore there should be a proper coordination between availability of health care facilities and disease intensity in order to formulate a successful plan for improvement in the existing health care delivery system in the study area. Lone A. Sheraz and Wani A. Manzor in 'Health Care Services of Jammu and Kashmir: A study Hospitals of Jammu and Kashmir', studied that safe and good healthcare service for good health of people is the sign of progress and growth of nation. The Government hospitals make the health care possible with an ease and relatively manageable manner particularly for those who could not afford to pay the bills of private hospitals. Her study shows a good level of satisfaction of services as reflected from the survey of the hospitals. However, the Poor condition of Government hospitals, the negligence of doctors there, lack of beds, lack of hygiene makes it worse and the patient's family is nearly afraid of admitting their patients in Government hospitals. The study although reflects the positive and satisfactory level of patients with regard to the basic parameters of health and care, still defines about the improvement in the hygienic and infrastructure level of hospitals. Her suggestion is that Government must take measures to ensure that the hospitals not only provide cost effective treatment but also provide better care and facilities to the ailing patients (Bodha I Jalali: 2017). Women's Use of Healthcare Services and Their Perspective on Healthcare Utilization during Pregnancy and Childbirth in a Small Village in Northern India", examines women's perspectives and utilization of health care services during pregnancy and childbirth. He examined that Women in rural India have little access to health care resources. His study showed that lack of educational resources, distance, cost and transportation, cultural, religious, and family influences all had an impact on women utilizing healthcare services. (Joyce A. Bredeesen: 2013).

tial Pattern of Health and Health Care Facilities in District Anantnag of South Kashmir (J&K, India) - A Geo Medical Analysis". The study was carried out across four altitudinal zones (Zone A, Zone B, Zone C and Zone D) among different medical blocks. In his study he uses Kendal's ranking coefficient method and the result found was that there is a greater variation in the distribution of health care amenities and intensity of diseases across different altitudinal zones. The impact of this regional disparity was reflected in the intensity of diseases which was found corresponding with the availability of health care facilities. Due to these imbalances in the availability of health care facilities and incidence of diseases in different altitudinal zones, therefore there should be a proper coordination between availability of health care facilities and disease intensity in order to formulate a successful plan for improvement in the existing health care delivery system in the study area. (SherazA.lone and Manzor A. wani in (2017).Health Care Services of Jammu and Kashmir: A study Hospitals ofJammu and Kashmir", studied that safe and good healthcare service for good health of people is the sign of progress and growth of nation. The Government hospitals make the health care possible with an ease and relatively manageable manner particularly

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OBJECTIVES OF THE STUDY

1. The paper examines women's access to healthcare throughout the country as a whole, with particular reference to Jammu and Kashmir Union Territory.
2. The study will also provide an evaluation regarding affordable healthcare service among rural women, the issues they confronted, coping mechanisms they utilize such challenges in Jammu and Kashmir.

METHOD

A household survey was used to gather qualitative and quantitative information and data was gathered through interview schedule. In four rural villages 80 household were chosen as sample

size. The paper ends with some observations on policies and programs for ensuring that women have access to healthcare system. The map has been chosen below, in addition to depict the exact image of this Union Territory (Jammu and Kashmir);



Source: <https://myloview.com/wall-mural-jammu-kashmir-new-map-jammu-kashmir-in-india-map-vector-illustration-no>

The above map is of country India and the area highlighted with red colour is Jammu and Kashmir Union Territory.

DISCUSSION

Women living in rural area of Jammu and Kashmir face additional barrier and complications as they are often confronted with low decision-making power about healthcare, gender-based violence and lack of economic independence (Casebolt: 2020). Gender disparity in healthcare system is also connected with the insufficient tools and infrastructure in these areas.

“In our area only dispensaries are available without modern medical facilities, doctor do visit here one two times in a week for checkup only, ambulance facility is also not provided here, we usually visit to city hospitals which is 30-40 Km far away from our location” (Respondent: 07).

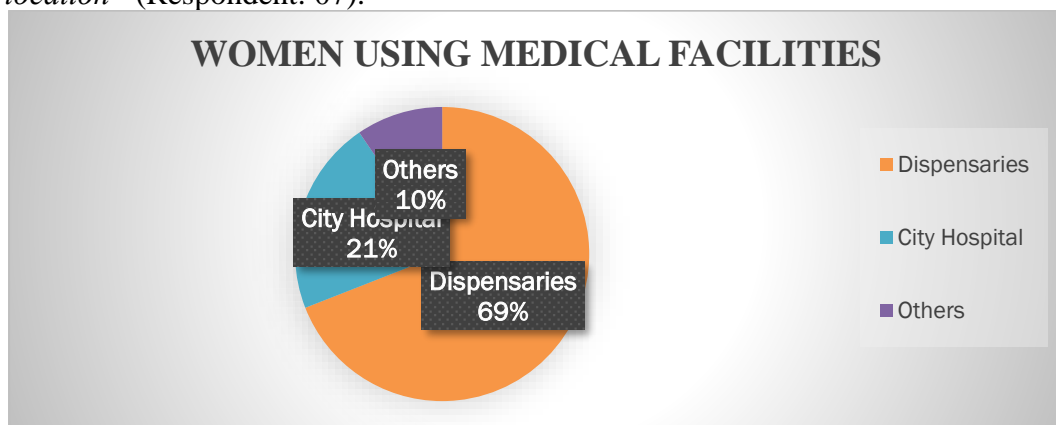


Figure 2.1: Women using medical facilities in rural area of Jammu and Kashmir

Source: Primary data collected by researcher

Table 2.1 demonstrates the percentage of rural women using medical facilities from various sources. Study depicts that 69 percent of rural women depend upon dispensaries for their primary healthcare services, where there is no professional and gynecologists to diagnose the problem of women in these regions. 21 percent rural women are visiting to city hospitals which are nearby the village (30-35km) area for their treatment during pregnancy or emergency and other 10 percent rural women practicing traditional medical method for their disease and maternal health care deals by the midwives who are also belong to that region only. The remoteness and locale of healthcare facility is frequently a matter of concern.

CONCLUSION

Improving the health of women, reduction/eradication of challenges and issues faced by women in accessing healthcare facilities, and increasing the nutrition capacity building of women is a significant factor in poverty alleviation. Healthcare expenditure can result in better provision of health opportunities, strengthening human capital, and improving productivity, thereby contributing to economic performance. Therefore, it is vital to assess the phenomenon of healthcare spending in a country. A rise in healthcare spending correlates with improved economic performance (Raghupathi W and Raghupathi V: 2020). In our study we tried our best to explore all possible information's in order to fulfill the objectives, we were keeping within it such as; the paper examines women's access to healthcare throughout the country as a whole, with particular reference to Jammu and Kashmir Union Territory. In addition the study also provide an evaluation regarding affordable healthcare service among rural women, the issues they confronted, coping mechanisms they utilize such challenges in Jammu and Kashmir. Moreover by highlighting the need of improving the health condition among women, we also relate several sociological theories as well. Finally, it is to be recommended that the concerned authorities must strengthen institutional delivery mechanisms in healthcare facilities in both the districts. Community awareness and sensitization on the importance of women's health, removal of societal stigmatization around the health issues, education about hygiene, and providing hygienic sanitation facilities are also necessary for the holistic development of the community. Nevertheless, discrimination against women done and created by society is deep-rooted and will take a much longer time to be removed than we can predict. However, improvement in the healthcare sector and its access by women can be the step for their development. It can be the first stair that will take them to the destination of equity.

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Encountering the Wild: The development of Forest Management Policies in Assam with a Special Reference to the Hollongapar Gibbon Sanctuary

PhD. Research Scholar Rajib DEY

Department of Business Administration
Assam University, Silchar
rajibmddey@gmail.com

PhD. Research Scholar Souvik DASGUPTA

Department of History
Presidency University, Kolkata
souvik.jio29@gmail.com
Orcid: 0000-0002-7597-0031

ABSTRACT

The evolution of human civilization is incomplete without its interaction with the nature. In context of Eastern India, during the pre-colonial days there existed a symbiotic relationship between man and nature. Humans did harness several natural products from the forest like herbal medicines, timber, War elephants, etc. However, simultaneously there was also an indigenous steady belief for protecting the mother nature and its resources. So, the relation was never an exploitative one, rather one which established a harmony between human and nature. But with the coming of colonial age there was a paradigm shift in this human-nature relationship. Coupled by The Industrial revolution and its succeeding capitalist economy, the colonial regime brought about an unconstrained environmental exploitation in the forests of North East India. From cutting large tons of timber for railway and shipbuilding industry, to clearing vast stretches of Brahmaputra's Forest for commercial jute and bamboo farming, the colonial forest management policy brought about some unprecedented changes that altered the entire relationship from a symbiotic to a destructive one. With the demise of the colonial and ushering of the independent era, the forest management policy again saw a new approach. Here began an age of environmental conservation. But does it brought about a holistic development of the environment or does this too have its own limitations? The current article will try to address how the human encountered the wild of the North-East periodically with special refence to Hollongapar Gibbon sanctuary and it's relevance to the forest management policies of Assam.

Keywords: Forest Management, Assam, Hollongapar, Timber

INTRODUCTION:

The evolution of human civilization is incomplete without its interaction with the nature. In context of Eastern India, during the pre-colonial days there existed a symbiotic relationship between man and nature. But with the coming of colonial age there was a paradigm shift in this human-nature relationship. Coupled by The Industrial revolution and its succeeding capitalist economy, the colonial regime brought about an unconstrained environmental exploitation in the forests of North East India. From cutting large tons of timber for railway and shipbuilding industry, to clearing vast stretches of Brahmaputra's Forest for commercial jute and bamboo farming, the colonial forest management policy brought about some unprecedented changes that altered the entire relationship from a symbiotic to a destructive one. With the demise of the colonial and ushering of the independent era, the forest management policy again saw a new approach. Here began an age of environmental conservation. But does it brought about overall development of the environment or does this too have its own limitations?

METHODOLOGY:

The research work is qualitative analysis of the chronological environmental policies of Assam, its origin, development and the major challenges it faces presently. For colonial and precolonial portion mostly the forest proceedings and other governmental sources from the state archives have been consulted. Data gathered from these primary sources will be rigorously consulted with the secondary sources available in this particular area. Rajib Handiqu's History of Assam Forest policies is an important path breaking marvel in this literature survey. There are other informative documents also available among the secondary sources like that of the world bank. The post-colonial portion of the research work advances with the direct interviews of the forest officers and the field observations along with access to government reports. However, as there is limited primary data, so the primary sources collected from the field are been rigorously consulted with the secondary literatures available.

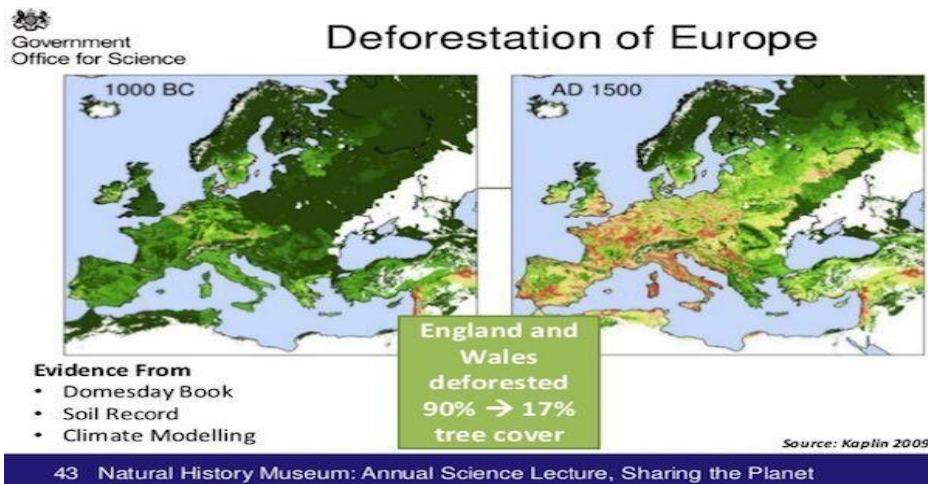
A brief overview of the Pre-colonial period:

In the pre-colonial time man and nature sustained a symbiotic relationship between each other. Humans used to harness various forest resources through the access were limited. At the same time there was practice of forest protection as well. The contemporary cultural contingence used to consider nature and its resources to be the essential part of God and hence needed to be preserved. All the kingdoms of Assam used to have a symbiotic relationship with Forest. In fact, much of the lands of Assam at that time was forested. The Ahom's and the Koch did use several forest products like harnessing timber for the construction of homes, river boats or as fuel, collecting war elephants. However, the relation was never an exploitative one, because the contemporary pre-industrial humble socio-economic system doesn't provide any such big demand thirst for the same.

The Industrial revolution and the paradigm shift in the man-nature relationship:

Since the 1700s the Industrial Revolution in the West revolutionized the production system. Coupled with it was the new Renaissance philosophy that ushered in an anthropocentric way of thinking. The Industrial revolution brought about an unprecedented boom of the production system. Now the major necessity for sustaining such a growing production system is to increase the supply of raw materials harnessed from nature. Again, the industrial revolution also brought about a tremendous improvement of human life style, which drastically started increasing the population. As a matter of fact more is the population, more will be the demand and as a result more will be the production boom. It's a vicious cycle.

By 17th century, in order to sustain the fast-growing industries, the steady supply of natural resources was necessary. Not only raw materials but also fuels including coal and wood were also of high necessity. But the resources of Europe were limited and by the end of century it is already showing signs of depletion, particularly its timber resources. For example, the disappearance of the Black Forest of Germany. But due to reckless timber felling, as various reports suggest, by the beginning of 19th century extensive areas of Bavarian and Wurttemberg forests were already devastated. Hence, the European powers now ventured for their colonies of east to sustain their industrial boom.



The figure shows how the lush green canopy cover of Europe almost vanished within a span of some hundred years

The Colonial Exploitation:

At that time the two major colonial industries which was largely fetched by Indian Timber was:

- 1) Shipbuilding Industry: the production of large trans-oceanic commercial and military vessels. An indication of this data is reflected in an 19th century British document which states that While in 1778, the annual procurement was 12.78 lakh tonnage, in 1860, within a span of roughly 80 years it increased to 49.37 lakh tonnages of timber.
- 2) Railway Industries: From the mid-19th century a growing client for the Assam timber is the newly introduced railway industry, chiefly for the supply of lakhs of Railway slippers. As a matter of fact, that these railway slippers need to be replaced after a certain period of time, also increased the demand for more timber supply to sustain the industry.

Financial report of forest Department for the period of 1898-99

Category	Amount (in rupees) [approximately]
Annual Revenue (chiefly from timber)	190 millions
Annual Expenditure	100 millions
Surplus / Profit	90 millions

Mentioned above is an estimation of revenue for the forest department out of timber export (by Superintendent of Forest, Dr. D. Brandis)

By 1870s Timber exploitation in India had become a full scale lucrative business for the colonial establishment. Forests were now thrown open to private timber enterprises of Britain,



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that further accelerated the process of forest exhaustions. As Dr. Dietrich Brandis, former Inspector General of Forest, wisely encodes, “(Forestry in India) is a business, which is based more upon mathematics than upon botany.”

Again, in case of Assam the colonial administration brought about extensive plantation farming of commercial crops like Tea and jute farming. As a result, large tracts of forested lands of Jorhat, Brahmaputra valley, Kachar and Dibrugarh are cleared up to lay free for plantation.

A new thrust of Wild life conservation in the post-colonial period:

After the independence India tried to adapt a new forest management policy, whereby the forest will be conserved without disturbing the life style of the forest dependent populations – a sort of sustainable development of forestry.

In this case, Assam provides an interesting case study – Because of the indiscriminate hunting of the Gibbons and rapid loss of the canopy covers, the gibbon population which once inhabited the entire Assam region started declining rapidly and became concentrated to Jorhat.

In order to save the faunal species from extinction, the govt. decided immediate conservation of the specific forested region as a wildlife sanctuary in the year 1997. Further the govt. also decided not to restrict the tribal movements within the sanctuary for harnessing forest resources. As long as they maintain the basic conservation laws, it will prevent any possible conflict and promote peace and harmony.

CONCLUSION:

During the pre-colonial time the forest management policy was reasonable one as there was symbiotic relationship existed between man and nature. However, the forest management policy during the colonial time became an exploitative one. The British exploited the various forest resources and because of the exploitation of natural resources specially the forest resources, the post-colonial independent time faced mammoth task to bring back the symbiotic existence. Various reforms started happening through the modification in the colonial forest policies and the introduction of new forest management policies in the independent era. Very recently Assam has added another national park to the state raising the total number to 7 which is second highest in India. The pathway is challenging however the efforts are on in the different forests of Assam to bring back the glories of Assam forests.

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The Control Powers of Parliament Members of Belarus and Poland (Comparative Legal Analysis)

Assoc. Prof. Dr. Aksana CHMYHA

PhD in Law, Belarusian State University

ch.ok.vas@gmail.com

Orcid: 0000-0002-5793-3798

ABSTRACT

Goal to analyze the key points of concepts of Belarusian and polish members of parliament's control powers in comparative feature.

Research methodology – The basis of the work is the comparative-legal method of research, as well as other methods of scientific knowledge

Score - Members of Parliament perform their control functions in the framework of both Polish and Belarusian Parliaments. In the article a number of progressive characteristics of the control powers of the Members of Parliaments of Belarus and Poland in the comparative feature are stated.

Originality/value - A new conclusion has been reached that it is preferable to further improve the regulatory framework that promotes the establishment of the control powers of members of Parliaments, which should be based both in Poland and in Belarus on the study and mutual implementation of the accumulated positive legislative experience of these states in this area.

Keywords: Control Powers, Members of Parliament, Deputy Right, Parliament, Belarus, Poland, EU, Comparative Legal Analysis

INTRODUCTION

The work effectiveness of members of Parliament in any developed state, as a rule, is largely ensured by the granting of control powers to them. This is due to the fact that “parliamentary control is necessary, first of all, in order to prevent the executive branch from actually “usurping” power in the state, to neutralize the activity of democratic institutions. This, of course, is only possible if the control is effective. At the same time, it should not be unjustifiably tough, unnecessarily burdensome for the government. Otherwise, the latter will not be able to function effectively ” (Karasev, 2009). Polish and Belarusian parliamentarians exercise their control powers both individually and on a collegial basis: as part of the National Assembly of Poland and the National Assembly of Belarus, respectively.

1. THE MAIN PART

One of the control powers of Parliament members is the right to put questions. In our opinion, this right in a modern legal and democratic state is a fairly effective political and legal instrument of parliamentary control. Members of both the Polish and Belarusian Parliaments have such an essential right.

Thus, according to national legislation, Belarusian parliamentarians have the right to put a question orally (at a session of the chamber) or in writing to the Government and receive an official answer to the question asked. One meeting per month is reserved during sessions of the House of Representatives, the Council of the Republic for these purposes, in accordance with part two of Article 103 of the Constitution of the Republic of Belarus.

The Belarusian legislator has provided for the following procedure for a parliamentarian to exercise this right:

- To clarify controversial issues, the named elected person submits the issue in writing to the secretariat of the relevant chamber of the National Assembly no later than seven days before the day of the session of the chamber.

- The final decision on holding a meeting for questions from deputies of the House of Representatives and members of the Council of the Republic and answers from the Government of the Republic of Belarus is made in the manner established by the regulations of the chambers of the National Assembly.

- After that, the Chairman of the chamber or his deputy, no later than five days before the day of the meeting, is obliged to send invitations to members of the Government with a list of questions received.

Note that, in addition to this, on the appointed day of the meeting of the chamber dedicated to answering questions from members of Parliament, within the time established by the regulations of the chambers of the National Assembly, deputies of the House of Representatives, members of the Council of the Republic may ask the members of the Government of the Republic of Belarus participating in the meeting other questions in writing or verbally, unless otherwise decided by the chambers of the National Assembly. If a member of the Government of the Republic of Belarus is unable to attend the meeting, he has the right to give a written answer to the questions asked, which is brought to the attention of the deputies of the House of Representatives, members of the Council of the Republic by an official authorized by him.

Describing the aforementioned right of Belarusian parliamentarians, it should be noted, however, that the Belarusian legislator has also provided for a solution to a rather complex problem that may arise in practice even if during the period under review, no written questions are received for any reason from the deputies of the House of Representatives and members of

the Council of the Republic to the members of the Government of the Republic of Belarus. In this case, the chambers of the National Assembly, in accordance with the law, have the right to decide not to hold a meeting this month for questions from members of Parliament and answers from the Government of Belarus. We believe that this measure is fully justified and is aimed at saving the working time of elected politicians in this area and, consequently, at freeing up time resources to achieve the most effective results in another area of their professional activity, and, therefore, the entire National Assembly as a whole.

As for the control powers of the deputies of the lower house of the Polish Parliament, they are in the most general form enshrined in Article 115 of the Constitution of the Republic of Poland, as well as directly in the Rules of Procedure of the Sejm. The content of the control powers of the said elected persons is: questions on current affairs, information on current issues, as well as interpellation and deputy inquiry.

The procedure for the exercise by the Polish parliamentarian of the rights to questions on current affairs and to information on current issues is rather complicated and therefore, in our opinion, requires, due to their importance, a sufficiently detailed consideration.

The beginning of the procedure related to the right to questions on current affairs is determined by the rule, which provides that a deputy who intends to ask a question to the Prime Minister and / or members of the Government on a topic of interest to him is obliged to inform the Head of the Sejm in writing about the content of the issue and indicate the person to whom it is sent before 9 pm on the day preceding the day of the beginning of the session of the Sejm.

On the day of the sitting, the debate in the Sejm is chaired by its head - Marshal or his substitute vice-marshal with the help of two Sejm secretaries. Due to the fact that for each meeting the Presidium of the Sejm, having previously requested the opinion of the Council of Elders, establishes the procedure for presenting issues, the Marshal of the Sejm gives the floor on the issues included in the agenda of the meeting in the order of recording. At the same time, the Presidium of the Sejm, after listening to the opinion of the Council of Elders, establish a different sequence of speakers.

Direct consideration by the Sejm of an issue on current affairs includes a statement of the essence of the issue, as well as an oral answer given by the person to whom the issue was sent, or by a person authorized by him. In this case, the question cannot last more than 2 minutes, the answer - more than 6 minutes.

It is noteworthy that after hearing the question and the answer to it, parliamentarians have no right to discuss them. As an exception to this rule, the legislator grants the initiating parliamentarian of the main question the right to ask an additional question. At the same time, the time for an additional question is legally limited to 1 minute and an additional answer - 3 minutes. The Marshal of the Sejm may agree to extend the time for answering an additional question.

The procedure for the implementation of the next, very similar to the previous control competence of a member of the Polish Parliament - the right to receive information on current issues - is determined by Article 194 of the Sejm Rules of Procedure. It should be noted that, unlike the control right to questions on current affairs which is exercised on a sole basis this power is exercised by parliamentarians exclusively in a collegial manner. In particular, in accordance with the aforementioned legal norm, any deputy club or group of at least 15 deputies of the lower house of the National Assembly of Poland has the right to propose that a member of the Council of Ministers present information on current state issues at a meeting of the Sejm. Such a proposal, together with the corresponding justification, must be submitted to the Presidium of the Sejm by 9 pm on the day preceding the day of the beginning of the Sejm sitting. After that, the Presidium of the Sejm, having previously requested the opinion of the

Council of Elders, determines which of the proposals will be considered at the next meeting of the lower house of the Polish Parliament.

It should be emphasized that the Presidium of the Chamber of the Polish Parliament, when making a decision, must be guided by the importance and relevance of such information and also take into account the number of the deputy club or group that made the proposal. At the same time, consideration of information on current issues is included in the agenda of a meeting of the Seim and the information presented by a representative of the Council of Ministers, in contrast to the previous authority, is subject to comprehensive discussion of the deputies.

The Polish legislator concludes the procedure for exercising both the sole right to questions on current affairs and the collegial right of members of Parliament to information on current issues with the requirement that minutes must be kept at a meeting of the Seim as well as a verbatim report. These documents are the only official certificate of the course of the meeting of the chamber and are necessary for direct evidence of the results of the implementation of these rights by the deputies. Consequently, in Polish society and the state, they play the role of the most important indicators reflecting the degree of effectiveness of the activities of parliamentarians as professional politicians.

In order for these documents to comply with the essential functions assigned to them, they must meet a number of clear requirements. Thus, in accordance with national legislation, the minutes of the session must include a short record of the course of the debate and contain in the appendices the full texts of the adopted laws, adopted resolutions, submitted reports and proposals, as well as other materials considered by the Seim.

As for the content of the verbatim record, it should include a stylistically edited complete record of the meeting, as well as annexes. In addition, the verbatim record also includes the texts of speeches that were delivered in the Seim, if the Marshal of the Seim is agreed to their publication in this format the suggestion of the deputy. In this case, the texts of unspoken speeches are marked in a special way, which makes it possible to distinguish them from the texts of the spoken speeches. It is important to emphasize that in order to ensure the fullest possible realization of the rights we are considering above, the parliamentarian has the right to make editorial corrections in his speech, however, no later than within 5 hours from the moment of delivering the speech. The amendments proposed after this period are included in the next verbatim record.

Analyzing the political nature, the legal procedure established by the legislator and the practice of exercising the rights to a question by the deputies of the Seim and members of the Senate we compare them with the similar right of deputies of the House of Representatives and members of the Council of the Republic (the National Assembly of the Republic of Belarus) and find both general and different characteristics in these powers. The plurality of similar legislative provisions (they prevail) is associated with their essential (substantive) content and, in our opinion, is mainly due to the common roots of the Polish-Belarusian institution of parliamentarism, which have common centuries-old history and traditions. The characteristics of these rights that differ from each other are manifested, first of all, in their formal expression - in the more detailed description of the Polish legislation in comparison with the Belarusian procedure for their implementation.

Another of the most important and quite effective control powers of a member of both the Polish and Belarusian Parliaments related to his work within the legislative body is the right to request. As E.V. Okhotsky reasonably claims "requests are a tool for enhancing the social efficiency of state power, and the constructiveness of the response to them is the most important criterion for its law-abidingness and democracy" (Okhotski, 2002).

Concerning the form, a request in the Republic of Belarus is a written proposal made by parliamentarians at sessions of the respective chambers to give an official clarification or to state a position on issues of interest to them that are within the competence of state bodies or officials (the Prime Minister, members of the Government, heads of state bodies formed or elected Parliament), which are obliged to respond to the request within twenty session days. At the same time, the Law requires the mandatory inclusion of the request in the agenda of the chamber and its discussion, if necessary. The chamber, however, makes a decision on sending the request to the appropriate official to whom it is addressed. It should be noted that the written answer to the inquiry is announced at the session of the chamber of the National Assembly of Republic of Belarus. A deputy of the House of Representatives, a member of the Council of the Republic has the right to assess the official's response to their request. A resolution of the chamber may be adopted basing on the results of discussion of the request and the answer to it.

As far as Polish parliamentarians are concerned, the subject of their inquiry may be single cases concerning domestic and foreign policy pursued by the Council of Ministers, as well as public tasks implemented by the government administration. Requests are made in writing and can be addressed to the Chairman of the Council of Ministers, as well as to other members of the Government. The answer to them must also follow no later than 21 days from the date of receipt but it cannot become the subject of parliamentary debate.

Based on the foregoing, it seems logical to conclude that a request is inherently a rather important requirement - a means of control - of a modern parliamentarian, aimed at minimizing or eliminating the most significant problems arising in a particular area of Polish and Belarusian societies.

Thus, the content of the request consists of facts, as a rule, of a negative nature which are acute and relevant for society, the state and, therefore, for the Parliament as a problem, information about which the parliamentarian possesses. Among them: violations of the rule of law, ignoring the appeals of a parliamentarian, disregard for the rights of citizens, etc. (the specific subject matter of requests is not normatively limited, except that it should not go beyond the powers of the Parliament and the addressee). Since the request is the result of the previous as well as not achieved goal of the parliamentarian's work to overcome these significant shortcomings, the main goal of the request as the most effective means of control is to eliminate them, to achieve the implementation of the decisions made.

If there is no such goal, the parliamentarian is obliged to use his other, separately enshrined in the law, rights: to a question, proposal, remark, appeal. In the process of their implementation, the specified representative of state power also participates in the implementation of the control function not in its pure form but only to a certain extent. It is important to distinguish between these rights.

The right of a parliamentarian to make a request differs by its special status, content and order of implementation from the rights to a question, proposal, comment and appeal. This is due to the fact that the question, in contrast to the request, has only the purpose of obtaining information about the circumstances that are not known or not clear to the parliamentarian, which are less significant in nature than those that require the parliamentarian to make a request. In addition, the question is usually raised in relation to the agenda of the meeting of the chamber, debate on the issue is not opened and decisions of the chambers of the Parliament are not adopted, and the request can be made regardless of the issues discussed at the meeting. In addition, unlike the request by the Belarusian parliamentarians, the appeal is addressed outside the session of the Parliament. The answer to it is transmitted directly to the parliamentarian, and is not subject to announcement and discussion at the session of the National Assembly of Belarus.

The request differs from the remarks and proposals of a parliamentarian which he has the right to express during his speeches at a session of the chamber in that they are only taken into account when making a decision on the issue under discussion. Information on their implementation is provided to the parliamentarian in accordance with the procedure established by legislative acts [in particular, proposals and the remarks of both a deputy of the House of Representatives, a member of the Council of the Republic, and a deputy of the Seim, a member of the Senate, expressed by them at meetings of the chambers, may be sent to state bodies, state officials, as well as institutions and organizations for their careful consideration. The named authorized entities are obliged to inform the members of Parliament about its results in writing], but the decisions of the chambers of the Parliament on them are not adopted.

It seems that an essential condition for the effectiveness of the parliamentarian's request is its clear formulation and subsequent thorough discussion at a meeting of the chambers of the Polish and Belarusian Parliaments. Therefore, for each parliamentarian who decides to use the right of request, we believe it is useful to consult with experts who are more experienced (including former parliamentarians of previous convocations) before submitting it on the expediency of the request. This circumstance is explained by the fact that the problem that the parliamentarian intends to submit to the chamber of Parliament may turn out to be insignificant or it can be solved in another way: in order to exercise his rights to appeal, question, proposal, remark, etc.

It is important to emphasize that there are no normative requirements for the structure of a parliamentarian's request in both Polish and Belarusian legislation. The author of this work believes that this document should include the following mandatory elements:

- a) an indication of the addressee of the request;
- b) facts of violation of legislative acts, non-fulfillment (improper fulfillment) of duties, etc. ;
- c) an indication of a specific official, body that committed the violation;
- d) a list of measures taken by the parliamentarian to eliminate the above violations,
- e) a list of persons responsible for putting things in order in the issue raised by the parliamentarian;
- f) a draft solution to the problem (i.e. what measures, in the opinion of the parliamentarian, should be taken to solve the problem);
- g) surname, name, patronymic of the parliamentarian, signature.

Among other things, we believe that at the beginning of each meeting it is necessary to contact parliamentarians with a proposal to use their right to request, to specially reserve time for the requests of these representatives. The results of the implementation of the measures outlined in the resolution of the Chamber of Parliament for the implementation of the already submitted request must be regularly discussed at its meetings, and the parliamentarian who submitted it is obliged to participate in the relevant checks. The parliamentarian must regularly inform his electoral corps about the requests made and their results (when conducting reports to voters, meetings, meetings with labor collectives, in the republican and regional media).

Thus, a parliamentarian's request is an effective means of control only in the case when:

- 1) there are no obstacles to its introduction;
- 2) the request was discussed at a meeting of the House of Parliament (this condition seems to us to be mandatory: this ensures publicity, transparency of control, excludes the possibility of replacing the request with an ordinary question);
- 3) the parliamentarian has been provided with a complete and objective answer to the request;

4) an objective assessment of the actions (inaction) of the addressees of the request is given;

5) at the request, the House of Parliament adopted a resolution that contains a solution to the problem posed in the request, provides for measures of responsibility of the guilty persons, as well as measures aimed at ensuring the implementation of this decision.

It should be emphasized that, in contrast to the legal consolidation of the status of a Belarusian parliamentarian, the constitutional law of the Polish state, however, like the legislation of some other European states, is also inherent in interpellation - one of the types of request. As a rule, interpellation “provides for the posing of an important, socially significant issue at a plenary session, followed by an explanation of the head of government, discussion and decision-making by voting”(Chirkin, 2008). Note that “unlike requests and questions, this form of control is hedged with a number of complex formal requirements (the number of signatures of deputies under interpellation, strict deadlines for its submission and other requirements determined by the regulations”(Vasilevich, 2006).

Interpellation is an appeal of a deputy to the head of government or other members of the Council of Ministers on matters of a fundamental nature and concerning problems related to state policy in accordance with Articles 192 - 193 of the Rules of Procedure of the Polish Seim. It is noteworthy that, in contrast to the request, the Polish legislator imposes a number of clear and strict requirements to the content of the interpellation, which, in our opinion, is due to its special political significance for the Polish society and state. This document should be within the competence of the interpellable and include a brief presentation of the factual state of affairs which is the subject of interpellation, as well as issues arising from it. The interpellation must be submitted to the Marshal of the Seim in this case in writing. It is important to note that due to the importance of the document in question, the Presidium of the Seim has the right to leave without movement an interpellation that does not meet these requirements. In addition, the named body may demand the elimination of expressions from interpellation that are incompatible with the principles of parliamentary ethics, under the threat of non-acceptance of interpellation.

If the interpellation meets all the requirements, the Head of the Seim shall immediately forward it to the interpellant and inform the Seim at the meeting about the adopted interpellations and the text of the document shall be published in an appendix to the verbatim record of the Seim meeting.

After receiving the text of the interpellation, the Chairman of the Polish Council of Ministers or other members of the Council of Ministers are obliged to give a response to the interpellation no later than 21 days from the date of receipt, also in writing, with the obligatory attachment of two copies.

It is noteworthy that in order to properly resolve the issue that is the subject of interpellation, the Polish legislator provides an opportunity for the deputy who submitted this document if the answer is found unsatisfactory to apply to the Marshal of the Seim for a request from the interpellated additional explanation in writing. Such a proposal can be applied only once, no later than within 30 days from the date of receipt of an unsatisfactory answer. Additional explanations are given by the interpellant within 21 days from the date of receipt of the request for additional explanations (Article 194 of the Rules of the Polish Seim). Like the interpellation itself, the answer to it is published in an appendix to the verbatim record of the Seim session. It should be noted that the Rules of Procedure of the Seim do not provide for debates on responses to interpellations at plenary sessions.

We believe that an analysis of the control powers of members of the Polish Parliament related to their activities in the framework of the legislative body would be incomplete without pointing

out the fact that a member of the Seim also has the right to demand that he be given the floor outside the agenda of a meeting of the chamber for the announcement of a parliamentary statement, no longer than 5 minutes. It is important to emphasize here that a deputy's statement must be distinguished from an interpellation or a deputy's request, since the subject of such a statement cannot be a question, the essence of which is the content of these significant means of parliamentary control.

We want to conclude the study of the control rights of Belarusian parliamentarians exercised by these elected officials with the thesis that within the framework of the legislative body, due to its collegial and representative nature, deputies of the House of Representatives, members of the Council of the Republic in addition to the rights exercised individually have the right to use collegial instruments of parliamentary control.

The most significant such instrument in the Republic of Belarus is parliamentary hearings, which, in accordance with the Rules of Procedure of the House of Representatives, are held within the framework of meetings of the lower house of the Belarusian Parliament. In accordance with the aforementioned act of legislation, parliamentary hearings are a form of activity of the House of Representatives, represented in hearing reports and opinions of deputies of the House of Representatives, representatives of state bodies and public associations, experts and specialists on a specific problem or issue within the competence of the House of Representatives. Note that similar rights of parliamentarians are enshrined in a number of articles of the Rules of Procedure of the Council of the Republic.

We believe that such a legal definition of the term under consideration is based on the opinion that is currently widespread in the scientific literature that “parliamentary hearings as a form of activity of a representative body is a system that includes: subjects of hearings; objects and objects. The subjects of the hearings are: a representative body, its commissions, deputies. And there are also participants in the hearings (representatives of the public and executive authorities)” (Karasev, 2009).

Being an important means of parliamentary control in Belarus, as well as in a number of other developed countries, parliamentary hearings have a rather complicated procedure, which includes the following stages:

- 1) preparation for deputy (parliamentary) hearings;
- 2) holding parliamentary hearings;
- 3) making a decision following the results of parliamentary hearings (Nikitenko, 2006).

Thus, the result of the parliamentary hearings is the development of specific recommendations on the issue under discussion and the adoption of appropriate resolutions of the chamber. At the same time, “the decision taken at the parliamentary hearings acquires the appropriate legal force and authority of the representative body, and its implementation will be the responsibility of those subjects to whom certain recommendations are made in the decision” (Karasev, 2009).

Let us join the opinion set forth in the scientific literature” (Karasev, 2009) that parliamentary control can be defined as a system of norms that determines the participation of parliament in the formation of the highest authorities, the forms of verification of the latter and the possibility of applying sanctions. At the same time, “the object of parliamentary control, first of all, is the activity of the executive power and its officials” (Karasev, 2009).

Summing up and analysing the control activities performed by Polish and Belarusian Members of Parliament within parliamentary coalitions and collegial bodies, we cannot but mention a succinct statement by a French legal researcher P. Lokke who compared parliamentary activity with an iceberg, with public parliamentary sessions being just a visible emerged part of it. They are just a performance staged for the public after the parliamentary majority and the government have come in ... commissions to an agreement concerning the

legal initiatives to be passed (cit. ex Nudnenko, 2004). We believe that this statement presents quite a fair description of Members of Parliaments' activities within parliamentary coalitions and collegial bodies in any developed state, including Poland and Belarus.

CONCLUSION

Thus, the range of individual and collegiate control powers of both Polish and Belarusian parliamentarians is rather wide and multifaceted. Analyzing the essence of the legal procedure established by the Polish legislator and the practice of exercising control powers by deputies of the Seim, members of the Senate and comparing them with similar powers of deputies of the House of Representatives, members of the Council of the Republic of Belarus, we find in these powers both general and different characteristics. The plurality of similar legislative provisions (they prevail) is associated with their essential (substantive) content and, in our opinion, is mainly due to the common roots of the Polish-Belarusian institution of parliamentarism, which have common centuries-old history and traditions. The characteristics of these rights that differ from each other are manifested, first of all, in their formal expression - in the procedure for their implementation.

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Was it Really Necessary to Go to a Hospital in a Parallel Universe without Covid-19

Asst. Prof. Dr. Hatice GENÇ KAVAS

Sivas Cumhuriyet University
hkavas@cumhuriyet.edu.tr
Orcid: 0000-0002-6813-529X

ABSTRACT

As of the date of the study, 6.2 million deaths occurred worldwide due to Covid-19. Reasons such as the rapid spread of the disease, high mortality rates, and inability to obtain clear information about the disease have caused changes in daily life routines. Individuals did not move on their behavior under normal circumstances, even in periods when countries did not have restrictions and prohibitions. One of these changes is the rate of use of health services. With the introduction of Covid-19 into our lives, the rate of going to the hospital for individuals has decreased significantly. In this context, the aim of this study is to reveal the change in the level of people's demand for healthcare during the pandemic. For the research, the archive data of the number of patient admissions obtained from the secondary and tertiary healthcare institutions in Sivas between 01.09.2019 and 11.03.2021 were used and the changes in the healthcare demand corresponding to the same period on the basis of years were evaluated on the basis of gender, health insurance, age, and departments. Total hospital admissions in September-March 2021 (essential outpatient clinics such as Covid-19 suspicion and oncology outpatient clinics were excluded) were around 46% lower than the total number of hospital admissions in September-March 2020. The decrease in pediatric emergency admission is around 66%. Such a significant decrease makes us question the rational behavior of individuals in their healthcare demands under normal circumstances. It is thought that the study will benefit multidisciplinary fields such as health economics, health services planning, sociology, marketing, and insurance.

Keywords: Health Economics, Covid-19, Health Care Demand, ER, Pediatrics

INTRODUCTION

After the Covid-19 disease started to spread rapidly all over the world, significant changes have occurred in the routine behavior of people. Even during the periods when there was no curfew, people preferred to stay at home, turned to online shopping, and started not doing activities that can be done outside the home. There was also a significant decrease in the number of hospital admissions that were the subject of this study. When an individual has a disease, the decision to reach the health institution takes place from a multidimensional perspective. Developing countries have focused on promoting the use of health care as an important policy to improve and fulfill international obligations to make health care more accessible. (Tossou, 2021). In this direction, various policies regarding the use of health services in Turkey have been put into practice since 2003 (Atasever, 2018; Altındağ & Yıldız, 2020; Çelikay & Gümüş, 2010) and it has been ensured that individuals' use of health services has been facilitated.

There are many studies in the literature on subjects such as the impact of Covid-19 (Mahoney, Steyn, & Lategan, 2021; Chudasama et al, 2020; Seidu et al, 2021), healthcare utilization during the Covid-19 pandemic (Dopfer et al, 2020; Tossou, 2021; Moynihan et al, 2021; Wenger et al, 2022), patient satisfaction with hospital services and healthcare personnel (Geng-Ramos et al, 2022; Gündoğdu et al, 2022), health personnel-patient relationship (Luzet, Anzola, Gilibert, & Gire, 2021), patient safety and policy (Durgun, 2021), and the quality of healthcare services (Domingo et al, 2022; Liu et al, 2022). However, as far as we know, there is no long-term study in Turkey and the world, in which all outpatient clinics in hospitals are discussed and analyzed. In this context, the main question is “Do individuals in Turkey use healthcare services rationally?”

LITERATURE

With the policies put into effect in Turkey since 2003, the use of health services by citizens in Turkey has increased rapidly. The values realized in the Turkish health sector between 2002-2019 are shown in the table below (General Directorate of Health Information Systems, 2019; TÜİK, 2021)

Table 6 Some General Healthcare Indicators in Turkey (2002-2019)

	2002	2015	2016	2017	2018	2019	Compare d to 2002 (%)
Total Number of Visits to a Physician	208.966.049	660.099.447	685.709.179	718.924.809	782.515.204	812.903.622	+289
Total Number of per Capita Visits to a Physician in Health Care Facilities	3,1	8,4	8,6	8,9	9,5	9,8	+216
Total Number of per Capita Visits to a Physician in Secondary and Tertiary Health Care Facilities	2,0	5,6	5,8	5,9	6,3	6,3	+215
Number of Total Physicians per 100.000 Population	138	179	181	186	187	193	+39
GDP (Million TRY)	362.110	2.350.941	2.626.560	3.133.704	3.758.316	4.320.191	+1 093
Total Health Expenditure (Million TRY)	18.774	104.568	119.756	140.647	165.234	201.031	+970

Health expenditure per capita (TRY)	284	1.337	1.511	1.751	2.030	2.434	+757
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Source: General Directorate of Health Information Systems, Health Statistics Yearbook 2019; TÜİK, Health Expenditure Statistics

As can be seen in Table 1, there has been a huge increase in the indicators of the Turkish health sector between 2002 and 2019. The total number of visits to physicians increased by 289%. The total number of per capita visits to a physician increased by 216%. Secondary and tertiary hospital admissions increased by 215%. While total health expenditures increased by 970%, health expenditure per capita increased by 757%. However, the increase in the number of physicians per 100000 population is at the level of 39%. Admissions of individuals to hospitals for treatment is an important component of health economics, social health, future behavior, and healthcare management. The increase in the values of Turkey in the table is an indicator of the development of the Turkish health sector.

In Table 2, 2019 values of OECD countries compared to 2002 and their changes according to years can be seen.

Table 7 Healthcare Utilisation Per Capita in Some OECD Countries

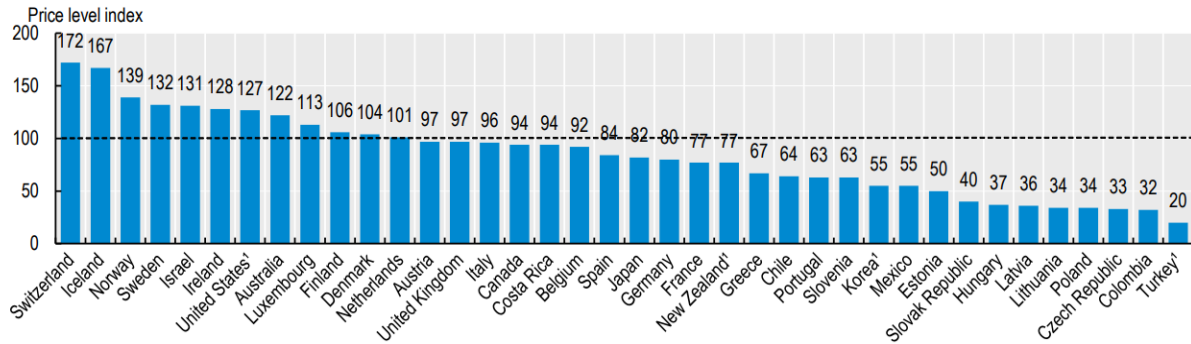
	2002	2015	2016	2017	2018	2019	Compared to 2002 (%)
Australia	6,3	6,8	7	7,1	7,3	7,3	15,87
Canada	6,9	6,8	6,8	6,7	6,6	6,6	-4,35
Chile	2,7	3,5	3,6	3,8	2,8	2,9	7,41
Costa Rica	2,2	2,3	2,2	2,2	2,2	2,3	4,55
Denmark	4,3	4,2	4,2	4,2	4,1	4	-6,98
Estonia	6	6,4	6,3	5,9	5,6	5,5	-8,33
Finland	4,2	4,3	4,3	4,4	4,4	4,4	4,76
France	7,3	6,2	6,1	5,9	5,9	5,9	-19,18
Germany	8	10	10	9,9	9,9	9,8	22,50
Hungary	11	11,1	11,1	10,9	10,7	10,7	-2,73
Japan	14,1	12,8	12,6	12,6	12,5	12,5	-11,35
Latvia	4,6	5,9	5,9	6,1	6	6,1	32,61
Lithuania	6,5	8,8	9,2	9,5	9,9	9,5	46,15
Mexico	2,6	2,7	2,6	2,5	2,4	2,3	-11,54
Netherlands	5,6	8,2	8,8	8,3	9	8,8	57,14
Poland	5,6	7,4	7,5	7,6	7,6	7,7	37,50
Turkey	3,1	8,4	8,6	8,9	9,5	9,8	216,13

Source: OECD, Health Statistics 2021

When the per capita use of health services is compared in some OECD countries, it can be seen that the proportional increase in Australia is around 16%, in Finland is around 5%, in Germany is 22,5%, in Lithuania is 46%, in Netherlands is %57. The proportional change is quite low and even negative in some countries like Denmark, France, Hungary, and Mexico. However, the increase in Turkey is very high.

One of the most important factors determining the purchase of goods and services by individuals in any sector is the price level. Price also affects the demand for healthcare services. The health services price index prepared by the OECD sheds light on the huge increase in the use of health services in Turkey in terms of prices.

Figure 7 Price Levels in the Health Care Sector (2017)



Source: OECD, Health Statistics 2021

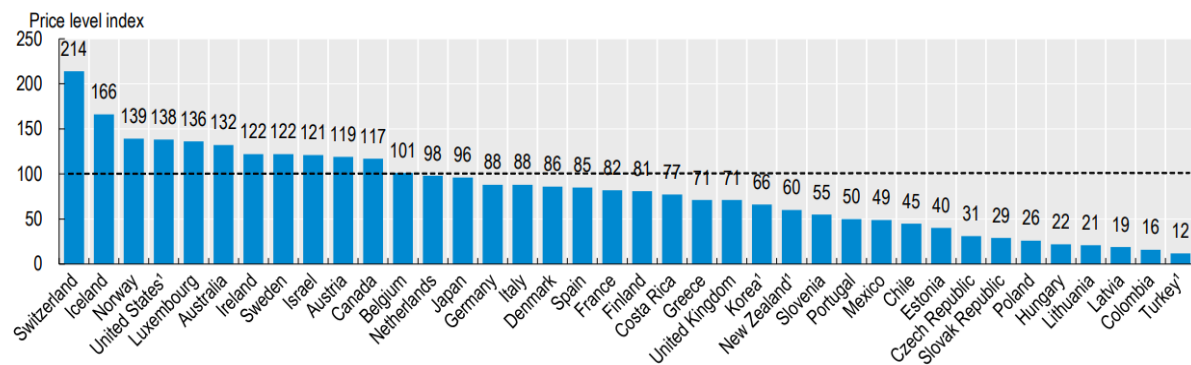
1 For hospitals, purchasing power parities are estimated predominantly by using salaries of medical and non-medical staff.

*OECD average = 100

** It's been used as a representative basket of health care goods and services for each OECD country.

Figure 1, shows us health price levels for some OECD countries. Iceland and Switzerland have the highest health prices among OECD countries. In contrast, prices for the same mix of health care goods and services in Chile and Greece are around two-thirds of the OECD average. The lowest health care prices among OECD countries are in Turkey, at around 20% of the OECD average (OECD, 2021). Netherlands is the closest country to the OECD average.

Figure 8 Hospital Price Levels (2017)



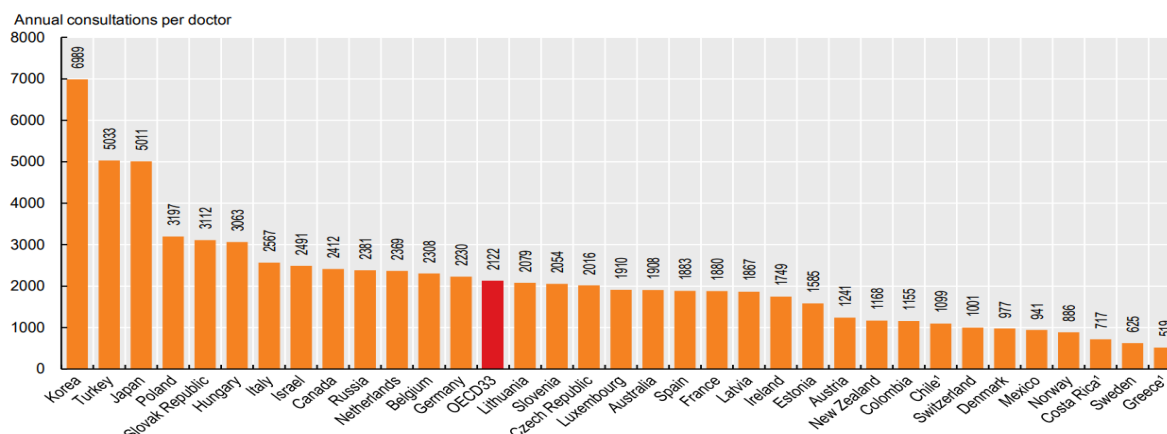
Source: OECD, Health Statistics 2021

1 For hospitals, purchasing power parities are estimated predominantly by using salaries of medical and non-medical staff.

**OECD average = 100

Estimates for 2017 suggest that average hospital prices in Switzerland are more than double the average level calculated across OECD countries, whereas prices in Turkey are only around one-eighth of the OECD average.

Figure 9 Estimated Number of in-person Consultations per Doctor (2019)



Source: OECD, Health Statistics 2021

Based on countries, the average number of patients per doctor in 2019 brings Turkey (5033 patients per doctor) to 2nd place. This value is more than twice the OECD average. Korea ranks first with the highest number of patients per doctor.

It can be seen some general indicators about Sivas province in 2019 below.

Table 8 Some General Indicators About Sivas in 2019

Sivas	2019
Total Population	638.956
0-14 Age Population Ratio (%)	20,6
65 and over Aged Population Ratio (%)	12,7
15 to 64 Aged Population Ratio (%)	66,7
Number of Hospital	20
Second and Tertiary Health Care Visits	4.216.110
Number of Second and Tertiary Health Care Facilities in Sivas City Center	4
Per Capita Physician Visits	9,8
Specialist Physician	567
General Practitioner	451
Medical Resident	199
Nurse	1868
Other Health Personnel	1764

Source: General Directorate of Health Information Systems, Health Statistics Yearbook 2019

The total population of Sivas province in 2019 is 638956. The total number of hospitals is 20. There are 567 specialist doctors, 451 general practitioners, 199 medical residents, 1868 nurses, and 1764 other health personnel. Second and tertiary healthcare visits amounted to 4216110 in the same year. The number of second and tertiary healthcare facilities in Sivas city center is 4.

Methodology

This study was carried out by collecting and combining the number of patients who applied to the secondary and tertiary healthcare facilities in Sivas city center between September 2019 and March 2021, from the electronic data records of these facilities. The hospitals included in the study are all secondary and tertiary healthcare facilities in the city center (Sivas Numune Hospital, Sivas State Hospital, Private Medicana Sivas Hospital, and Sivas Cumhuriyet University Training and Research Hospital). SPSS Statistics 23 was used to combine and classify the data. The data includes all applications except compulsory outpatient clinics (oncology, dialyzes department, obstetrics ER, newborn and Covid-19 suspicious cases) and departments with secondary applications (radiology, etc).

Findings and Discussions

The findings of all secondary and tertiary healthcare facilities applications in Sivas are shown in Table 4.

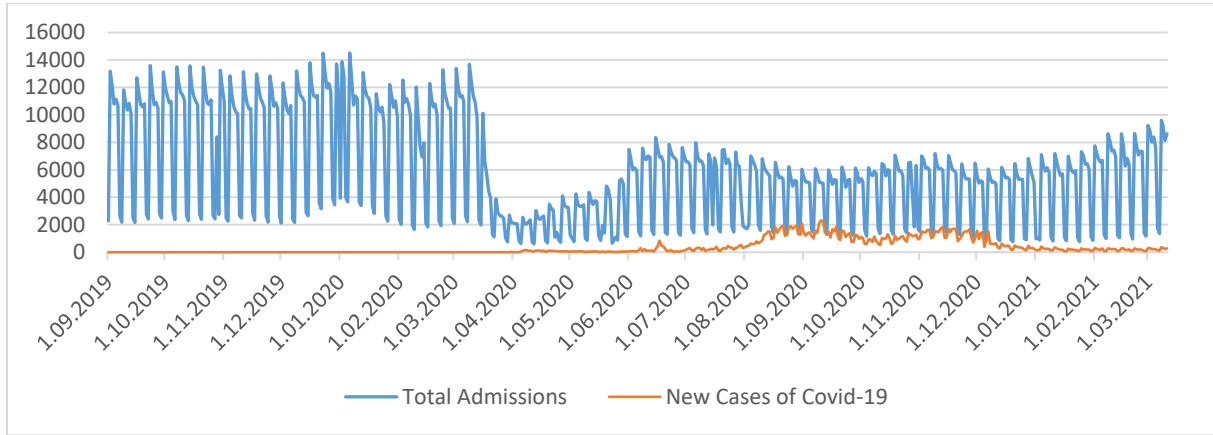
Table 9 Admissions by Gender, Social Security, Department, and Age for 558 days (2019-2021)

	Total N	2019 Sept- 2020 March	2020 Sept- 2021 March	Decrease %
Total Admissions	3309303	1705410	922942	45,8815182
Female	1802386	939351	502593	46,4957189
Male	1506917	766059	420349	45,1283778
State Insurance	3251715	1680147	904977	46,1370344
Private Insurance	25344	12825	6947	45,8323587
Self Payment	32244	12438	11018	11,4166265
Pediatric ER	176193	109500	36679	66,5031963
ER	620904	300233	168649	43,8272941
Policlinics	2512206	1295677	717614	44,6147458
0-10	414585	242585	95459	60,649257
11-18	248357	139769	65658	53,023918
19-25	459046	238096	128122	46,1889322
26-35	495155	235978	149175	36,7843613
36-45	439823	216139	129548	40,0626449
46-55	421661	210962	122746	41,8160617
56-65	386572	195531	110281	43,5992247
66+	444104	226350	121953	46,1219351

The total number of admission to hospitals is 3309303. When comparing periodically, there are significant decreases in values. Total admissions decreased by 45 percent in the same period of

the following year. The most striking decrease is in the pediatric ER and also it can be seen at almost the same value in the age of 0 to 10. Female patients went to hospitals more than male patients. 98 percent of those who went to hospitals have state-supported health insurance.

Figure 10 Total Hospital Admissions



The first Covid-19 case in Turkey appeared on March 11 and after that admissions to hospitals in Sivas decreased rapidly. Even when Covid-19 cases are added to other admission numbers, total admission numbers remain well below the number of admissions in the pre-pandemic period.

Figure 11 Admissions of Female Patients

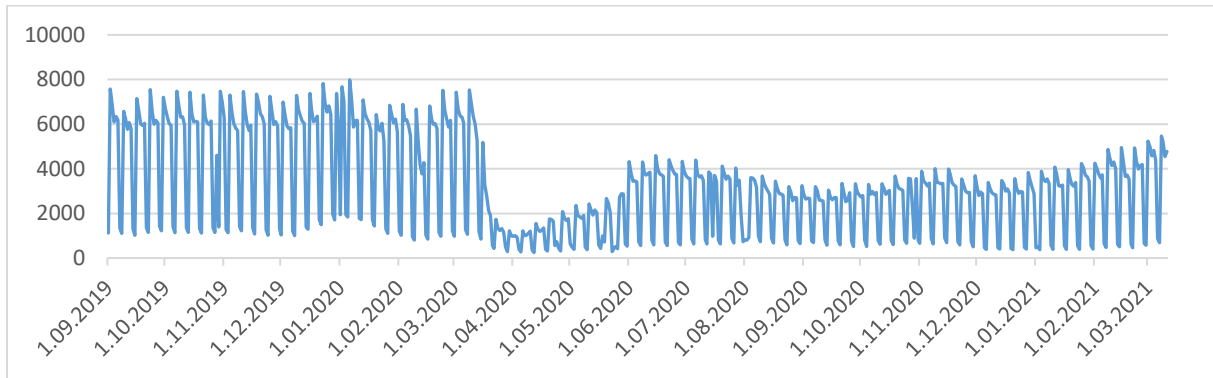
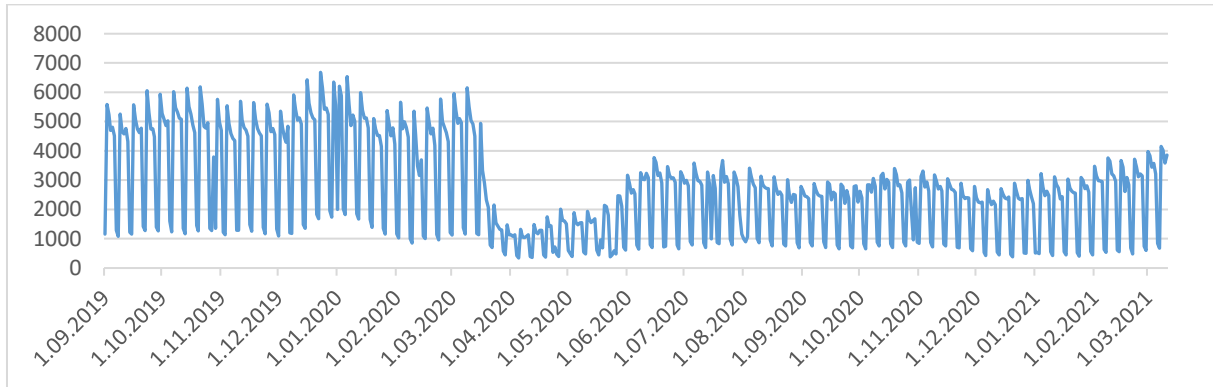


Figure 12 Admissions of Male Patients



Although admissions of female patients were more than admissions of male patients both admissions trends are similar.

Figure 13 State-Insured Patient Admissions

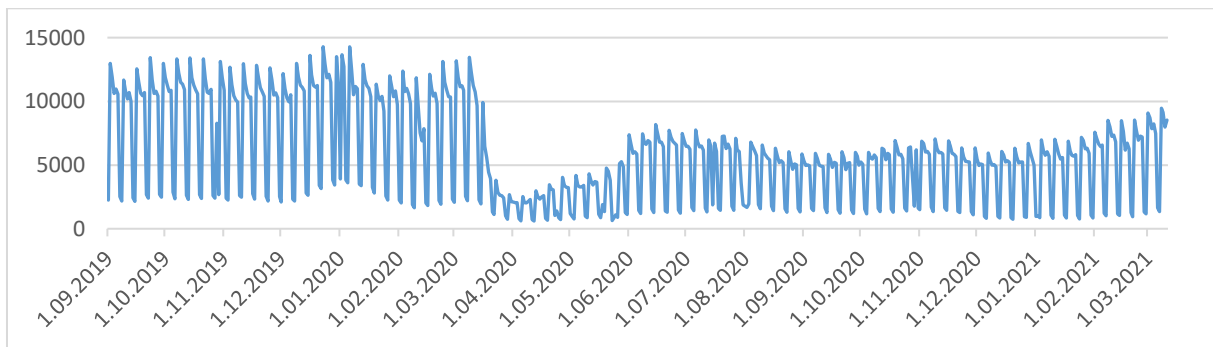


Figure 14 Private Insured Patient Admissions

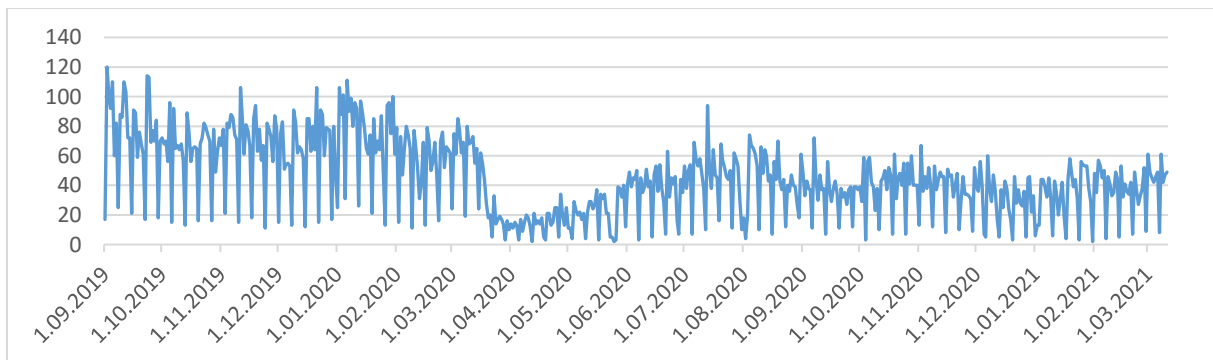
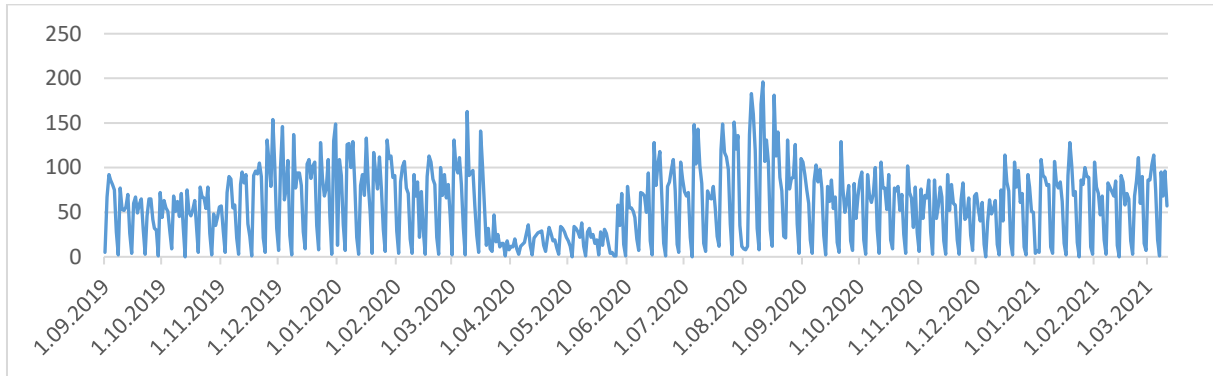


Figure 15 Out-of-Pocket Patient Admissions



The biggest part of the total admission of patients costs is paid by the state as can be seen in Figure 7 (98%). Figure 8 belongs to private-insured patients. (0,77%) . The highest number of admissions was 120 in the pre-pandemic period (Figure 9). Out-of-pocket patients are slightly more than the total number of admissions for privately insured patients (0,97%). In August of 2020, it exceeded the pre-pandemic period admissions, this may be due to the patients who came to Sivas from abroad during that period. The number of admissions by out-of-pocket patients was at its lowest level only in the first months of the pandemic. After the summer of 2020, it returned to pre-pandemic values.

Figure 16 Total Admissions of ER

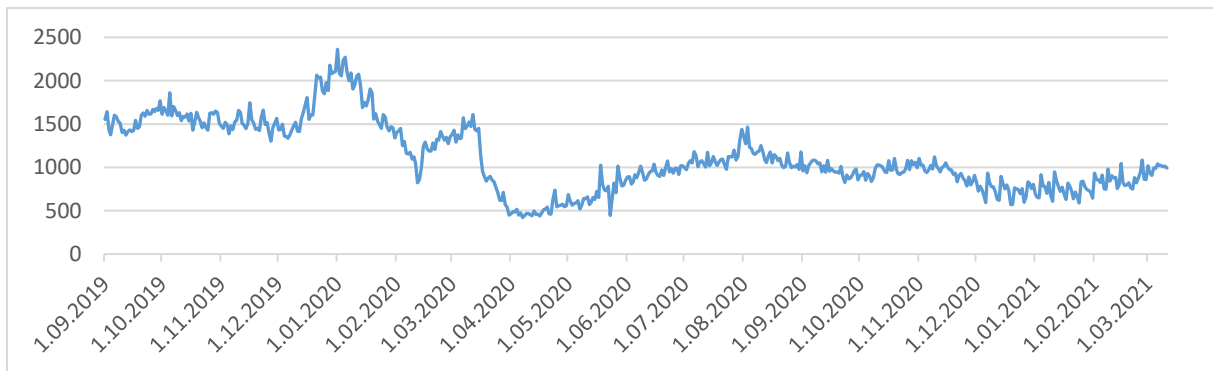


Figure 17 Total Admissions of Pediatric ER

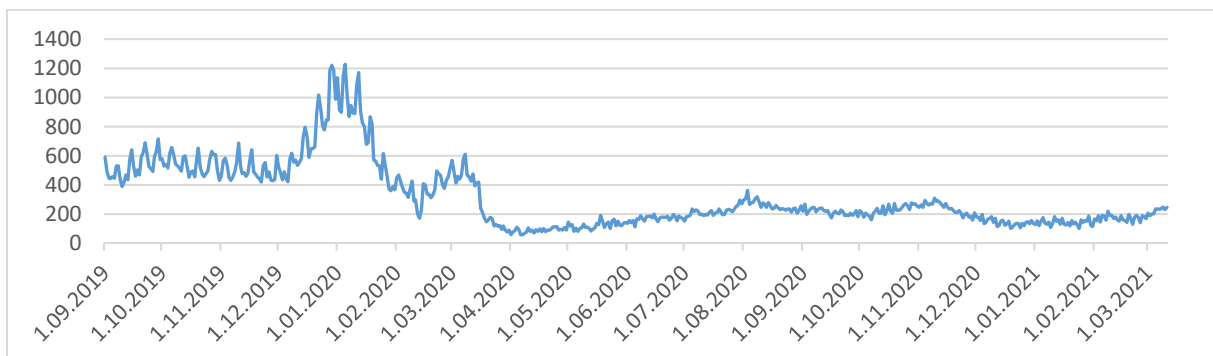
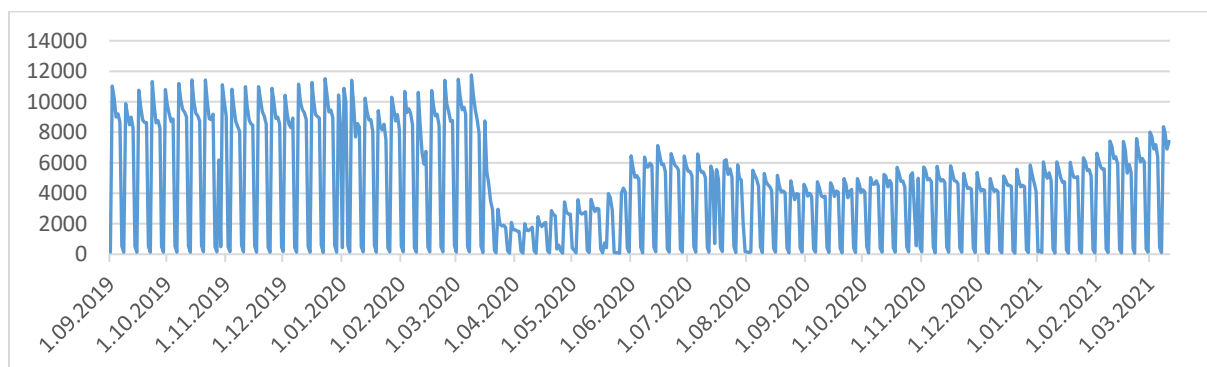


Figure 18 Total Polyclinics Admissions



The most significant change occurred in pediatric ER admissions of those under the age of 18 (Figure 11). It is possible that parents or people responsible for children wanted to protect their children from the risks of going to hospitals. Most cases are flu, coughing, fever, nausea, vomiting, and diarrhea in normal circumstances in pediatric ER. The rising values before the pandemic belonged to the winter months, and fever and flu cases may have increased again during these periods. The decrease in ER and outpatient visits can also be seen in Figures 10 and 12.

Conclusion and Recommendations

Covid-19 has affected many issues that have been discussed or accepted in the literature before and caused the questioning of what is known and changed what we know. The disease provided a natural opportunity to find answers to some questions. This study shows how much the applications made to the secondary and tertiary healthcare facilities in Sivas city center decreased during the Covid-19 pandemic. The decrease in outpatient clinics is very evident. However, especially the decline and trends in ER departments require an examination and interpretation of applications to these departments. Especially when we analyze pediatric emergency admissions (Figure 11), we are facing some questions that need to be answered. If they didn't need to go to a hospital during the Covid-19 pandemic period why had they need to go pre-pandemic period? If children were able to recover without going ER, we could ask about their healthcare demands. Are they or their guardians rational? The question can be asked of ER patients as well (Figure 10). More than 98 percent of patients use state-supported health insurance. The examination and treatment fees of these patients are paid by the state. This informs us about the burden on the Turkish health economy and healthcare management. The violence in healthcare has increased in Turkey recently. The excessive intensity of patients, insufficient number of doctors, and increased stress levels are important factors in the occurrence of violence. On the other hand, unnecessary drug use is an issue that needs to be considered. It is thought that it is necessary to inform individuals about the rational use of health services in Turkey. The fact that the prices of health services in Turkey are low compared to other countries is an advantageous issue in terms of healthcare tourism. This shows that Turkey is preferable compared to other countries, such a demand contributes to the country's economy. The study will contribute to multidisciplinary studies such as sociology, marketing, production management, health economics, insurance, and healthcare management in the next period.

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Baburname'nin Yazıldığı Coğrafya ve Alışılmışın Dışında Bir Yaşam Öyküsü

Dr. Mukadder GÜNERİ

Independent Researcher

mukaddeguneri@gmail.com

Orcid: 0000- 0002-4384- 6183

ÖZET

Bilim dünyasında daha çok Baburname olarak bilinen Vekayi'nin yazarı, Baburlu Devletinin kurucusu Gazi Zahiruddin Muhammet Babur'dür. Bu yapıtı, onun Avrasya, Kabil ve Kuzey Hindistan'da geçen yaşamını ve tüm anılarını kapsar(1483-1530). Yapıtı 10 Haziran 1494 tarihinde Fergana vilayetinde on iki yaşında padişah oldum diye başlar, ölümünden on beş ay öncesine kadar 5 Eylül 1529 tarihinde son bulur. Fergana'da başlayan Kabil'de devam eden ve Kuzey Hindistan'da son bulan inanılmaz bu yaşam sürecini ayrıntılı bir şekilde canlı ve sade bir dille kaleme alır. İnsanoğlunu ilgilendiren her şey onun ilgi alanındadır ve tümüne yer verir. Bu esere ait bilinen on üç el yazma bulunmaktadır. Yalnız Haydarabad nüshası, bugüne kadar bilim dünyasında yapılmış çoğu ciddi çalışmaya temel olmuş nüshasıdır. Baburname, Genel Türk Tarih ve kültürü ile Pakistan Müslüman Hindistan kültür tarihinin ve Avrasya, Kabil ve Hindistan tarihinin ana kaynaklarından biri olarak kabul edilir. Yine çoğu otoriter, edebiyatçı, otobiyografici, tarihçi, Babur'ün bütün olayları olduğu gibi kaleme aldığı, dönemin Türkçesiyle yazılmış en ünlü dünya klasiği ve güvenilir kaynak olduğunu kabul eder. O günün askeri, dini, ekonomik, idari, kültürel, siyasi, sosyal yaşamını günümüze anlaşılır bir dille taşır.

Bu çalışmada, eserin içeriği klasik bir yöntemle incelenerek, Babur'ün bugüne taşıdığı askeri, adli, dini, ekonomik, idari, kültürel, siyasi, sosyal, sanatsal yönden öne çıkan hususlar, günümüz bakışıyla belirlenmeye çalışılmıştır.

Anahtar Kelimeler: Baburname, Babur, Hindistan, Kabil, Avrasya.

The Geography Where Baburname Was Written And an Extraordinary Life Story

ABSTRACT

The author of Vekayi, better known as Baburname in the scientific world, is Gazi Zahiruddin Muhammad Babur, the founder of the Baburlu State. This work covers his life and all his memories in Avrasya, Kabul and India (1483-1530). His work begins on June 10, 1494, in the province of Fergana, when I became a sultan at the age of twelve, and ends on September 5, 1529, until fifteen months before his death. He writes in a vivid and simple language in detail this incredible life process that started in Fergana, continued in Kabul and ended in Northern India. Everything that concerns human beings is in his field of interest and includes all of them. There are thirteen known manuscripts belonging to this work. Only the Hyderabad copy is the copy that has been the basis for most serious studies in the scientific world. Baburname is regarded as one of the main sources of the General Turkish History and Culture, Pakistan-Muslim Indian cultural history, and the history of Eurasia, Kabul and India, with its rich content, strong and fluent narration, shedding light on the period in which it was written in the scientific world. However, most authoritarians, writers, autobiographers, historians agree that Babur is the most famous world classic and reliable source written in Turkish of the period, in which he wrote down all the events as they were. It conveys the military, religious, economic, administrative, cultural and political life of that day in an understandable language.

In this study, the content of the work will be examined with a classical method, and the military, judicial, religious, economic, administrative, cultural, political and social aspects that Babur has brought to this day will be tried to be determined with today's perspective.

Keywords: Baburname, Babur, India, Kabul, Eurasia.

GİRİŞ

Avrasya ve Kabil, Hindistan(1494-1530)

Avrasya: Timurlu Devleti(Timur'un Tüzükatı'na göre, 27 devlet ve kentten meydana gelmektedir)Timur'un ölümünü izleyen yıllarda, onun soyunun bireyleri(mirza, bey ve yiğitleri) egemen oldukları ülkelerin tümünde, canları istedikleri zaman pay isterler. Bu durum zamanla gelenek haline gelir. Bu nedenle Timurlu Devleti'nin(1494-1405) başlayan dağılma süreci, şu veya bu nedenle sürüp gider. Babur'un, Fergana yönetimine getirildiğinde mirzaların durumu şöyle idi. Mirza isyanlarına bir son vermek amacı ile Ebu Said Mirza, yönetime genelde kendi çocuklarını atar. Semerkant'da Sultan Ahmet Mirza, Herat'ta Sultan Halil II Mirza, Kabil'de Uluğ Mirza, Bedaşan'da Ebu Bekir Mirza, Fergana'da Ömer Şeyh Mirza(Babur'un babası), Kandahar'da Murat Mirza(1987: 066).

Kabil. Timuru'nun ölümüyle başlayan mirza savaşlarında Şahruh ve sonrası Ebu Said Mirza döneminde toparlanırlar gibi olan Timurlu mirzaları Ebu Said'in ölümüyle yeniden dağılma süreci hız kazanır. Bundan dolayı Kabil yönetimi de sık sık el değiştirmektedir.

Hindistan. Timur Hindistan'a girdiğinde(1398-99) Delhi Sultanlığı'nın yönetimini elinde bulunduran Sultan Firuz Şah Tuğluk'un oğulları arasındaki iktidar savaşlarına hız kazandırır ve Seyyid Hanedanının yönetimi ele geçirmesine zemin hazırlar. Timur'un atadığı genel vali Hızır Han'ın oğlu Mübarek Şah sanını alarak, yönetimi ele geçirir ve daha sonra da Timuroğulları ile ilgiyi keser(1961: 338). Seyit Hanedanı egemenliğinden sonra Lodhi soyu yönetimi ele geçirir. Güney Hindistan'da bulunan Behmeni Devleti de zamanla birçok parçaya ayrılır. Hindu Vijayanagar Krallığının(1336-1646) yanı sıra pek çok Hindu krallıkları da kendi aralarında sürekli savaş halindedirler.

1.VEKAYİ(BABURNAME)

1.1. Eserin Adı Üzerine

1.1.1. Babur(babar, Babor, Babar, Babır, Baber) .a.m. Aslan, kaplan. Name. f.n.m. mektup(Urdu-English Dictionary: 93,767). "Babur-name" birleşik isim olarak Babur'un anılarına bir ad olarak verilmiş ve daha çok bu adlı bilim dünyasında tanınmıştır. Bu eserin Babur-name adından başka Vekayi, Vakianame, Babur-ıye, Vakıat-ı Babüri, Vekayi'nam-i Padişahı ve Tuzuk-i Baburi adlarını da aldığı görülür(1905: XII). Farsça ve Türkçe metinlerde daha çok Vaki'at-i Babari, Babur-name, tüzük-i Babari yaygındır(Leydan, Erskine, W. Courtelille, A. Pavetde gibi yazarlar). Avrupalılar ise Babur'un takdimleri ve ilkeleri, Muhammed Babur'un Anıları, Hindistan İmparatoru(1907: XII).

1.1.2. Oysa Babur eserinde "Hoca Yahya'nın torun Hoca Kelan, benden yazmakta olduğum Vekayi'yi istemiştir." ifadesini kullanmaktadır(1987: 410).Yine Divan'ında bir rubaide bu eserini yine "Vekayi" kelimesiyle dile getirmektedir(1934: 327). Tarihi Reşidi'de, bir de onun Vekayi'si yani Türk Tarihi vardır(1972: 173). Ayrıca Babur'un kızı Gülbeden Begum eseri Humayunname'de "Eğer ki padişah babamın vakainamesinde bu sözler mezkur ise de," der. Bu nedenle, araştırmacı ve yazarlar tarafından çoğunlukla (yüksek lisans ve doktor çalışmamda da Baburname adıyla yapılmıştır) Baburname adıyla anılan Babur'un anıları, Baburname adının aksine, bu eserin asıl adının, merhum Reşit Rahmeti Arat'ın çevirisine verdiği adın yani "Vekayi" olması gerçeğe en yakın olanıdır.

1.2.Vekayi'nin Bilinen Nüshaları

1.2.1. Vekayi'nin Kazan nüshası(Babur-Namah Kazan, 1857), İlmınsky tarafından yayımlanır. A.S.Beveridge Haydarabad nüshasını(The Baur-Nama, London, 1905, 1970) faksimile olarak yayımlar. Vekayi'nin Babur'un zamanında yapılmış Farsça çevirisinden başka diğer çevirileri de J. Leydan ve W. Erskine tarafından(Memoirs of Zehir-ed dimn Muhammed Babur emperor of Hindistan, Edinburg, 1826) yayımlanır. Bu çalışma daha sonra Dr Kehr'in 1871 de Dr.

Ilminisky'nin örnek aldığı basımdan kıyas imkanı bulur. Bu çalışma daha sonra Dr. King tarafından gözden geçirilerek(Oxford 1921) yayımlanır. Almanca olarak

A. Kaiser(Denk- würdigbeien des Zehir- Eddin Muhammed Baber, Kaisen von Hindustan, Leipzig, 1828) yayımlanır. A. Pavet de Courtelile de eserin asıl Türkçe metnini Fransızca'ya çevirir(Memoires de Baber, Paris, 1871). Vekayi'nin Farsça yazma ve basma nüshalarına göre birçok kez Batı dillerine çevrisi yapılır. Ancak, Türkçe metninden, tüm yayımlar ve araştırmalar da dikkate alınarak en iyi İngilizce çevirisi A.S.Beveridge tarafından yapılır(The Babar-nama in English, I.II.London,1922,1969).Türkçeye de Reşit Rahmeti Arat(Yusuf Hikmet Bayur Önsöz, Tarihi özet) tarafından çevrilir ve 1943, 1946, 1970 daha sonra 1987 yılında I.II, cilt halinde yayımlanır.

1.2.2. Vekayi'nin13 üncü nüsha Haydarabad nüshasıdır. Beveridge, bilinen 13 nüshasını inceleme imkanını bulup, 20 yıllık bir çalışma ürünü olan fotoğraf usülü ile Haydarabad nüshasını bilim camiasına kazandırır(1905: XII; 1964:178-185). Bugün hala Vekayi'nin bilim camiasında en çok bilinen ciddi çalışmalara kaynak olan ve en eski nüshası olarak kabul edilen nüshası Haydarabad nüshasıdır. Aslında Babur eserinde yazdığı anılarının bir nüshasını Hoca Kelan'a ve oğlu Humayun'a, Pulat sultan'a gönderdiğini ifade etmesine rağmen bu güne kadar herhangi bir kayda rastlanılamamıştır(1987: 410).

1. 3.Vekayi'nin Genel Değerlendirilmesi

1.3.1.Dil ve Üslup

1.3.1.1.Vekayi o günün dünyasının Türkçesini adlandırdıkları Çağatay Türkçesi ile yani öz diliyle kaleme alınır. Dili çok sade ve akıcıdır. Olayları çok canlı ve eşsiz bir açıklık bir şekilde ifade eder. Tüm olayları ve kendisini doğrudan ve açıkça dile getirir.

1.3.1.2. Reşit Rahmeti Arat, Vekayi'yi şöyle anlatmaktadır: “Babur’ün kendi hayat ve faaliyetlerinin bir tarihçesi olan hatıratı, Türk nesrinde örneğine az rastlanır şahaseridir. Açık ifadesi, canlı tasvirleri ve akıcı üslubu, konunun bugünkü yaşam şartlarına uzak bulunmasına karşın, okuyucuyu kendisine öyle bağlıyor ki, insan farkında olmadan sanki Babur’ün buyruğuna girerek, bir gölge gibi onun yorulmak bilmeyen kararlı güçlü kişiliğinin yanında, dalgalı yaşamının bütün keder ve sevincine katılıyor.”(1963-1964: 18,21). Köprülü Babur’ü emsalsiz bir nesirci olarak adlandırır. Vekayi bunun en güzel örneğini teşkil etmektedir.

1.3.1.3. E.M. Foster bunu şöyle dile getirir: “Tüm canlılığıyla bu anılar, geride nefis bir etki bırakmaktadır. Yazarın sınırsız güvenine bırakılmışız, fakat bu güven çoğu durumlarda bile daralan bir çember gibidir. İnsanlığın ilk günlerinde ki gökyüzünce çevrelenmiş bir dağ bulutu ve de onun enerjisi ve duyarlılığına kadar Babur İmparatorluğunu, akrabalarından daha ileriye götürmesini okuyucuların ölümler ile ve krallar arasında ki nadir arkadaşlığı keşfedebileceği, örneğini sergilemek istediğinden, sıcak bir yaklaşım sunmaktadır.”(1964: 303). Dale'nin görüşü ise şöyledir: “Anlatım tarzındaki zamanı geriye dönük belirginliğiyle, belirsizliği arasında ki yapmaya niyetli olup olmaması da sanatsal bir denge teşkil etmektedir.”(1990: 39). Babur, Vekayi ile tarihçi, dilci, edebiyatçı, sanat tarihçisi, coğrafyacı, botanikçi, filolog, etnolog, arkeolog olarak adlandırılır(1994: 178-205).

1.3.2. İçeriği

1.3.2.1. Vekayi 10 Haziran 1494 tarihinde Fergana Vilayetinde 12 yaşında padişah oldum diye başlar. Vekayi'de hemen hemen 17 yıllık(Haziran- 1503- Haziran- 1504, Mayıs- 1508- Ocak 1519, 1520- 1525) bir boşluk olmasına rağmen, mevcut olan o günün dünyasına ışık tutar(1484-1530). Eksik yıllara rağmen, Vekayi Avrasya, Kabil, Hindistan'ın o günün dünyasının askeri, adli, dini, kültürü, siyasi, sosyal, sanat ve bu gibi konularda ayrıntılı denilecek bir şekilde bilgi içermesi, kaynak olarak değerinden hiçbir şey kaybetmemesinin nedenidir.

1.3.2.2. Eksik yıllar dikkate alınarak Vekayi'yi tümüyle incelendiğinde görüleceği üzere, eserin günü gününe yazılmadığı görülür. Ayrıca Babur, 1529 yılının Mayıs ayında, Musun yağmurlarıyla çadırının çökmesi sonucu çalışmalarının zarar gördüğünü eserinde detaylı anlatmaktadır. Öte yandan oğlu Humayun'a verdiği nüshalarının Humayun'un 1540'da Afgan Şah'larınca Hindistan'dan sürülmesi ve yeniden 1555'de Hindistan'da tahta çıkması sürecinde kaybolmuş olma ihtimali düşünülebilir.

2. BABUR MİRZA(1494-1504)

2.1. Askeri

2.1.1. Babur, Öncelikle, babasına tabi beylerin(Hoca Mevlana Kadı, Kasım Bey Koçin, Ali Dost Tagayi, Uzun Hasan ve bu gibi) ve anneannesinin(İsen Devlet Begum)'nin katkılarıyla iç güvenliği sağlar. Amcaları Ahmet, Mehmet Mirza ve dayısı Mahmut Han' a karşı Fergana'nın toprak bütünlüğü ve ayakta kalmak için bir dizi savaş yapar.

2.1.2. İki kez Semerkant'ı alır, iki kez de kaybeder(1497,1501). Timurlu mirzalarının gelecekte kendilerine bir tehlike olacağını kestiremedikleri Şeybani Han'a karşı yenilgisi sonucu hem Semerkant'ı hem de Fergana'yı kaybeder.

2.2. Adli

2.2.1. Timur sağlığında çocuklarından, torunlarından bir kaçına belli bölgelerinin yönetimini verir. Onlar bölgelerinde merkezi bağlı yarı yetkililerdir(1987: 027). Bazen da genç yaşta bu mevkilere getirilmiş mirzaların yanlarına idareyi elde tutmak ve mirzayı yetiştirmek için Timur güvendiği beyler görevlendirir. Timur başta kaldığı sürece, oğullarına ve torunlarına verdiği bölgelerde, önemli bir iç ve dış olay meydana gelmez.

2.2.2. Timur'un sağlığında yerine geçmesine karar verdiği Pir Mehmet Mirza'nın yerine oğlu Şah Ruh Mirza'nın getirilmek istenmesiyle Timurlu mirzaları arasında başlayan savaşlar, o güne kadar tek çatı altında olan Timurlular, dağılma sürecine girer. İstikrarsızlık arttıkça her mirza, bey canı istediğinde toprak talebinde bulunarak baş kaldırmayı yasal hale getirir.

2.3. Dini

2.3.1. Babur tahta çıktığında, Timurlu mirzalarının tümü birbirleriyle savaş halindedir. Bu savaş ortamında, dini görüşler açısından da karmaşa ortamı söz konusudur. Uluğ Bey'in öldürülmesi buna örnektir. Uluğ Bey'in öldürmüş olduğu iddia edilen birinin oğlu, Abdullatif Mirza'nın kışkırtmasıyla Semerkant'daki uydurma Han'a başvurarak babasının intikamını almak hakkını ister. Kukla han'da "şeriat ne emrediyorsa öyle olsun der" ve Abdullatif Mirza hiç işe karışmadan Uluğ Bey öldürülür(1987: 52). Bu tür olaylar yadırganmayacak kadar sıkça meydana gelir.

2.4. Ekonomik

2.4.1. Timur ve mirzalar döneminde Avrasya'da sınırları aşan canlı bir ticaret hayatı görülür. Doğu ve batıya giden ticaret yollarının Herat ve Semerkant'tan geçmesi dış ticareti şartlar ne olursa olsun ticareti canlı tutar. Bu nedenle ticaret gelişir(1987: 50).

2.4.2. "Yeti- Kent dağlarında firuze ve diğer maden ocakları vardır. adilane idare edildiği takdirde, Fergana vilayetinin hasılatı ile üç dört bin asker beslemek mümkündür."

2.4.3. Fergana Vilayetinin gelir kaynağının çoğunluğunu tarımsal ürünler oluşturmaktadır. Hocend'de meşhur olan "kend-badem Hürmüz ve Hindistan'a ihraç edilmektedir. Ahşi'de "mir-timur" adlı kavun'u meşhurdur. Kasan'da "tabulga" adlı ağaç meşhurdur. Asa, kamçı,

sapı, kuş kafesi ve ok yapılarak ihraç edilir. Babur Andican, Uş, Merginan, Hocenet, Ahsi, Kasan'ı çok sade bir dille anlatır.

2.4.4. Mirza savaşlarına rağmen, Timurlu döneminde, ticari faaliyetlerinin en aktif yaşandığı yerdir. Babur şöyle ifade etmektedir: “Semerkant şehri fevkaled müzeyyen(güzel) bir şehirdir. Bu şehrin diğer şehirlerden az bulunan bir hususiyeti daha vardır. Burada her esnafın ayrı ayrı bir pazarı vardır ve birbirleriyle karışık değildir. Usulleri muntazamdır. İyi ekmekçiler, aşçılar vardır. Dünyada en iyi kağıdı Semerkant'da çıkar.Kırmızı kadife kumaş her tarafa ihraç edilir. Buhara'da meyve ve sebzeçilik mükemmeldir.”(1987: 50).

2.5. İdari

2.5.1. Babur'un atası Timur'un ölümünde İmparatorluğun sınırları: Çin sınırlarından Ege ve Akdeniz kıyılarına ve Avrupa Rusya'sı içlerine, Delhi bölgesinden Sibir bozkırlarına, Seyhun ve Aral Denizi'nden kuzeye doğru ya doğrudan onun elindedir, ya da oralarda bulunan han, padişah, şah, emir ona tabidir.

2.5.2. Dağılma sürecinde durum şöyledir: Semerkant'ta Sultan Ahmet Mirza, Fergana'da Ömer Şeyh Mirza(Babur'un merhum babası), Kabil'de Uluğ Bey Mirza, Herat'ta Sultan Hüseyin Baykara(1987: 006).

2.5.3. Babur Mirza(Mirza,” veya “Emirzade,” Timur sülalesine mensup şehzade ve sultanlara has bir ad, unvan).vali unvanı ile eğitilmek üzere Andican'da, kardeşi Cihangir Mirza(10 yaşında) Ahsi'de, Nasır Mirza(8 yaşında) Kasan'dadır(1987:1;1973;174). Babasının ani

ölümü üzerine Andican'dan gelerek,10 Haziran 1494 tarihinde 12 yaşında padişah olur(1987: 1; 973:174).

2.6. Kültür

26.1. Babur'un askeri, idari, siyasi, sosyal ve kültürel yönden yetişmesinde katkıları olan devlet büyükleri ve yakınları: Şeyh Mecid Bey, Sultan Baba Kuli Beg, Hasan Yakup Bey, Kasım Bey Koçin, H.Mevlana Kadı ve aneannesesi İsen Devlet Begum'dür. Kültür ve sanat açısından Semerkant ve Herat kentlerini, diğer kentlere nazaran daha üstün görmektedir. Ayrıca, ileri yaşlarda çok yanıldığını anlayacağı, mirzalar arasında kendine rol model olarak da Herat hakimi Sultan Hüseyin Baykara'yı görmektedir.

2.6.2. Mirza savaşları hız kesmeden devam etmesine rağmen, Semerkant ve Herat kültürel alanda merkez olma özelliklerini sürdürür. O dönemde de mirzalar ve beyler sanatçıları himaye etmeleri nedeniyle pek çok tarihçi, şair ve sanatçı yetişir. Tarihçi Hafız Abru, Abdurazzak Semerkandi, Mirhend. Hafız Abru'nun eseri Mecma'at ul- Tavarihi, 1424 tarihine kadar Timurlu tarihini anlatır. Abdurazzak Semerkandi'nin Matla ul-Sadayn adlı eseri de genel tarih mahiyetindedir. Yine Halil ve Uluğ Bey'in saray şairi Sakkaki, o günün Türkçesiyle eserler yazmıştır. Ayrıca Gül-ü Nevbahar adlı manzum mesnevinin yazarı Lutfi, Hüseyin Baykara Miraz, Babur Mirza'nın divan ve Babur'un Vekayi'si ve diğer eserleri. Çağatayca adıyla anılan bu dönem Türkçesinin, edebi bir dil olmasında Ali Şir Neva'i nin eserlerinin katkısı büyüktür. Mecalis-ul ne'fai(edebiyat tarihi), Mahakemet ul- Lıgateyn(Farsça, Türkçe karşılaştırılması) ve bu gibi pek çok eseri. Neva'i ayrıca, meşhur İran şairi Abdulrahman Cemi'nin Nefahat- ul Uns ile 'Attar'ın Mantık- ul tayr adlı eserini Türkçeye çevirir.

2.7. Siyasi

2.7.1. Babur, babasına sadık bey ve yiğitleriyle öncelikle, amcası Ahmet, Mehmet Mirza ve dayısı Mahmut Han'a karşı Fergana'nın toprak bütünlüğünü korur.

2.7.2. Babur, tüm olumsuzluklara karşın babasının hedefi doğrultusunda hareket eder. O günün dünyasında gücün simgesi olan Semerkant'ı alma yolunda yok olma pahasına o uğurda aşağı yukarı 10 yıl mücadele eder.

2.7.3. Babur, Avrasya'da Semerkant'ı alma sevdası ve Timurlu mirzaların birliği, dirliği yolunda geçen 10 yıla rağmen sağlanamayacağını görerek, Avrasya'dan çıkmanın bir çözüm yolu olacağı görüşü gün ve gün ağır basmaya başlar.

2.8. Sosyal

2.8.1. Sosyal yaşamda köşkler ve bahçeler dikkate değerdir. Yine Timur Bey ile başlayan bahçe yaşamı mirzalarla da sürdürülür. En ünlü bahçeler: Semerkant'ın doğusunda bağ-ı boldi, bağ-ı dilgüşa, bağ-ı çınar, bağ-ı şimal, bağ-ı behişt ve bu gibi(1987: 48).

2.9. Sanat

2.9.1. Timur döneminde Semerkant ve Herat sanatçıların merkezidir. Bu durum mirzaların döneminde de devam eder. Minyatür ve resim sanatı gelişir. Horasan, Belh, Buhara gibi Türk kentlerinde pek çok sanatçı yetişir. Behsat o dönemin en ünlü ressamıdır. Cihangir'in onun öğrencisi olduğu söylenir ki "umdet-ul musavvirin" ressamların direği diye anılır.

2.9.1. Timur döneminde başlayan mimari faaliyetler, mirzalar döneminde de sürer. Timurlu mimarisi denilen bu yapı örneklerinde ilişkin Babur şu bilgiyi verir: "Uluğ Bey Mirza'nın imaretlerinden medrese ve hanlar, Semerkant kalesinin iç tarafındadır. Hanların kubbesi fevkalade büyüktür. Onun kadar büyük bir kubbenin dünyada bulunmadığını söylerler. Bir medrese ve hanın yanında mirza hamamı diye meşhur olan iyi bir hamam yaptırmıştır....."

3. BABUR PADİŞAH (1504-1526)

3.1. Askeri

3.1.1. Semerkant ve Fergana'nın elden çıkması üzerine Horasan'a gitme kararı benimsenir. Bu arada Kabil'i elinde tutan Abdulrezzak Mirza'nın Türklani Afganlarına karşı yardım istemesi değerlendirilerek, Kabil kuşatılır. Fazla kan dökülmeden Kabil ve Gazne alınır. Böylece Hindukuş dağlarından Gazne'ye kadar olan bölge ele geçirilmiş olur(1987:134-135).

3.1.2. Vergi vermeyen ve yol kesen Mesudi Hazarelerine asker çıkarılır. Daha sonra gerekli hazırlıklar yapılarak I. Hindistan Seferine çıkılır. Sint Irmağı'nın nasıl geçileceğine dair durum değerlendirilmesi yapılır. Irmak ötesi Babur adına padişah kılıcı kullanması yetkisi Derya Han'ın oğlu Yar Hüseyin'e verilerek, çevre Afganlarına akınlar düzenlenerek Kabil'e geri dönülür.

3.1.3. Muhammet Mukim Argun'un yardım çağrısı üzerine Kandahar'a asker çıkarılarak Kandahar alınır. Yalnız kısa bir süre sonra Kandahar elden çıkar(1987; 232,237).

3.1.4. O günün koşullarında hiç bir yurt edinme amacı güdülmeden II. Hindistan seferine çıkılır.

3.1.5. Vergi vermeye direnin, Çevre Afganlarına, Dilazak Afganlarına akınlar düzenlenir.

3.1.6. Hindistan'a III. Kez sefer e çıkılır. Hindistan'ın kapısı olan Bihre'ye inilir. Bihre, Timur Bey'in Hindistan Seferinden bu yana, Timurilerin elindedir.

3.1.7. Bihre'nin elden çıkması haberi alınınca IV. Hindistan seferine çıkılarak Bihre yeniden alınır. Ancak Kandahar'a saldır haberi gelince Hindistan'ın kapısı Sialkot ve Seyitpur'dan geri dönülür(1520).

3.1.8. Babur Kabil'in iç ve dış sorunlarını ele alır. Daha sonra Kandahar asker çıkartılarak, kuşatılır. Kandahar yeniden ele geçilerek Kabil'e dönülür. Kandahar ikinci kez alınmış, Kabil

ve çevresinin yeniden güvenliğin sağlanmış olduğu günlerde oğlu Humayun'un doğum haberini alır. O günlerde kendisine "Padişah" denilmesini emreder(1522). Kendisine padişah denilmesini şöyle dile getirir: "Bu güne kadar Timur Bey'in evlatlarına, saltanata rağmen mirza derlerdi. Bu defa bana padişah demelerini emrettim(1987: 239).

3.2. Adli

3.2.1. Kabil zaferi sonrası Babur, iç ve dışta güven ve asayiş sağlamaya ve herhangi bir adli sorunu önlemek için Gazne ve çevresini kardeşi Cihangir Mirza'ya, Nigenhar Tümeni, Mendraver, Dere-i Nur, Nurgil ve Çağan Sarayı diğer kardeşi Nasır Mirza'ya verir. Öte yandan yurtsuz kaldığı dönemde yanında bulunan ve beraberinde Kabil'e gelen bey ve yiğitlere de köy ve arazi verilir(1987: 156;1907: 145).

3.3. Dini

3.3.1. Babur tahta çıktığında, Timurlu mirzalarının tümü birbirleriyle savaş halindedir. Bu savaş ortamında, dini açıdan da karmaşa ortamı söz konusudur. Uluğ Bey'in öldürülmesi buna örnektir. Uluğ Bey'in öldürmüş olduğu iddia edilen birinin oğlu, Abdullatif Mirza'nın kışkırtmasıyla Semerkant'daki uydurma Han'a başvurarak babasının intikamını almak hakkını ister. Kukla han'da "şeriat ne emrediyorsa öyle olsun" ve Abdullatif Mirza hiç işe karışmadan Uluğ Bey öldürülür(1987: 52). Bu tür olaylar yadırganmayacak kadar sıkça meydana gelir.

3.4. Ekonomik

3.4.1. Kabil, Hindistan ile Horasan arasında ki karayolu üzerindedir. Diğeri de Kandahar'dır. Kabil, Hindistan'ın da pazar yeridir.

3.4.2. Kabil bayındır ve küçük kenttir. Ancak nüfusu zafer sonrası, Avrasya'dan Babur'ün arkasına gelenlerle artar. Yeni gelir kaynaklarına ihtiyaç vardır. Bu nedenle, yeniden vergi düzenlemeleri yapmak ve vergi vermeyen çevre Afganlarını vergiye bağlamak için bir dizi akınlar yapılır.

3.4.3. Kandahar'a çıkarılan asker sonrası ise bol ganimet ve büyük bir övünçle, tahsildarlarla birlikte Kabil'e dönülür.

3.4.4. Babur Atalar yurduyla ilgili tüm hayalini bir tarafa bırakarak, Tüm gücünü Hindistan'a yapacağı seferlere harcamaya karar verir. Kabil'in sorunlarıyla ilgilenir. Çevre Afganlarıyla ilgili ilişkiler yeniden gözden geçirilir. Vergiler yeniden düzenlenir.

3.4.5. Hindistan'dan gelen iş adamlarına hilatlar giydirilerek gitmelerine izin verilir. Yine Kaşgar'dan gelen Bişka Mirza İtarçi'ye de hilat giydirilerek gönderilir.

3.5. İdari

3.5.1. Kabil zaferi sonunda, yönetimi kardeşi Cihangir Mirza ve Nasır Mirza ile paylaşır(1987; 99).

3.5.2. Babur'ün Herat'a gitmesini fırsat bilen muhalefet(Muhammed Hüseyin Gurgan Duglat, Sultan Hüseyin Barlas), Moğolları da yanlarına alarak Kabil'i kuşatırlar. Babur haberi alır almaz, Kabil'e dönerek, kısa zamanda yeniden Kabil'de asayiş sağlar.

3.5.3. Babur Kandahar'ı yeniden ele geçerek, oğlu Kamuran Mirza'yı vali atar(1522).

3.6. Kültür

3.6.1. Kabil'de ticari hareketlilik daima olduğundan, kültürel çeşitlilikte söz konusudur. Kabil'de dere ve ovalarda Türk, Aymak ve Araplar, kentte ve köylerinde Sart, Peşai, Peraci, Tacik, Bereki. Afgan ve Gazne Dağların'da da Hezare ve Nekdariler oturur. Bu kentte on bir, on iki dil konuşulur. Arapça, Farsça, Türkçe, Moğolca, Hintçe, Afganca, Peşai, Peracice, Geberice, Berekiye ve lemganca. Hiç bir kentte bu kadar çeşitli insanın yaşaması ve bu kadar çeşitli dilin konuşulması görülmez(1987: 138-149; 1907: 128;138).

3.7.Siyasi

3.7.1. Babur'un Kabil'i almasıyla beraber Kabil'e gelen göç dalgası nüfusun artmasına neden olmuştur. Uzun vade de halkın temel ihtiyaçları karşılanamaz hale gelmiştir. Askerin akına çıkması gerektiği kararı alınır.

3.7.2. Babur, yaşamının on yılına mal olan Avrasya'da birlik olma yolundaki mücadelesini görmemezlikten gelerek, Avrasya'da Hüseyin Baykara'nın birlik çağrısına katılmayı, Timurlu mirzalarının geleceği için zorunlu görür. Yolda Baykara'nın ölüm haberini almasına rağmen, Kabil'in de uzun süre başıboş bırakılmasının sakıncalı olduğunu bile bile yoluna devam ederek Herat'a ulaşır.

3.7.3. Babur Avrasya'da büyük bir güç olma yolunda zafer üzerine zafer kazanan Şeybani Han'a karşı Timurlu mirzalarının idari ve siyasi yönden bir birliğin sağlamanın mümkün olmadığını görerek, başını Hindistan'a çevirir(1987: 154).

3.8. Sosyal

3.8.1. Kabil zaferi sonrası, Semerkant, Hisar ve Kunduz'dan Kabil'e bir göç dalgası gelir. Kabil'in nüfusu artar. Kabil'in uzun bir süre artan nüfusu bünyesinde barındırması mümkün olmamasının yanı sıra karmaşa ortamını da zemin hazırlar.

3.8.2. Babur Herat'ı dünyanın en iyi yörelerinden biri olarak ifade eder. Sosyal yaşamda köşkler ve bahçeler burada da ön plandadır. Ünlü bahçeler: Ali Şir Bey'in bahçesi, Bağ-1 Zagan, Bağ-1 Nev, Bağ-1 Zübeyde, Bağ-1 Sefid, Bağ-1 Cihan, Bağ-1 Cihan ara, Bağ-1 Seher ve bu gibi. Babur Herat'ta bir süre kalma kararına rağmen, Kabil'de kendisine karşı kurulan muhalefet haberini alır almaz Kabil'e dönmek zorunda kalır. Herat'ın kendine özgü yerleşim alanlarını Kabil'de oluşturmaya çalışır.

3.8.3. Babur Kabil ve çevresini gezerek ön araştırma yapar. Belirlediği yerlere bağ ve bahçelerin yapılması talimatını verir ve bizzat kendi takip eder. Üzüm, nar, kaysı, elma, ayva,

armut, şeftali, erik, iğde, ceviz badem ve bu gibi pek çok meyvenin yetiştiğini görür. Vişne ve şeker kamışı fidesi getirtirerek Kabil ve çevresinde yetiştirilmesini sağlar(1987:139, 143).

3.8.4. Adinapur Kalesinin güneyinde Bağ-1 Vefa adında bir bahçe yaptırır. Uluğ Bey'in bahçesi Bağ-1 Kelan'ı satın alır. Bağ-1 Nevruz adlı bahçesini yeniden düzenler(1987: 143).

3.9. Sanat

3.9.1. Babur Herat'ın Hüseyin Baykara döneminde imar edilmiş olduğunu ifade ederek şu eserleri aktarır: Taht-1 Asitane, Kehdistan, Nimetabad, Gazurgah, Taht-1 Sefer, Taht-1 Nevai, Taht-1 Berker, Taht-1 Hacı Bey, Gavherşad Begum'un medresesi ve Mescidi Camii, Ak Saray ve bu gibi.

3.9.2. Babur, akınlardan ve savaşlardan vakit buldukça yazmaya devam eder. Bunun yanı sıra Kabil'de Hatt-1 Baburi adını verdiği yeni bir yazı üzerinde çalışmalarını sürdürür(1987: 157).

4. GAZİ BABUR(1526-1530)

4.1. Askeri

4.1.1. Hindistan'a koşulların elverdiği ölçüde yapılan seferler sonucu edinilen deneyim sonucu Hindistan'a beşinci sefer kararı alınır. Bu arada Lahor Valisi Devlet Han ve İbrahim Lodi'nin amcası Alem Han, Devlet Han'ın oğlu Dilaver Han, Babur'a elçi göndererek, İbrahim Lodhi'nin Delhi Sultanlığı'ndan uzaklaştırılması hususunda yardım istemeleri değerlendirilerek(1987: 290) Hindistan'a çıkılan V. sefer, 21. Nisan 1526 Panipat Savaşı Zaferiy son bulur(Osmanlı subaylar Üstad Ali Kuli ve Mustafa Rumi top ve gülle atarlar. Bu iki subayın zaferin kazanılmasında katkıları büyüktür. Çünkü ilk defa savaşta ateşli silahlar kullanılmıştır).

4.1.2. Babur öncelikle, zafer sonrası hemen kendisine muhalefet eden Afgan Beylerini sindirir.

4.1.3. Purab Afganlarına ve daha sonrada Rana Sanga'ya savaş açar. Kanva Savaş'ında Rana Sanga'yı yenerek, Hindistan'da kalıcı istikrarı sağlar. Babur, Kanva Zaferi sonrası "Gazi" unvanı alır(1987: 369)).

4.1.4. Çendiri'yi alır. Kendisine karşı yeniden ayaklanan Afganlıları sindirir. Doğu sorunu olarak kabul ettiği Afgan grubunu dize getirir.

4.2. Adli

4.2.1. Babur Timurlu idari hukuku anlayışıyla, Hindistan'da başarıyı beraber gerçekleştirdiği bey ve yiğitleri ve hatta Hindu beyleri arasında görev dağılımı yapar(1987: 337).

4.3. Dini

4.3.1. Hindistan'da dini inançlar çokluk gösterir. Önde gelenler Caynizm, Budzim, İslam dinleridir. Bu dinlerin dışın pek çok dini inançlar bugün bile, Hindistan'da çok ibtidai bir şekilde yaşanmaktadır. Bunun yanı sıra dini etkinlik çok fazladır. Ayrıca birçok dini inancın beşiği olan Hindistan'da dışarıdan gelen Hıristiyanlık ve Yahudilik dinlerini de benimseyenler olmuştur. Gerek Müslümanların gerekse Hinduların tarihi süreçte dini inançları açısından birbirlerini çok fazla etkilediklerine dair pek çok görüş vardır(1987.c.I: 358, 359). Yalnız Hindistan'da İslam dininin dışındaki inanışların en belirgin o döneme ait hareketi "Bakti" hareketidir. Bu harekete Veysnevit(Visnuit) hareketi de denir. Bu hareketin Kuzey Hindistan'da kurucusu Ramanand'dır. Kast sistemine karşı çıkarak, bütün insanların eşit olduklarını savunur((1987.c.I: 353).

4.3.2. Yaş gereği ve Hindistan gibi bir ülkede istikrarı yakalamak ve daim kılmak için bir lider olarak pek çok şey yapması gerektiği inancıyla, öncelikle içkiyi bırakır. Onunla birlikte pek çok bey ve yiğidi de bırakır. Tüm içkiler, araç ve gereçler ortadan kaldırılır. Bu konuda ferman yayınlar.(1987: 354-362;1981: 40-43). Daha sonra Allah'ın emir ve yasaklarını ve kendi duygularını ve düşüncelerini daha belirgin bir şekilde dile getiren ikinci bir ferman yayınlar.

4.3.3. Babur tüm bey ve yiğitlerini toplayarak onlara şöyle hitap eder: "Ey Beyler, Yiğitler, dünyaya gelen herkes ölecektir. Kalan ve ölümsüz olan Tanrı'dır. Hayat meclisine giren herkes sonuçta ecel kadehinden içecektir; dirilik konağına gelen herkes sonuçta dünya denilen bu gam evinden geçecektir. Kötü adla yaşamaktansa, iyi adla ölmek daha iyidir. İyi adla ölürsem ne ala; bana nam lazım, çünkü vücut ölecektir. Yüce Tanrı bize öyle bir mutluluk nasip etmiş ve öyle bir devlet vermiş ki ölen şehit ve öldüren gazidir. Hepimiz Tanrı'nın kelamı ile and içmemiz lazım ki, hiç kimse bu savaştan yüz çevirmeyi düşünmesin ve vücudundan canı ayrılınca kadar, bu savaştan ayrılmazın"(1987: 356-357).

4.4. Ekonomi

4.4.1. Kuzey Hindistan, Hindistan'ın zengin bölgelerinden biridir. Suyun temini halinde yılda iki kez ürün almak mümkündür. Ziraatçılık çok gelişmiştir. Ürün adedi sayısızdır. Doğal zenginlikleriyle, kendi kendine yeten bir bölgedir(1987.c.I: 366,368).

4.4.2. Hindistan'da Muhammed Bin Kasım'dan bu yana Müslümanların tasarrufunda bulunan arazilere ait ürünlerin 1/10 veya 1/20 si devlet payı olarak alınır(1970: 101,102).

4.4.3. Hindu Hindistan'ında ise temel prensip çiftçinin de ürününden pay almasıdır. Sistem çok basittir. Yani bölünmesidir.(1970: 102). Babur Hindistan'a girdiğinde, il il gelir tespiti yaptır(1987: 331).

4.4.4. Babur, bey ve yiğitlerine, uzak çevresine, Delhi ve Agra Hazinelelerini cömertçe dağıtır(1987: 332). Semerkant, Horasan, Mekke ve Medine'ye hediyeler gönderir.

4.4.5. Kara, deniz, yollarını yeniden gözden geçirir. Emniyet ve güveni için önlemler alır. Nehir taşımacılığını başlatır. Avrasya > Horasan > İran. Lahor > Kabil > Multan > Kandahar. Kabil > Belh > Avrasya. Herat > Meşed > Avrasya > Bolan > Kandahar yollarının emniyetini sağlar.

4.5. İdari

4.5.1. Panipat Zaferi sonrası 28 Nisan 1526'de Agra'ya girilir. Lodi Afgan Devleti son bulur. Onun yerini Baburlu Devleti alır(Sömürü düzeni söz konusu olmadığı için imparatorluk değil devlet, Baburlu Devleti, Babur'da İmparator değil Gazi Babur).

4.5.2. Türk yönetiminin özü olan “Yurdu özel mülk sayarak bölüşme değil, idari sorumluluğu ortaklaşa üstlenmedir.” den hareketle Babur öncelikle güvenilir adamları arasında görev dağılımı yapar. Hindu beylerini yönetime davet eder.

4.5.3. O günün koşullarına özgü posta sistemini kurar. Agra'dan Kabil'e kadar olan yol güzergahını ölçtürerek, her dokuz küruh(Hindistan'da ölçü birimi)'ta on iki atı bağlı tutmalarını sağlar.....ve bu hizmetten dolayı doğacak masrafları yerel yetkilileriyle paylaşır.” Kabil, Hindistan ulaşım hattını güvenli hale getirir(1987: 398).

4.6. Kültür

4.6.1. Hindistan'ın kültürel zenginliği veda metinleri döneminde biçimlenmeye başlar. İki büyük destanı (epope) vardır. Ramayana ve Mahabarata. Sanskrit dilinde yazılmış bu iki destan yıllarca ağızdan ağıza dolaşarak daha sonra yazılı hale gelir. Bu iki destanın yanı sıra Puranalar vardır. Bunlar tarihi kaynak niteliğini taşımalarının yanı sıra Hint toplumunun Kast sistemi şeklinde kurulmasında katkısı olduğuna inanılır(1987.c.I: 113,120).

4.6.2. Hindistan Müslüman Türklüğünün resmi dili Farsçadır. Yerli dil Hindu'dur. Hindistan'a ilk gelen İskit, Hun, Saka, Gucar, Turuşka ve daha sonra Türk, Afgan, İran, Arab ve bu gibilerin Türklerle yerlilerin anlaşma sürecinde yeni bir dil Urdu Dili(Hindistani) meydana gelir. Aslında dışarıdan gelen ordu mensuplarının yerli halkla anlaşma sürecinde meydana gelmiş bu dil zamanla yaşam bularak, zamanla en yaygın Hindistan'ın ortak dili niteliğini kazanır. Genelde Hintçe, Farsça, Arapça, Türkçe ve diğer yerli dillerin karışımından meydana gelen Urdu(Ordu) dilinin, bazı kelimelerinin Baburname'de kullanıldığı görülür. Ay, gün, hayvan adları ve bu gibi.

4.6.3. Cengiz Han'ın Avrasya'da hakimiyeti sonrası, pek çok Müslüman Türk Semerkant, Buhara ve Herat gibi yerlerden Hindistan'a gelmesi, zamanla bu gelişin devamı sonunda Delhi büyük bir kültür merkezi haline gelmesine neden olur. Burada Türk idarecilerin himayesi altında Müslüman- Türk kültürü gelişme kaydeder. Zamanın en ünlü şairi Emir Hüsrev Dehlevidir(1987.c.I: 351,371). Babur'un Hindistan'a girmesiyle, Müslüman-Türk kültürü yeni bir canlılık kazanır.

4.7. Siyasi

4.7.1. Babur çevresine, bey ve yiğitlerine, Hindu beylerine ve ordu mensuplarına çok cömert olmasına rağmen memnun edemez. Görünen o ki Hindistan'da siyasi otoritenin tam sağlanabilmesi için daha bir dizi zafer kazanmak gerekmektedir. Bu nedenle, Babur öncelikle, Hindistan'da kalma azim ve kararlılığını çevresine açık ve net bir şekilde iletir.

4.7.2. Zafer sonrası Hindistan'dan ayrılmasını isteyen beyler, Babur'un açıkça kendisinden Hindistan'dan ayrılmayı düşünmediğini öğrenince, ona karşı Hindu- Afgan işbirliği oluştururlar. Babur kurulmuş olan bu işbirliğine karşı belirleyeceği misyonun, onu başarı ya da başarısızlığa götüreceğinin bilincindedir. Bu nedenle, Hindistan'a Müslüman Türklüğün koruyucusu olarak giren Babur, Müslümanlığı koruyuculuğunun yanı sıra geleceğini ve bu uğurda kahramanlığını da üstlenir ve bu konuda bir yığın önlem alır.

4.8. Sosyal

4.8.1. Babur Hindistan'ı şöyle anlatır: “Toprakları geniş halkı ve ürünü çok olan bir ülkedir.Bizim kentlere oranla başka bir alemdir. Dağı, suyu, ovası, toprağı, hayvanı, ürünü, kenti, halkı, dili, yağmuru ve rüzgarı, hepsi tamamen başkadır.Hindistan'ın bitki örtüsü, evcil ve vahşi hayvanları, meyveleri ve çiçekleri de kendine özgüdür(1987: 311-327).

4.8.2. Her türlü olumsuzlukların önüne geçmek neredeyse mümkün değildir. Delhi ve Agra'da öncelikle halkın güvenini sağlamak ve temel ihtiyaçlarını temin etmek. Öncelikler olarak belirlenir.

4.8.3. Hava sıcaklığının mevsim normallerinin çok üstünde olması, Babur'ün bey ve yiğitlerinin çoğunun ölümüne neden olur. Geri kalan ise gitmek istemektedirler. Çünkü Hindistan'ın iklimi onlara uygun değildir.

4.8.4. Hint toplumu dini bakımdan çok tanrılı bir inanca sahiptir. Sosyal bakımdan ise kast(varuna, varna, cati, yati) sisteminin egemen olduğu ve sudur adı verilen aşağı tabakanın önceki üç tabakaya hizmetle görevli olması, bu toplumun temel özelliğini yansıtır. Birinci tabakayı oluşturan Brahmanlar din işleriyle ilgilenirler. İkinci tabakayı oluşturan kastriyalar devlet yönetiminden ilgilenirler. Üçüncü tabakayı vaysiyallar oluşturur. Çobanlık, tüccarlık ve çiftçilikle ilgilenirler. Sudralar, aşağı sınıflar ise tamamen toplumdan soyutlanmış, kendi hallerine bırakılmış kitleleri oluşturur. Her kastın bir adı vardır. Kendi aralarında dayanışma söz konusudur. Her kast kendi kastının dışında evlilik yapamaz. En belirgin özellik dul kadının yeniden evlenme yasağıdır. Eşinin ölümü sonrası kendini diri diri yakması kabul görür. Buna “sati” geleneği denir. Erkek birden fazla eş alabilir. Sosyal ilişkiler aynı kastlar arasında gelişir. Gelenek ve görenekleri de kendilerine özgüdür(1987.c.1: 14-20, 358).

4.9. Sanat

4.9.1. Babur Farsça, Arapça ve yerli dilleri bildiği halde eserlerini Türkçe kaleme alır. dil ve yazma sanatıyla da yakinen ilgilenir. “Sonra malum oldu ki Türk dilinde yerine göre t-d, g-k,

ve ğ-k birbirinin yerine geçermiş. Babur, oğlu Humayun'un mektubunu da şöyle eleştirir: “İmla o kadar doğru olmamakla beraber, fena değildir. Mektuplarını sade, açık ve anlaşılır sözlerle yaz. Sen de az yorulursun okuyan da(1987: 251, 396-397).

4.9.2. Hindistan'da özellikle el sanatları çok gelişmiştir. Çeşitlilik bakımından çok dikkat çeker. Yöre dokumacılık çok gelişmiştir.

4.9.3. Avrasya sanatının ana özelliği olan topraktan ya da tuğladan yapılmış kubbe şeklinde ve dışarıya karşı korunan avluya açılan bina biçimidir. Çiçek ve hayvan motiflerinden oluşan süsleme ve İslamiyet'ten sonra süslemede çini kaplamanın ön plana çıkması gibi kendine özgü sanat, Hindistan'a taşınmış, oyma ve işlemler gibi ince Hint sanatıyla birleşerek, bugüne kadar gelmiş yapıtlar vücuda getirilir. Malzeme olarak daha çok kırmızı kum taşı ve işlenmiş ak mermer kullanılır(1987.c.I: 465-469).

4.9.4. Babur kendisinin belirlediği yerlere köşkler, hamamlar, sekiz köşeli havuzlar, bahçeler pek çok bağ bahçe yaptırır. Heşt-Behişt, Bağ-ı Benefse, Bağ-ı Havlet, Yengi Bağ, Nilüfer bahçesi, Aram Bağ, Zerefşan bahçesi gibi. Babur yerli Hint Mimarisini inceler, kendisinin bizzat hazırladığı projeleri, belirlediği yerlerde uygulamaya koyarak, bizzat kendisi takip eder(1987: 264, 286, 387, 388, 392, 393, 394, 403, 404, 405.).

4.9.5. Babur Hindistan'a girmesiyle Hindistan mimarlığı yeni bir döneme girer. Var olanların restore edilmesini ve yeni yaşanılacak saraylar yapılması talimatı verir. Osmanlı başkenti İstanbul'dan ve diğer İslam ülkelerinden mimarlar davet eder. Babur o günkü Hint mimarisiyle ilgili şu bilgiyi verir: “Man Sing, Raca Bikarmacit Hindu'nun tüm evlerini gezip dolaştım.Bu binaların tümü yontulmamış taştandır. Bütün raca binalarından Man Sing'in binaları daha iyidir ve daha yüksektir.....Babur bu binaları dışa kapalı, gizemli ve karanlık oturma odalarından oluştuğunu ifade eder.”(1987: 387,388).

5. DEĞERLENDİRME

5.1.

5.1.1. MİRZA BABUR

5.1.1.1. Babur, babası merhum Ömer Şeyh Mirza'dan kalan tüm askeri, idari ve bu gibi olumsuz koşullara karşın, Avrasya'da ayakta kalmanın yolunun barışçıl bir yol izlemeden ve kendisinin ve yönetim kadrosunun halk tarafından sevilmesi güvenilmesinden geçtiğini görerek, kısa süre de olsa bunu gerçekleştirir.

5.1.1.2. Babur "Memleketini genişletmek hırsı yüzünden, pek çok barışı harbe ve dostluklar da düşmanlığa dönerdi" diyerek babası Ömer Şeyh Mirza'yı eleştirmekle beraber, ondan çokta farklı bir siyaset uygulamaz.

5.1.1.3. O günün dünyasının güç simgesi kabul edilen Semerkant'ı almak için tüm gücünü ve 10 yıllık ömrünü o uğurda harcar.

5.1.1.4. Avrasya'da yükselen güç Şeybani Han'a karşı Timurlu mirzaları arasında güç birliği gerektiği yolunda yaptığı mücadele taraf bulmaz.

5.1.1.5. Fergana vilayeti yüksek bir kültürün ve sosyal yaşamın yaşandığı ve kendi kendine yeten bir vilayet olmasına rağmen, bitip bilmeyen mirza ve bey savaşları, kentlerin sık sık el değiştirmesinin meydana getirdiği istikrarsızlık ve Babur'ün Semerkant zaafı, Babur ve çevresinin Avrasya'da yersiz ve yurtsuz kalmasına neden olur.

5.2.

5.2.1. PADİŞAH BABUR

5.2.1.1. Babur Avrasya'da yurtsuz kalmıştır. Ancak saygınlığı ve itibarından bir şey kaybetmemiştir.

5.2.1.2. Kabil'i elinde tutan Abdulrezzak Mirza'nın yardım çağrısı değerlendirilerek, Kabil'e asker çıkartılarak Kabil alınır.

5.2.1.3. Babur Avrasya'nın tüm mirza savaşlarının olumsuzluklarını Kabil'de de yaşamasına karşı Kabil'de istikrarı sağlar. Bey ve yiğitleriyle kalıcı gücü oluşturur.

5.2.1.4. Kabil ve Kandahar'ı bir üst olarak kullanarak Hindistan'a seferler yapar.

5.2.1.5. Hindistan'a koşulların elverdiği ölçüde yapılan seferler sonucu edinilen deneyimler, karlı seferler olarak da nitelendirilir.

5.2.1.6. Bihre, Hoşab, Çanab, Cenyt gibi birkaç kent uzun zamandır Türk idaresinde olması nedeniyle, kendi yerleri gibi değerlendirdiklerinden dolayı, bu yerleşim birimlerinin zarar görmemesi için seferleri esnasında daima önlem alınır.

5.2.1.7. Babur, Timurlu mirzalarının en büyüğü Herat hakimi Hüseyin Baykara'nın ölümüyle (ki ona da güven duymasının ne kadar yanlış olduğunu ifade eder) Avrasya'da Timurlu mirzalarının yeniden güç kazanmasının mümkün olmadığını düşündüğü günlerde, Lahor Valisi Devlet Han ve İbrahim Lodhi'nin amcası Alem Han, Devlet Han'ın oğlu Dilaver Han'ın elçisini Kabil'de kabul eder.

5.2.1.8. Hanların, Babur'den İbrahim Lodhi'nin Delhi Sultanlığı'ndan uzaklaştırılması hususunda kendilerine yardım talepleri değerlendirilerek, Hindistan'a V. sefere çıkılır.

5.3.

5.3.1. GAZİ BABUR

5.3.1.1.V. Hindistan Seferi 21 Nisan 1526 Panipat Savaşı Zaferiyle son bulur.

5.3.1.2. Panipat Savaşı Zaferinde Osmanlı subaylar Üstad Ali Kuli ve Mustafa Rumi'nin payı büyüktür. Çünkü ilk defa savaşta ateşli silahlar kullanılmıştır(top ve gülle).

5.3.1.3. Babur Timurlu yönetim hukuku anlayışıyla, öncelikle güvenilir adamlarını görev dağılımı yapar. Hindu beylerini yönetime davet eder.

5.3.1.4. Babur, Kuzey Hindistan'da yönetimi ele almasına karşın, güçlü bir muhalefete karşı karşıyadır. Afgan liderleri, İbrahim Lodhi'nin(ölümüyle) yönetimden el çektilmesi sonucu Babur'un görevini tamamladığını ve Kabil'e geri dönmesini istemektedirler.

5.3.1.5. Babur, 47 yıllık çok az insana nasip olan inanılmaz hareketlilik içinde(iki ramazan bayramını üst üste aynı yerde geçirmedi)Atalar Yurdu" diye adlandırdığı Avrasya daha sonra Kabil ve Kuzey Hindistan'da geçen yaşamını tüm çıplaklığıyla Vekayi'de dile getirir.

5.3.1.5.1. Mirza Babur, Avrasya'da Kabil'de Timurlu mirzalardan ve annesinin soyundan sık sık ihanet ve karşı taarruz görmesine rağmen, amacından ve onlara karşı olan tutumunu hiç değiştirmez, aksine daha korumacı olur. Çünkü Timurlu soyunun eski gücüne kavuşmasından yanadır.

5.3.1.5.2. Padişah Babur ise büyük bir devletin liderliğine soyunmuştur. Artık neler yapabileceğini daha iyi bilmektedir. Önünde büyük bir ülke Kuzey Hindistan durmaktadır(Hindistan Tarihçileri Babur'a "cennet mekan", "giti- sitan" ve yine "kalender" derler(1967: s.456).

5.3.1.5.3. Gazi Babur ise, Tanrı ona Hindistan gibi bir ülkenin kapısını aralamış, gücü ve zaferi tattırmıştır. Bu ülkede kalıcı olmak istemektedir. Savaş ganimetlerini adilane dağıttığı, görev dağılımını yaptığı halde bey ve yiğitleri geri gitmek istemektedirler. Çünkü Hindistan'da kazanılan zaferi bir görev addederek artık Hindistan'da kalmayı istememektedirler. Babur, Hindistan'a geçici değil kalıcı olduğunu ard arda kazandığı zaferlerle, çevresine ve Kuzey Hindistan'da kendisine karşı kurulan muhalefete kanıtlar.

5.3.1.6. Babur Türk- İslam kültürünün Hindistan'da köklü yaşam bulmasının temellerini yeniden sağlamlaştırır. Zengin kişiliğiyle ve yaşam bakış açısı ile ve tarzıyla bütünleşen Divan-ı, Baburname'si, Aruz Risalesi, Mübeyyen, Risale-i Validiye tercümesiyle müelliflerine ve Türk- Müslüman Dünyasına zengin kültür mirası bırakır.

5.3.1.7. Babur Hindistan'da her alanda başlattığı yenilik hareketlerini bizzat kendi takipçisi olur. Ölümünden sonrada mirasçıları takipçisi olarak, Hindistan'da Türk-İslam sanatının bugüne kadar gelmiş eserlerin meydana gelmesine vesile olurlar.

5.3.1.8. 14 Şubat 1483 tarihinde Fergana'da gözlerini yaşama açan Babur'un Babası Timur'un soyundan Ömer Şeyh Mirza(Timur'un torunu Ebu Said'in oğlu). Annesi Cengiz Han'ın torunlarından Kutluk Nigar Hanım'dır. Eşleri: Ayşe Sultan Begum, Mahım Begum, Masume Begum, Gulruh Begum, Dildar Begum, Ağaçağ, Zeynep Begum. Dört oğlu üç kızı yaşar. Bunlar: Humayun Mirza, Kamuran Mirza, Askeri Mirza, Hindal Mirza, Gülçehre, Gülbeden, Gülrenk Begam'dır. Avrasya, Kabil ve Kuzey Hindistan'da inanılmaz karmaşa ve savaş ortamında geçen 47 yıllık yaşamı sonunda 25 Aralık 1530 yılında Agra'da yaşama gözlerini yumar. Naaşı, Yamuna(Cemna) Irmağının kenarındaki Aram Bağ'a gömülür. Altı ay sonra naşı Kabil'de Bağ-ı Baburi adlı bahçeye nakledilir. Hindistan seyahatimde gördüğüm bahçelerin bahçe dizaynı, bir başka ifadeyle peyzaj sanatı görülmeye değer.

SONUÇ

Babur, geçmişle kavga etmek yerine, geçmişi ve içinde bulunduğu durumu(*farkındalık*) en ince ayrıntısına kadar gözden geçirerek(*mevcut koşulları görme*), geleceği imar etme yolunda askeri, adli, ekonomik, sanat, siyasi ve sosyal alanda belirlediği stratejisini, yaşamı boyunca sürdürerek(*sürdürebilirlik*), başarıyı elde eder. Kat ettiği yaşam yolunda, sağlam *irade*, sabır(*gerektiğinde*), koşulları akıllıca ve gerçekçi olarak değerlendiren(*doğru ve gerçekçi gözlem*), koşulsuz çok çalışkan(*olmazsa olmaz*), sonuç alana kadar hedeften sapmayan(*odaklanma*), sorumlu olduğu halkı, yüksek *sorumluluk duygusuyla* çok seven, insanı doğrudan ilgilendiren dil, tarih ve insanı insan yapan değerlere(*hep gündeminde*)

tutma)çok önem veren ve tüm bunların kalıcı olması için elinden gelen tüm çabayı gösteren(*gereken ne ise yapmaktan çekinmemek*) ve devletin ve milletin sürekliliği için tavizsiz yoluna devam eden(*Devlet ve millet ülküsünü her şeyin üstünde tutmak*) bir kişilik sergiler. Öte yandan savaş ekonomisinin gerekliliğini baştan kabul edip ona göre strateji belirleyerek, kısa ömrüne pek çok hizmeti sığdırmayı başarır. Sonuç olarak, Mirza Babur, başarı, başarısızlıkları, soyunun neredeyse tümüyle bir barışık bir karşıt inanılmaz bir yaşam öyküsüyle, Kabil’de Padişah Babur olarak soyunun dışında bir dünya ile ilk tanışarak, liderlik sorumluluklarıyla yüzleşir ve Hindistan’da ilk defa gerçek düşmanla karşılaşır ve zafer kazanır. Gazi Babur, kendi ifadesiyle Atalar Yurt’undan çok uzakta ve kendisine, bey ve yiğitlerine ve ordu mensuplarına iklimiyle, yaşam tarzı, anlayışıyla ve bu gibi çok yabancı bir yer olan Kuzey Hindistan’da kendisinden sonra yüzyılı aşan bir süre hüküm sürecek Baburlu Devletinin sağlam temellerini atar.

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Profitability, Liquidity, Activity, and Solvency Analysis of Halal Fast Food Restaurant: PT. Fast Food Indonesia (FAST) in Seven Years Period

Shafa Iqlima Dzikro

Sekolah Tinggi Manajemen IPMI, Indonesia
shafa.dzikro@ipmi.ac.id
Orcid: 0000-0002-6551-2416

Prof. Dr. Wiwiek Mardawiyah Daryanto, MM, CMA

Sekolah Tinggi Manajemen IPMI, Indonesia
wiwiek.daryanto@ipmi.ac.id
Orcid: 0000-0003-3582-5857

ABSTRACT

Indonesia, a country with a growing population of over 267 million people has become the undeniable target of any business sector, especially for the food industry. In line with predicate of World's populous Muslim's-country it has, the term of serving "halal" food has appear as the main concern of the food industry. Increasing mobility gives an effect in terms of people's consumption. The offering that the fast food companies made has aligned with the needs of the people. Fast food consumption as a way of life has grown dramatically through time and is predicted to continue to do so. However, during COVID-19, respondents restricted their food consumption based on particular risk preferences. Due to the nutrients included in fast food, this has led to a decline in the frequency of fast food intake. In this study, the performance of the industry-leading fast-food firm Kentucky Fried Chicken (KFC) under the franchisor PT Fastfood Indonesia Tbk (FAST) was examined from 2014 to 2020. Using an examination of descriptive financial statistics, the performance of the company was evaluated from a financial standpoint. The minimal value rate of return for its investors was verified using a method called Weighted Average Cost of Capital (WACC).

Keywords: Halal Fast Food Industry, Kentucky Fried Chicken (KFC), Financial Performance Analysis, WACC, Profitability, Liquidity.

1. INTRODUCTION

Fast food is a term that has become widely used to describe meals that are produced, served, and consumed in a matter of seconds. The four key factors that influence why people choose fast food are accessibility, affordability, and flavor (Rydell et.al, 2009). Another reason driving the fast food industry's explosive expansion is an increase in mobility that necessitates quicker alternatives for goods and services. A long-term high-volume intake of fast food, however, might be harmful to all parties from a health and wellbeing perspective. Fast food has high levels of cholesterol, trans fat, saturated fat, and salt (The Center for Young Women's Health (CYWH), 2019).

In addition, the severe acute respiratory syndrome brought on by the coronavirus infection (COVID-19), which was first discovered in Wuhan, China, had rapidly spread over the globe and had a terrible effect on people's way of life (Baloch, S., et. al, 2020). To combat the epidemic, millions of people were forced to engage in online working and/or learning, and they were only allowed to leave their houses for specific circumstances, such as for urgent medical requirements, critical job, to buy food, or in an emergency (Koh, D., 2020). Such dramatic changes in people's lives may have an adverse effect on their mental health and lifestyle choices, including food preferences and dietary practices (Clay, J. M., & Parker, M. O., 2020)

A sizable portion of the world's population saw changes in their eating habits and attitudes during the era of lockdown brought on by the COVID-19 epidemic (Hassen, T. B., et. al, 2021). According to studies by Osaili, T. M., et al., Górnicka, M., et al., Husain, W., and Ashkanani, F. (2020), fast food consumption has altered under the lockdown limitations and showed a decreased trend. When you take into account the change to healthiness that comes from being in charge of your own ingredients, the reported decline in fast-food consumption and in frequency of ordered meals also reveals a positive move to homemade foods. (D. R. Bakaloudi et al., 2021).

Negative psychological factors, such as sadness and anxiety, influenced these changes in views (Hassen, T. B., et. al, 2021). Additionally, consumers' choices for healthier food were greatly influenced by their perceptions of risk, shopping locations, amount of confidence in information sources, and risk preference, highlighting the significance of maintaining good health and managing weight (Li, S., et. al, 2021).

Fast Food Industry in Indonesia

The largest market for the food service sector in the ASEAN region is Indonesia, which has a population of around 267 million. The Food Service Industry in Indonesia is anticipated to exhibit an increased annual growth rate or Compound Annual Growth Rate (CAGR) of 7.06 percent between the years 2018 and 2023 due to growing middle-upper class salaries and changes in lifestyle.

From 2010 to 2014, the fast food business in Indonesia saw a Compound Annual Growth Rate (CAGR) of 13% in terms of sales volume, reaching US\$1.65 billion in 2014. Fast food services have shown an increase in both the volume of transactions and the number of locations over time, respectively, with a CAGR of 8% and 7%. From 2015 to 2019, its sales volume is predicted to increase at a CAGR of 12 percent, while the number of transactions and outlets is predicted to increase at a CAGR of 5 and 6 percent, respectively (Euromonitor International, 2015).

Table 1.1

The Top Ten World Wide Brand Name and Brand Shares in Fast Food Chain in Indonesia, 2011-2014

Global Brand Name	Global Brand Owner	2011	2012	2013	2014
KFC	Yum! Brands Inc	30.1%	28.8%	27.4%	26.7%
Es Teler 77	Top Food Indonesia PT	13.3%	13%	12.5%	11.7%
McDonald's	McDonald's Corp	10.6%	10.6%	11.2%	11.3%
A&W	A Great American Brand, LLC	6.9%	7.1%	6.9%	6.5%
HokBen	Eka Bogainti PT	6.3%	6.9%	6.6%	6.2%
JCo Donuts and Coffee	JCo Donuts and Coffee	5.2%	5.6%	5.5%	6.1%
California Fried Chicken	Pioneerindo Gourmet International Tbk PT	3.4%	3.6%	3.5%	3.4%
Texas Chicken	Friedman Fleischer & Lowe	2.8%	2.7%	2.5%	2.3%
Dunkin' Donuts	Dunkin' Brands Group Inc	2%	2%	1.9%	2.1%
Baskin Robbins	Dunkin' Brands Group Inc	1.3%	1.5%	1.7%	1.8%

Source: Euromonitor International, 2015

According to Table 1, KFC has consistently had the most shares, with Texas Chicken and California Fried Chicken (CFC) being the next two businesses that specialize in selling fried chicken. Under the name PT Fastfood Indonesia Tbk, Kentucky Fried Chicken (KFC) has been listed on the Indonesia Stock Exchange (FAST). The KFC brand's current franchisor, Yum! Brands Inc., granted PT Fastfood Indonesia Tbk (FAST) the right to use it.

According to Badan Pusat Statistik or BPS (2016), with a population of almost 87 percent Muslims, Indonesia is the most populous Muslim-majority nation in the world. Given that Muslims make up the majority of Indonesia's population, there seems to be a growing demand for halal food. While many in the fast food sector have been vying to prove themselves as halal food, the notion of halal cuisine is thought of as the fundamental characteristic of Indonesians. Since 2014, KFC has been one of the fast food chains selling halal meals. Halal cuisine refers to any establishment that complies with Islamic or Shariah Law, which mandates that food consumed must not come from any animals that are prohibited by law or that it must be devoid of "filth." Under the Certification MUI No. 00160001420999, which is valid until February 19th, 2021, MUI (Majelis Ulama Indonesia) or Indonesia Ulema Council has affirmed and guaranteed that Kentucky Fried Chicken (KFC) items that are manufactured and sold in Indonesia are halal (Hakim, L, 2019).

2. LITERATURE REVIEW

Analysis of financial ratios was utilized to evaluate and assess business performance. Financial ratios may be used to identify a firm's strengths and weaknesses, thus it gives thorough information on earnings, liquidity, activities, and corporate solvency. Hempel et al. (1994) analyze the choice of the Financial Ratio Analysis (FRA) approach for this research. According to the idea of Kumbirai, M., and Webb, R. (2010), FRA also refers to a source of data for assessing management's ability to provide favorable returns in the future. As a result, it is frequently used to compare businesses and gauge their progress.

This method has been applied in several research across numerous sectors worldwide. The financial performance of the traditional taxi sector in Indonesia before and after the entry of ride-hailing companies was examined by Daryanto et al. in 2019. The outcome suggests that ride hailing has an effect on the financial performance of Express Trasindo Utama and the Blue Bird Group.

Total Asset Turnover (TATO) and Net Profit Margin (NPM) had a partially positive and significant effect on the projecting earning growth, whereas Working Capital to Total Asset (WCTA) and Debt to Equity Ratio (DER) had a partially negative but notable effect, according to Purwanto and Bina's (2016) study of financial ratios on earning growth in mining companies.

Based on the Decree No. KEP-100/MBU/2002 issued by the Ministry of State-Owned Enterprises (SOEs) of Indonesia, Afriza, D. and Daryanto, WM (2019) assessed and evaluated by comparing the financial performance of the construction industry between PT. Adhi Karya and PT. Wijaya Karya and came to the conclusion that both companies had achieved a healthy level of financial performance.

Prior studies (Carden et al. (2018), Laroche et al. (2005), Xue et al. (2017), Mohamed R N, Daud N. M. (2012), Pepper A.W, Milson A. (1984), Phau I, Ferguson, G. (2013), Lan, I, Khan, A.M. (1995) have also covered the fast food business. There are, however, currently few resources available that analyze the financial performance of fast food chains, particularly in Indonesia.

By offering an approach to the interpretation of each ratio, financial ratio analysis was also employed in this study as one of the initial tools for observing the success of the firm. In contrast to the earlier studies, this one solely employed the eight ratios listed below:

- a. As indicators of profitability, return on equity (RoE) and return on investment (RoI) are used.
- b. As a gauge of liquidity performance, consider the Cash Ratio and Current Ratio.
- c. Collection Period, Inventory Turnover, and Total Asset Turnover as a representative of activity performance.
- d. Equity to Asset Ratio as a representative of solvency performance.

In reference to Weygandt et.al (2002), the formula of Profitability, Liquidity, Activity, and Solvency (PLAS) Analysis are depicted in Table 2 below.

Table 2.1 Formula of Profitability, Liquidity, Activity, and Solvency (PLAS) Analysis

I Profitability		
1.	Return on Equity (RoE)	$\text{ROE} = \frac{\text{Net Income}}{\text{Shareholder's Equity}} \times 100\%$
2.	Return on Investment (RoI)	$\text{Return on Investment} = \frac{\text{EBIT} + \text{Depreciation}}{\text{Capital Employed}} \times 100\%$
II. Liquidity		
1.	Cash Ratio	$\text{Cash Ratio} = \frac{\text{Cash} + \text{Cash Equivalent} + \text{Time Deposit}}{\text{Current Liabilities}} \times 100\%$
2.	Current Ratio	$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}} \times 100\%$
III. Activity		
1.	Collection Period	$\text{CP} = \frac{\text{Accounts Receivables}}{\text{Sales Revenue}} \times 365 \text{ days}$
2.	Inventory Turnover	$\text{Inventory Turnover} = \frac{\text{Inventory}}{\text{Sales Revenue}} \times 365 \text{ days}$
3.	Total Asset Turnover	$\text{Total Assets Turnover} = \frac{\text{Revenue}}{\text{Capital Employed}} \times 100\%$
IV. Solvency		
1.	Equity to Asset Ratio	$\text{Total Equity to Total Asset Ratio} = \frac{\text{Total Equity}}{\text{Total Asset}} \times 100\%$

(Weygandt et.al, 2002)

According to Rehman, Ramiz & Raof, A. (2010), one of the key financial metrics, the Weighted Average Cost of Capital (WACC), is useful for a number of applications, including capital budgeting analysis and corporate valuation. The WACC is an indicator of the lowest

rate of return at which a business may generate value for its investors. Formula for Weighted Average Cost of Capital:

$$WACC=r_D (1-T_c) \times (D/V)+r_E \times (E/V)$$

Where,

r_D = Cost of debt

T_c = Tax rate

D/V = Portion debt r_E = Cost of equity

E/V = Portion equity

3. METHODOLOGY

The goal of the study was to determine if PT Fast Food Indonesia Tbk's performance from 2014 to 2020 was sound. The secondary analysis is modified in this study's quantitative methodology. Between 2014 and 2020, annual reports that had been audited were the source of the data used in this study. Websites, other research, and publications were used to gather further pertinent material. PT Fast Food Indonesia Tbk (FAST) was selected as the firm because it offers non-financial services that satisfy the criteria for this choice.

To gauge a company's financial success, use financial ratios (Megaladevi, 2005). It may also be used as a tool to forecast the company's financial future (Anthony et al., 2011). Comparing a company's financial patterns over a certain time period is another use for financial ratio analysis (Brentani, C., 2004). According to Clayman et al. (2012), financial ratios are classified into a number of categories based on how they measure the performance and condition of the company:

1. Profitability ratios are used to evaluate a company's capacity to efficiently control its costs in order to maximize sales profit.
2. Liquidity ratios are used to assess a company's capacity for making short-term payments on debt and commitments.
3. Both Solvency and Activity ratios are used to assess a company's capacity to pay its debt commitments and the efficiency of its asset investments.

4. RESULT AND DISCUSSION

Profitability performance

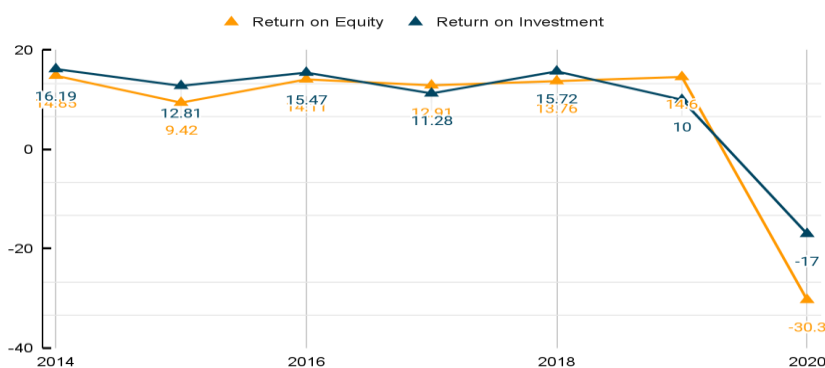


Figure 4.1 Profitability Performance of FAST (%)

Source: Author, 2022

Figure 4.1 demonstrates that FAST had the greatest ROE (15.72 percent) in 2018. It came as a result of that year's biggest profit, which was Rp212.011.156,000. Due to the drop in earnings in 2015 compared to previous years, FAST's ROE was 9.42%. The buying power of consumers declined in 2015. With the exception of the Muslim holiday season, all operational restaurants

and the retail industry in general had this challenging situation in 2015. Due to inflationary reasons, the input (material) cost increased over the year.

But due to cost-effective retail operations, particularly the decrease of wastage, the firm was able to boost its gross margin from 60.41 percent in 2014 to 60.86 percent in 2015. Due to widespread societal limitations put in place to stop the spread of the coronavirus (COVID-19), PT Fast Food Indonesia Tbk (FASTrevenue)'s has decreased by 25% to 50% in 2019. As a result, FAST only ascribed a -17% ROE for the year. Due to the COVID-19 outbreak, the firm also scaled back operations and temporarily closed 115 locations throughout Indonesia.

Due to its strong EBIT and lower-than-expected capital used in the following years, FAST achieved the greatest ROI of 16.19 percent in 2014. As a result of its EBIT increasing from Rp154,966,340 thousand in 2017 to Rp266,226,198 thousand in 2018, the trend is almost reaching the original position in 2014. In contrast, the year 2017 had the lowest ROI (11.28 percent). From Rp3.06 trillion in 2016 to Rp3.32 trillion in 2017, the gross profit of FAST saw growth. In any event, the growth in earnings and gross benefit were not sufficient to trigger an increase in working expenses, making it premature to show positive EBIT growth. As a result, its EBIT decreased as capital was used more often each year. Due to a pandemic in 2020, KFC found it challenging to recoup a substantial portion of its investments, which led to a negative ROIC for the year.

Liquidity performance

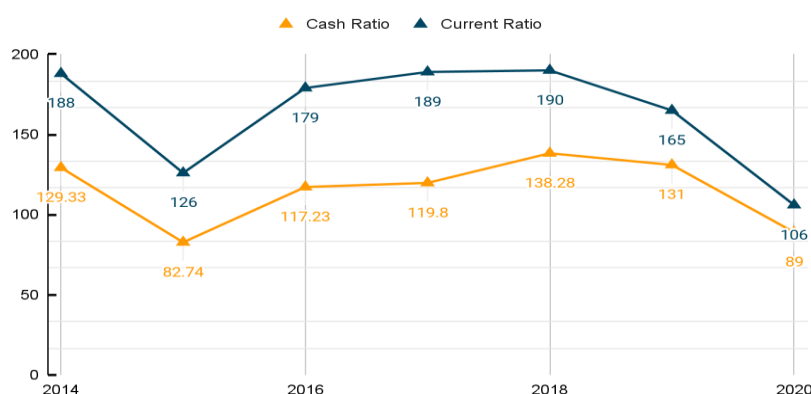


Figure 4.2 Liquidity Performance of FAST (%)

Source: Author, 2022

According to Figure 4.2, the present ratio percentage for FAST suggests a level of more than 100%. It suggests that businesses may cover their short-term obligations using their available resources. The highest ratio demonstrates that FAST has more current assets than current obligations. FAST's market share decreased from 188.26% in 2014 to 126.19% in 2015 as a result of consumers' falling purchasing power. The reason for this is that all of FAST's existing liabilities increased. FAST increased its current share to 179.32 percent in 2016 after returning to its initial state of 188.26 percent in 2013. FAST's short-term liabilities have climbed by 73 percent since 2019 despite the fact that this liquidity ratio has been steadily dropping since 2018. When compared to previous years, this specific FAST has much less capital available to cover its short-term commitments in 2020 with CR (106 percent).

FAST's falling cash ratio has also been impacted by the rise in current liabilities in 2015. This happened as a result of FAST's cash level marginally rising. Due to the rise in current liabilities,

2018 had the greatest cash ratio at 138.28 percent, while 2019 had the lowest cash ratio at 89 percent.

Activity Performance

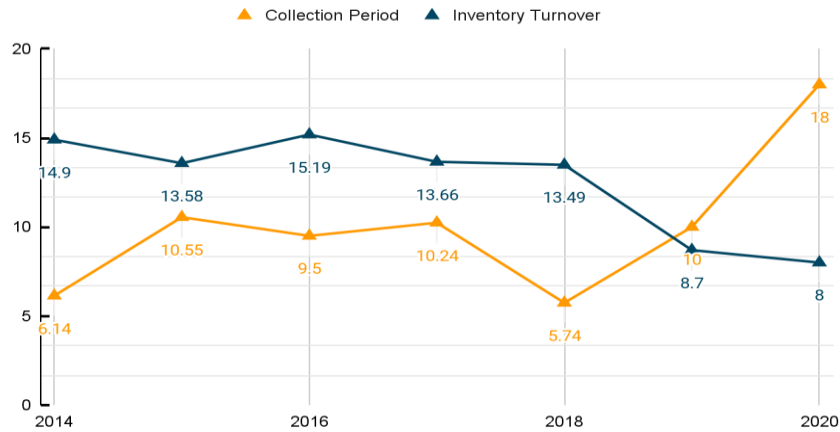


Figure 4.3 Activity Performance of FAST (Days)

Source: Author, 2022

The trajectory of the FAST's collecting period (days) is shown in Figure 4.3 to vary annually but to soar from 2018 to 2020. It is seen from the growth in collecting periods, which went from 5.74 days in 2018 to 18 days in 2020. This was brought on by COVID-19's enlargement of the FAST record receivable. The majority of the receivables from FAST's food court management relate to sales of food sources, drinks, and provider-motivating factors.

When compared to the collecting period, there was not much of a variation in the inventory turnover. FAST has had higher value for its inventory turnover, nevertheless. This implied that FAST had better management to enable a sizeable portion of its inventory to leave the warehouse and be sold to consumers. Additionally, it was backed by FAST's rising annual sales while maintaining a consistent level of inventory. The year 2016 saw the largest inventory turnover, and the year 2020 saw the lowest (8 days). KFC has shown consistent inventory turnover over the past seven years, with a range of 8 to 14 days.

Solvency Performance

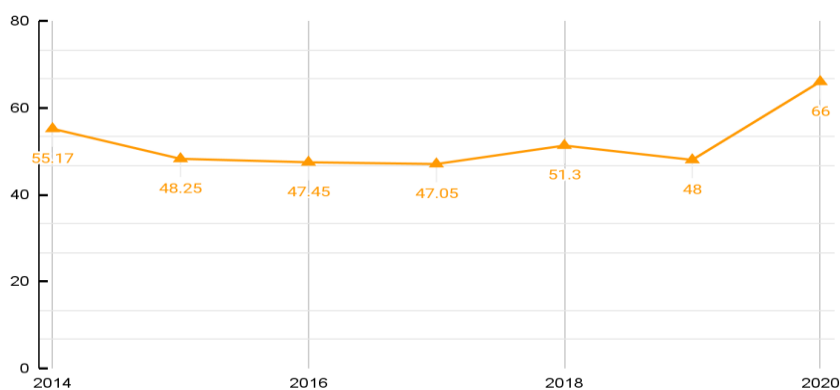


Figure 4.4 Solvency Performance of FAST (%)

Source: Author, 2022

Figure 4.4 displays an uptrend graph for the solvency performance pattern of FAST (expressed by equity to asset). With the exception of 2015 and 2019, its equity has increased year over

year. However, the trend of business solvency has significantly grown from 48 percent in 2019 to 66 percent in 2020.

An increase in liabilities of Rp226,148,917 thousand was the cause of this. The FAST solvency trend continues to soar until 2020 as a result of a huge rise in FAST liabilities in that year. Liabilities have increased significantly as a result of long-term obligations. However, the substantial debt might be used to fund the company's assets in 2018, which affects FAST's larger solvency proportion. This is interpreted as a sign of increased financial risk. Following the reduction in FAST liabilities by Rp6,651,999,000 in 2020, the FAST trend significantly rose by 4.48 percent. This shows that the liabilities handled by FAST really provide positive effects to raise equity through retained earnings.

Weighted Average Cost Capital (WACC)

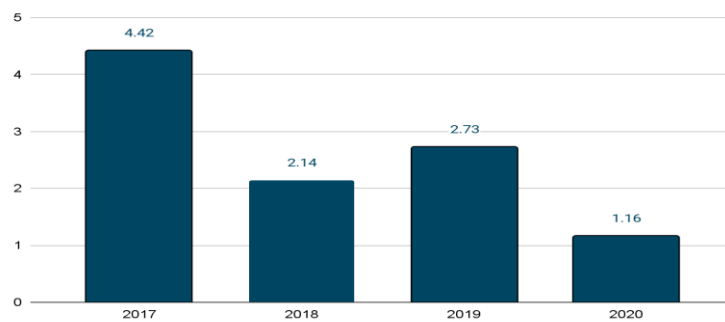


Figure 4.5 Weighted Average Cost of Capital of FAST (%)

Source: Author, 2022

Figure 4.5 shows that between 2017 and 2020, FAST's term WACC trend varied. In 2018 and 2020, WACC started to fall. Due to the very low price of government securities and the unpredictable market environment, the inputs to a WACC result in a significantly low discount rate. On the other hand, this may be indicative of elevated risk levels for many enterprises during the COVID-19 crisis rather not necessarily leading to higher values. In this manner, each year the risk-free rate in Indonesia significantly decreased. The cost of equity, cost of obligation, share of obligation, and cost of equity all had an impact on the amount of WACC. Figure 7 and 8 shows the breakdown of stock and debt.

Portion of Debt and Equity

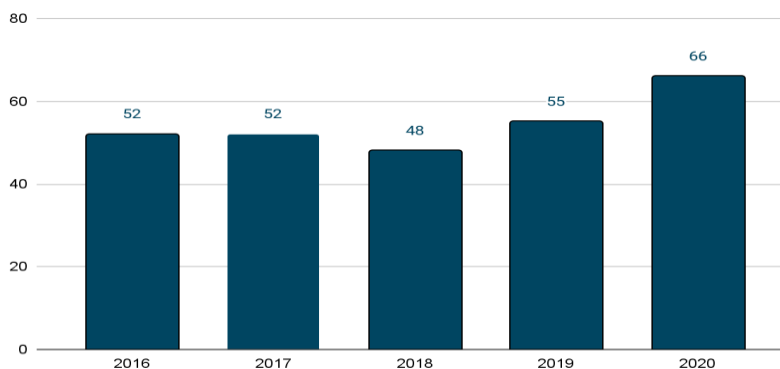


Figure 4.6 Portion of DEBT of FAST (%)

Source: Author, 2022

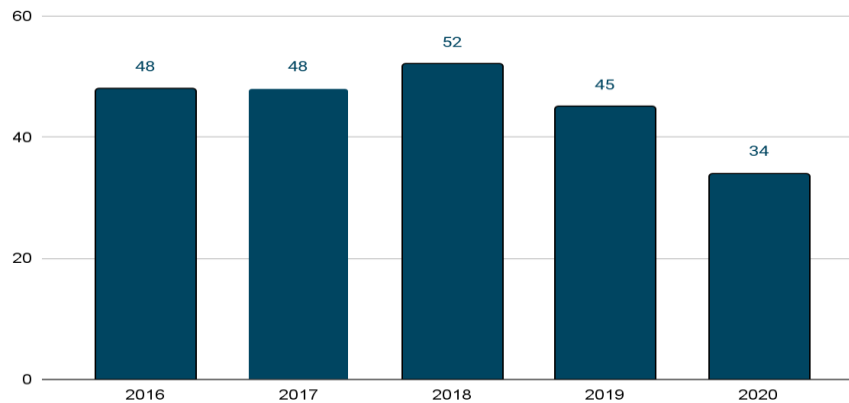


Figure 4.7 Portion of EQUITY of FAST (%)

Source: Author, 2022

FAST tallied up the debt or liabilities element of their capital structure and displayed it in Figures 4.7 and 4.8. When FAST made its greatest profit in five years in 2018, the equity component was at its highest. The cost of FAST's debt was calculated using the WACC formula by adding Indonesia's interest rate and inflation rate.

5. CONCLUSION

In order to better understand FAST's financial performance from 2014 to 2020, this research looked at that topic. Parties benefited from this study: 1) Investors, in terms of deciding which business is worth investing in; 2) Managers, in terms of determining which area required to be fixed and given priority.

All eight ratios in the financial ratio study for FAST showed a favorable trend from 2014 to 2019. As a result, the business falls under the heading of a healthy firm. FAST was affected by the weaker economic growth in 2015, yet it was able to continue operating and achieve its yearly goals. The rising stock value over time might serve as evidence for this.

In 2020, FAST saw a drop in every ratio. In just a few weeks, COVID-19 has failed miserably and, through enforcing lockdowns, has had a significant negative impact on the food and beverage industry. The company's sales dropped, which resulted in mounting losses. The company's ROA, ROI, Cash Ratio, CR, and ETA all suffer as a result. The market has become volatile as a result of the economy's slowing down. The cost of capital decreased from 8.2 percent in 2016 to 1.16 percent in 2020 as a result of risks that are emerging.

Customer confidence in the fast food sector has declined as a result of lockdowns, consumer preferences for eating, and other unfavorable sentiments. By putting strategic strategies in place, FAST must win back its customers' trust as it faces issues brought on by the COVID-19 epidemic. This study makes a number of potential recommendations, such as offering an online meal ordering service, putting strict sanitation management measures into place, and taking steps to lower restaurant operating costs, such as reallocating staff and lowering staff costs, as well as providing information on the nutrients present.

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Covid-19 ve Havalimanlarında Kriz Yönetimi

Mehmet Cemil ACAR

Maltepe University
cemilacar@hotmail.com
Orcid: 000-0001-6966-2983

ÖZET

Krizin en az hasarla atlatılması ve en çabuk şekilde engellenmesi için en etkili yol iletişim olacaktır. Özellikle havacılık sektöründe olumsuz durumların saniyeler içinde karar verilerek önlenmesi için atılacak adımların iletişim kanalı ile en seri şekilde gerçekleşmesi çok değerli bir durumdur. Bu nedenle krizin çeşitleri, aşamaları, yapılacak görevleri, havacılık sektöründe karşılaşılabilecek her tür ihtimalin karşısında iletişim faktörü en önemli rolü oynayacaktır. Bu çalışmada kriz ile ilgili tanımlara, krizin özellik ve çeşitlerine, havacılık sektöründe krizin etkilerine değinilmiştir.

Anahtar Kelimeler: Kriz, Covid-19, Havacılık, Acil Durum

Covid-19 And Crisis Management At Airports

ABSTRACT

Communication will be the most effective way to get through the crisis with the least loss and to prevent it as quickly as possible. It has an immense significance while steps to be taken to prevent adverse situations by making decisions within seconds are occurred in the most rapid way through the communication channel, especially in the aviation industry. As a consequence, the communication factor will play the most important role in the face of the types, stages, tasks to be carried out and all kinds of probabilities may have been encountered in the aviation sector. In this study, it is mentioned that the definitions affiliated with the crisis, the characteristics and types of it and the effects of the crisis in the aviation sector.

Keywords: Crisis, Covid-19, Aviation, Emergency

1.BÖLÜM KRİZİN TANIMI

Kriz “bir işletmenin üst seviye hedeflerini tehdit eden, öngörülemeyen ve önceden farkedilmeyen bir anda ortaya çıkmak kaydıyla işletmenin mevcuttaki değerlerini, amaçlarını ve beklentilerini geçersiz hale getiren, işletmenin varlığını tehlikeye atan, hızlıca tepki verilmesini gerektiren, işletmenin tedbir ve uyuma ilişkin dinamiklerini ve mekanizmalarını yetersiz kılarak içinden çıkılması zorluklar oluşturarak gerilim yaratan durumlar” olarak tanımlanabilir.

1.1 Krizin Özellikleri

- Tahmin edilemesinin mümkün olmaması,
- İşletmenin sahip olduğu varsayım ve krizi engelleme mekanizmalarının yetersiz kalması,
- Krizin başa çıkılması ve takip edilmesi gereken yolların belirlenmesine yönelik bilgi ve zaman yetersizliği,
- İşletmenin hedef ve mevcudiyetini tehdit etmesi,
- Krizin ani müdahale gerektirmesi,
- Alınan kararın alıcılarda gerilim yaratması,

Kriz oluşumlarında içsel ve dışsal faktörlerin etkisi vardır. İşletmenin çevresi ile arasındaki karşılıklı olarak yaşanan olumsuzlukların krizin patlak vermesinde etkin olduğu söylenebilir. Böyle durumlarda çevrenin istek ve beklentileri, işletmenin sahip olduğu kaynağı ve yeteneklerini aşar veya çevre, işletmenin tüm ihtiyaç ve beklentilerini karşılayamaz. Bu şekildeki uyumsuzluk işletmenin dengelerini bozmak suretiyle krizin doğmasına neden olur. Günümüzde işletmelerde krizler farklı şekillerde ortaya çıkmaktadırlar. Bunlar; müşteri memnuniyetine bağlı krizler, modern teknoloji kaynaklı krizler, sosyal medya faktörlü krizler vb. post modern tipte krizler olabilmektedir. Müşterilerin sahip olduğu algı farklılıkları da krizlere yol açabilir. Krizin türü her ne olursa olsun, yönetsel ilişkiler açısından kriz çoğu zaman aşılmayı gerektiren bir engeldir. Yönetici için krizin türünden öte boyutu önemlidir.

1.2 Krizin Çeşitleri

Doğal afetlere ilaveten savaşlar, küresel, finansal ve ekonomik krizler ve terörist faaliyetler gibi işletmelerin yaşadığı her tür kriz, salgınlar, siyasi krizler ve daha bir çok farklı kriz çeşidi, farklı kategorilendirmeler şeklinde ele alınabilse de gerçekte ‘yöneticiler’ tarafından benzer stratejiler kapsamında tepki verilmesini gerektiren bir ‘dönüm noktası’ olarak nitelendirilmelidir. Bu ‘dönüm noktası’ ya da öteki adıyla kriz; kurumlar, kurumlar topluluklar, gruplar ve tabii ki de bireyler açısından varlığını devam ettirmek, yok olmak ya da ‘dönüşmek’ anlamına gelmektedir.

Krizler kategorize edilirken, krize neden olan durumun ‘bilinçli’ bir eylemin sonucu olup olmadığını anlamak, sorumluluğu işaret eden yön ve boyutun tespiti açısından önemlidir. Krizler;

1. Kasıtlı krizler: terörizm, sabotaj, iş yerinde yaşanan şiddet, çalışanlar arasında yetersiz ilişkiler, düşmanca devirler, etik olmayan liderlik davranışları.

2. Kasıtlı olmayan krizler: doğal afetler, salgın hastalıklar, beklenilmeyen teknik etkileşimler, ürün arızaları, ekonomi kaynaklı sıkıntılar olarak iki ana başlık olarak değerlendirilebilir.

Kriz çeşitleri sınıflandırılırken sorumluluk seviyesi ile buna göre ilişkilendirme yapılabilir.

• Kurban krizleri: Doğal felaketler, dedikodular, işyerinde yaşanan şiddet olayları, dış kaynaklı ve kötü niyetli girişimler vb. (minimum sorumluluk).

• Kaza krizleri: Teknik ekipman arızaları, paydaşlar tarafından yapılan suçlamalar vb. (düşük seviyede sorumluluk).

- Önlenebilir krizler: İnsan faktöründen kaynaklanan hatalar, kurumsal anlamda işlenen suçlar vb. (yüksek seviyede sorumluluk).

Yukarıda belirtilmiş olan kategorilendirmelerin dışında başka kategoriler de mevcuttur, ancak kategorilendirme ne türden olursa olsun, krizi doğru şekilde ve etkili bir yöntemle idare edebilmek adına atılması gereken adımların ilki kesinlikle olguların tespiti olmalıdır.

1.3 Krizin Evreleri

1-Krizin Kavramsal Bazda Başlangıç Noktası

2-Kuluçka Dönemi (Yaşanacak krizin bekleme evresidir.)

3-BelirmeAnı

Kriz, kaçınılmaz şekilde karar verici mekanizmaların dikkatini çeker. Eğer kriz sinyalleri tespit edilmişse, krizden korunmayla alakalı mekanizmalar harekete geçirilir, kriz planları uygulanmaya başlanır. Ancak bazen bütün koşullar yerine getirilmiş olsa da krizden kaçmak mümkün olmayabilir. Bu durumda, kriz yönetimi krizin gidişatını sürekli takipte kalmalı ve gereken önlemleri almayı sürdürmelidir.

4-Hücum Safhası

Krizin direkt etkileri, bütünüyle anlaşılır hale gelir. Kriz engellenememiştir ve çevreyi etkisi altına almaya başlamıştır.

5-Kurtarma Safhası

Acilen durum tekrar tanımlanır. Krizin en belirgin özellikleri tespit edilir ve kurtarma işlemi başlatılır.

Kriz yönetim ekibi krizi yönetmeye ve kriz planlarını uygulamaya devam eder.

6-Yeniden Yapılanma Safhası

Krizin etkilerini önledikten sonra önceden kabul edilmiş inanışlar, normlar, kurallar, prosedürler örgütün daha sonra gelecek krizlerle baş etme kabiliyetini iyileştirmek için gözden geçirilir.

Kriz döneminde gereken derslerin çıkarılması, bütün faaliyetlerin ve aktivitelerin incelenerek ve değerlendirilerek uygun bir şekilde uyarlanması gerekir.

Kriz sonrası yeniden yapılanma evresinde örgüt ya da ekip liderlerinin dikkatli olması gereken hususlar bulunmaktadır.

2. KRİZ YÖNETİMİ

Kriz yönetimi, kriz ile başa çıkmak için ve karşı karşıya kalınan zararı minimuma indirmenin tasarlandığı bir takım unsurdur. Sahip olduğu boyutlar teknik, yönetsel, taktiksel, operasyonel ve ilişkisel boyutlardır.

İşletmeler, günümüz iletişim teknolojilerinin meydana getirdiği dijital mecranın vazgeçilmezi olan sosyal medya platformlarında her dakika markalarını, ürünlerini, imaj ve itibarlarını krizin olası tehditlerine karşı korumak ve savunmak durumundadırlar. Özellikle havacılık sektörü, böyle krizlere oldukça eğilimli bir sektör durumundadır. Eğer işletmeler, krizden önce mümkün olabilecek kriz senaryolarını doğru bir şekilde planlamış ve önlemlerini alarak hazırlıklarını yapmışlar ise krizi doğru ve etkin bir şekilde yönetilebilmektedirler. Kriz yönetimi; idarecilerin veya yöneticilerinin, olması muhtemel tehditlere ilişkin yapılan hazırlık aşamaları ile markasının itibarını olumlu veya olumsuz her açıdan vuku bulabilecek durumlara karşı koruyarak karşılaşılan durumdan maksimum faydayı sağlayarak süreçleri bütünüyle yönetebilmesidir.

Kriz yönetimi, işletmenin karşı karşıya kaldığı kriz durumunda sergilenen tutum ve davranışlar bütünüdür. Kriz yönetimi süreklilik arz eder, net bir başlangıcı ve bitişi yoktur. Kriz yönetimi ise krizleri önceden tahmin etmek kaydıyla, kriz türlerini ayırt ederek seri önlemler almaktır. İşletmenin temeldeki amacı krizi en az hasarla ve kayıpla atlatmasına yönelik önlemleri almaktır.

Kriz yönetimi sayesinde; işletmeyi krizden kurtarmak ve/veya işletmeyi krize düşmeyecek şekilde idare etmek amaçlanmaktadır. Krizin fırsatlara da yol açtığı hesaba katıldığında kriz yönetiminin, kriz ortamından kazançla çıkmayı da hedeflediği söylenebilir.

Kriz yönetimi esnasında hayata geçirilen teknikler genellikle stratejik tahmin, olasılık planlaması, sorun analizi ve senaryo analizi olarak sıralanabilir. Stratejik tahmin; geleceğe yönelik tahminlerin yapılmasını kapsamaktadır. Olasılık planlamasında ise belirlenmiş olan planın gerçekleşen olaylar karşısında beklenen sonuçları vermemesi halinde yerini alınabilecek alternatiflerin belirlenmesi gerekmektedir. Sorun analizi de olasılık planlaması ile daha çok benzerlik göstermektedir. Amacı, işletmenin dış çevresindeki yönelimleri azar azar geliştirerek karar verenleri tetikte tutmaktır. Senaryo analizi 90'lar sonrasında risk yönetiminin yaygınlaşması ile literatüre girmiştir. İşletmeler bu tarz teknikler ile karşılaşılabilecekleri durumlara, senaryolara hazırlanmak ve bu durumlar ile karşılaştıklarında da bu basamakları uygulamak ile krizleri planlı bir şekilde yöneterek fırsat haline çevirebilir veya minimum zararı görecektir şekilde yönetebilirler. Sektörel bağlamda birkaç örnek verecek olursak havayolu şirketleri işçi grevleri esnasında ihtiyaç duyacağı personeli önceden planlamalıdır. İşletmenin, her türlü durum karşısında alternatif olarak geliştirdiği bir planı olmalıdır. Krizi fırsata çevirme konusunda ise verilen otomotiv şirketleri örneğinde olduğu gibi karşılaştıkları motor arızalarında, henüz müşterileri söz konusu arıza ile karşılaşmadan yani mağduriyet yaşanmadan, araçları geri çağırıp ücretsiz değişim/onarım yaptıklarında onların gözünde güvenilirliklerini geliştirerek marka sadakatini artıracak adımlar atmaktadırlar.

Belirli bir zaman öncesinde yazılan kriz senaryolarını birebir uygulamak gerçek hayatta her daim mümkün değildir. Bu planlama çalışmaları ve hazırlıklar bize yalnızca ana adımlarda neler yapılabileceğine ilişkin yol göstermektedir. Değişken durumlar, bölgesel olarak verilen kararlar vb. şekilde oluşan durumlardan kaynaklı aksiyon detaylarında mutlaka değişiklikler olacaktır. Bu kararları alabilmek için mutlaka “kriz yönetimi ekibi” oluşturulmalıdır. Bu ekipte olacak kişilerin rolleri mutlaka öncesinde belirlenmelidir. Kriz sürecinde açık ve net şekilde emir komuta zincirini yerine getiren bir kriz yönetimi ekibi, sürecin her anında işinin başında olmalıdır. Kriz yönetim ekibi, belirli aralıklarda veya ihtiyaca göre toplanmalı, olası krizleri tartışmalı ve kriz döneminde yapılacakları planlamalıdır. Bir kriz dosyası hazırlanmalı ve hazırlanan bu dosya iç paydaşlara sunulmalıdır. Kriz planı, gerçekleşme riski yüksek krizler için oluşturulmalı ve etkili, güvenilir, samimi olan bir kriz sözcüsü seçilmelidir.

Büyük kayıplara sebebiyet veren sonuçlarla karşılaşmamak için işletmelerin krizi engellemeye yönelik geliştirilen teknikler, işletmenin sürdürülebilirliği için önem arz etmektedir. Bundan dolayı küçük ya da büyük tüm işletmeler krize karşı hazırlı yapmak zorundadır. Kriz yönetiminin amacı, öngörülme yenileri düşünüp krize hazır olmak, krizin tüm boyutlarını öncesinden tahmin ederek, uygun stratejiler belirlemektir. Bunun için de kriz öncesi hazırlık yapmak şarttır. İşletme içerisinde herkesin süreçlere dahil olduğu tatbikatlar yapmak, paydaşlarla önceden hazırlıkları planlayarak sorumlulukları tanımlamak önemlidir. Bu şekilde hızlı ve tutarlı cevaplar elde etmek, kriz planını bu cevaplara göre güncelleyerek uygulamaya almak ve krizle hiç karşılaşmamış müşterilerin hayatını normal seyrinde devam ettirebilmek en önemli aşamalardır.

2.1 Kriz Yönetiminin Aşamaları

1. Ön uyarı: krizin oluşabileceğinin anlaşıldığı durumdur. Kriz hakkında detaylı bilgi toplanır ve hızla krize hazırlık aşamasına geçilir.

2. Krize hazırlık: Kriz ihtimaline karşı yapılacak hazırlık bu aşamadır. Ön uyarı sürecinde toplanan bilgiler değerlendirilir. Bilgiler neticesinde gerekli hazırlıklar yapılarak krize karşı tedbir alınır.

3. Kriz anında iletişim: Kriz anında ön uyarı aşamasından normal duruma geçişe kadar olan aşamaların yönetilmesinde en önemli halkalardan birisidir. İletişimde oluşacak aksaklıklar olayların çözümlenmesinde ve yönetilmesinde gecikmelere ve sorunlara yol açacaktır.

4. Krizin kontrolü: Toplanan bilgiler neticesinde yapılan hazırlıklar ve alınan önlemler ile krizin kontrolünün sağlandığı aşamadır.

5. Durum değerlendirmesi: Krizin kontrol edilmeye başlanması ile birlikte tüm yaşananların değerlendirilmesi, eksiklerin gözden geçirilmesi, oluşan aksaklık ve aksaklıkların yinelenmemesi açısından gerekli tedbirlerin alınması bu aşamada gerçekleştirilir.

6. Normal duruma geçiş: Krizin kontrol edildiği ve her şeyin normal akışına döndüğü evredir. Bu evre gerekli tedbirler alındığı ve yeniden oluşacak kriz durumlarına karşı daha hazırlıklı/tebiri olunması gereklidir.

2.2 Kriz Yönetimi Planı

Kriz öncesi evre, kriz vuku bulmadan kuruluşların uyguladıkları önlemleri içermelidir. ‘Önlem’ ve ‘hazırlık’, bu evrenin başlıca bileşenleridir.

Önlemler; krize sebebiyet verebilecek riskleri belirlemeyi ve hafifletmeyi hedefler. Krizi yönetmenin en etkili yolu krizi önlemektir. Kriz ekibi bu evrede aralarında bir iletişim ağı oluşturmak suretiyle riskle bağlantılı mümkün olan oranda oldukça çok bilgiyi toplamaya çalışmalıdır; bu sayede ‘bilgi ağı’ ya da ‘bilginin yönetilmesi’ gerçekleştirilebilecektir.

Hazırlık ise kuruluşun bir ‘kriz yönetimi planı’ (CMP: Crisis Management Plan) ile kriz anında krize nasıl müdahale etmesi gerektiğini gösteren bir rehber niteliğindedir. Bu plan; kriz vuku bulduğunda sorumlulukların ve görevlerin kimlere ait olduğunun belirlenmesini yaparken, kriz ekibinin duruma yönelik eğitilmiş olmasını ve zaman kaybedilmemesini garanti etmeyi amaçlar. ‘Kriz yönetimi planı’; kriz ile alakalı önemli kişilerin ve kuruluşların irtibat bilgilerine ilaveten kriz meydana geldiğinde kullanılacak dokümanları (temel eylem ve mesajların yazıldığı formlar) da içerir.

2.3 Havacılıkta Kriz

Yılın her günü 7/24 hareketli bir sektör olan havacılık, yapısından kaynaklı krizlere aşırı oranda açıktır. Bu nedenle teknik sorunlar ve krizlere ek olarak müşteri memnuniyeti açısından ortaya çıkan ve sosyal medya kanallarıyla çığ gibi büyüyen krizlere neden olan olaylar sektörde fazlaca yer almaktadır. Kriz, markanın itibarını kaybetmesine ve zedelenmesine yol açar. Krizin varlığından bahsedebilmek için; kurumun itibarının zedelenmesi, sorunun çözümü için sürenin yeterli olmaması ve krizin kurum tarafından öngörülmeyen bir anda vuku bulması gerekmektedir. Özellikle havacılık sektöründe karşılaşılan krizlerin yönetilmesi esnasında bütün faaliyetlerde insan faktörü en üst noktaya yerleştirilmeli, doğru ve açık olunmalı, mahrumiyetin, mağdurların ve onların ailelerinin temel hakkı olduğu unutulmamalı ve tüm bunlar işletmelerin en esas felsefesi olmalıdır.

Havacılık sektöründe oluşacak herhangi bir kriz anında can ve mal güvenliğinin saniyeler içinde sağlanmasının gerekliliği, kriz yönetiminin ne oranda muhim olduğunu göstermektedir. Kriz yönetiminde alınacak anlık kararlar ve gerçekleştirilecek operasyonlar sonucunda can ve mal güvenliğinin korunması havacılık sektörünün temelini oluşturmaktadır.

Havacılığın en güvenli ulaşım aracı kabul edildiği günümüzde kriz anında uçak içinde ortalama 100’den fazla yolcu ve mürettebat olduğu düşünüldüğünde verilecek kararlar yapılacak operasyonlar ve işlemler son derece riskli olabilmektedir.

Havacılık sektöründe karşılaşılan krizler bilhassa operasyonel krizler olduğundan bunlar domino taşı etkisi ile birbirini etkilemektedir. Çünkü havacılık sektörü birbirine bağlı işletmelerden meydana geldiğinden yaşanacak aksaklık tüm paydaşları ve yolcuları da etkilemektedir. Buradaki en öncelikli etmenlerden biri maddi kayıpların ve müşteri memnuniyetinin, aidiyetin etkilenmesi ve krizin doğru tekniklerle yönetilememesi durumunda

markanın itibar kaybetmesinin kaçınılmaz olduğudur. Buradan yola çıkarak literatürde sık sık yer bulan kriz ve kriz yönetimi kavramlarını, normal hayatta nasıl işlediğini ve şirketlerin bu süreçleri ne şekilde idare ettiklerini görmek amacıyla olası kriz senaryolarını daha önceden hazırlanmanın avantajlarını kavramak ve şirketlerin öncesinde tedbir alabilmelerini teminen bir plan hazırlığı yapabilmelerini sağlamaktır.

2.4 Havacılık Ortamlarında İletişim Süreci

İletişim, hava taşımacılığı operasyonlarının vazgeçilmez bir unsurudur. Sosyal, ekonomik ve teknolojik yeterliklerin tümü etkili ve etkin bir iletişime bağlıdır. En geniş anlamıyla iletişim; herhangi bir bilgiyi paylaşma olayıdır. Bu nedenle iletişim olgusunun varlığı ve sürekliliği en temel öğelerdir. Bir bilgi kaynağından gelen tek taraflı bilginin iletilmesi söz konusu olduğunda buna enformasyon, bilgi kaynağı ile alıcı arasında çift taraflı bilgi alışverişi olduğunda ise buna iletişim yani “iletişim” denilmektedir. İletişim kavramına havacılık açısından bakılacak olursa, pilotları ikaz eden sistemler, kokpitteki ekipmanlardan alınan (ya da radarlardan) bilgiler olduğunda bu tek taraflı iletişim olarak nitelendirilmektedir. Kokpitte, kabindeki kişiler ve operasyondaki kişiler, yönetimdekiler ve yetkilileri içeren diğer kişilerle olan ve kişiden kişiye olacak şekilde gerçekleşen iletişimler çift taraflı iletişimdir. Kişiden kişiye iletişimler genelde çift taraflıdır ancak, uyulması gereken bir norm ya da emir, kural vb. söz konusu olduğunda tek taraflı da olabilir.

İletişim, bilgilerin, duyguların, düşüncelerin hem sözel hem de sözel olmayan şekilde kişiler tarafından paylaşılma sürecidir. İletişim süreci, birbirini takip eden çeşitli etkinliklerden meydana gelir. İletişim, bir kişinin paylaşmayı arzu ettiği bir düşünceye ait mesajla başlar ve bu mesaj iletişimin içerik kısmını oluşturmaktadır. Kaynak ya da gönderici, bir kanal vasıtasıyla alıcıya bir mesaj ya da bir sembol ya da sinyal iletmektedir. Kodlama olarak adlandırılan bu süreç, iletilecek olan mesajın kodlanması yani mesajı temsil eden sembollerin seçilmesidir. Mesajlar pek çok şekilde kodlanabilir;

- Kelimeler,
- El, yüz ve vücut hareketleri,
- Resimler ve diyagramlar veya teknolojik ekipmanlar yardımıyla kodlanabilir.

2.5 Kriz Anında İletişim

Krizin yaşanma ihtimalinin olduğu andan itibaren normal duruma geçişe kadar yaşanan tüm durumların aksama olmadan geçirilmesi için gerekli en önemli evre iletişim evresidir. Kriz iletişimi ise kriz yönetiminin hayati bileşenidir. İletişimde oluşacak aksaklıklar krizin sağlıklı yürütülmesini etkileyeceği gibi can ve mal kaybını artırarak ağır sonuçlar doğurabilecektir. Kriz ya da kriz tehdidi bilgiye ihtiyaç duyar. İletişim aracılığıyla enformasyon sağlanır, bilgi haline dönüştürmek için işlenir ve diğerleri ile (paydaşlar ve genel kamu) paylaşılır.

İki temel kriz iletişimi vardır: ‘Krizde bilgi yönetimi’ ve ‘Paydaş tepkisi yönetimi’. ‘Krizde bilgi yönetimi’; kaynakların belirlenmesi, bilgi toplama, enformasyonun analizi, bilginin paylaşımı ve karar verme aşamalarını içerir. Kriz ekibinin, kamuya karşı krize ilişkin tepki vermek adına yaptığı çalışmaları kapsamaktadır. ‘Paydaş tepki yönetimi’ ise paydaşların yaşanan krizi, krizdeki kuruluşu ve kuruluşun kriz tepkisini algılamalarını sağlamak için kullandığı iletişimsel anlamdaki çabaları (kelimeler ve eylemler) içerir.

Kriz meydana geldiğinde kamunun ve paydaşların gittikçe artan heyecanı, tepki verebilmek adına zamanın sınırlı olması, kaynaklara sınırlı ulaşım ve de bu belirsizlik ortamında meydana gelen ‘vakum’ yani söylenti, dedikodu, spekülasyon, varsayım ve çıkarımları içine çeker ve birbirine bağlar. Bütün bunların neticesinde ortaya düzensiz bir enformasyon ortamı çıkar. İşte

'kriz iletişimi yönetimi' de bu istikrarsız enformasyon ortamının idare edilmesini belirtmektedir..

Kriz yönetiminde reaktif yaklaşımların maliyetinin fazla olmasına karşın proaktif anlayış; krizleri öngörerek engellemede ve krizlerin etkilerini minimuma indirmede etkin bir yöntemdir. Mevcutta yaşanmakta olan bir krize 'proaktif' şekilde tepki verebilen yani sorunu ve riski yönetebilen örgütler, şüphesiz ki tepki vermede 'reaktif' olanlara göre daha avanta sahibi olacaklardır. Bu bağlamda krizden önce gerekli planlamaların yapılması ve hem kriz yönetim sürecinin hem de iletişim sürecinin test edilmesi, kriz yönetimi için önemli bir husustur.

2.6 Kriz İletişim Planı Roller

İletişim planında roller 2 şekilde tanımlanır.

1. Birincil Roller
2. İkincil Roller

1. Birincil Roller: Kriz anını yöneten ve krizin başlangıçtan sonuna kadar her an etkin bir şekilde sorumluluk alan karar alıcı kişileri tanımlar. Havalimanlarında birincil rolde karar alıcılara örnek olarak;

- a) Havalimanı Mülki İdare Amiri
- b) Havalimanı Başmüdürü/Müdürü
- c) Nöbetçi Meydan Müdürü/Meydan Sorumlusu verilebilir.

2. İkincil Roller: Kriz anında sahada görev alan ve krize karşı alınan tedbirleri uygulayan personelleri tanımlayan rol çeşidi olup, havalimanlarında ikincil rollere örnek olarak;

- a) Başmüdür Yardımcısı/Müdür Yardımcısı,
- b) Destek Personelleri (Teknik personeller ve havalimanı çalışanları) verilebilir.

2.7 Havalimanları Acil Durum (Kriz) Planları

Havalimanları Acil Durum Planları; Milli Sivil Havacılık Güvenlik Planı (MSHGP) gereği oluşturulması gereken muhtemel harekât tarzı planı kapsamına girmeyen her türlü acil duruma müdahale ederek sonuçlarını asgari düzeye indirmek ve olaydan etkilenenlerin hayatlarını kurtarmak amacıyla; personel, araç-gereç ve ekipman kullanılması ve takviyesi konusunda ilgili kurum ve kuruluşların işbirliği ve koordinasyonunun sağlanmasına yönelik hususların yer aldığı, normal faaliyet akışını etkileyen olağan dışı olarak gerçekleşen sonuçlardan en az kayıp ve hasarla kurtulabilmesi için uluslararası ve ulusal mevzuatlar baz alınarak hazırlanan planlardır.

Acil durum planlaması havalimanlarında veya yakınlarında oluşan acil durumlarla başa çıkabilmeye hazırlama prosesidir. Havalimanı acil durum planının amacı özellikle hayat kurtarma ve hava aracı operasyonlarını devam ettirmek için acil durumların etkisini minimize etmek ve havalimanını en kısa sürede normal faaliyetine başlayabilmesi için gereken tedbirleri almaktır. Havaalanı acil durum planı değişik havalimanı kurum/kuruluşlarının ve acil duruma müdahale edebilecek çevredeki kurumların koordinasyonunun nasıl sağlanacağıının yer aldığı, görev ve sorumlulukların tanımlandığı bir el kitabıdır.

Annex 14 Cilt I'de belirtilen hükümlere göre, Devletlerin her havalimanında, gerçekleştirilen hava aracı operasyonlarına ve diğer faaliyetlere yönelik içerisinde acil durum tipleri, görevlendirilen kurum kuruluşların tanımları, sorumlulukları ve rolleri, her bir acil durum tipi için acil durum operasyonları ve komuta merkezi bilgilerini içeren bir acil durum planı hazırlaması zorunludur.

Ulusal ve uluslararası mevzuat gereğince her havalimanı ilgili mevzuatlarda belirtilen şartları taşıyacak şekilde kendi şartlarına özgü Acil Durum Planını hazırlar, ilgili kurum/kuruluşlara dağıtır, planı güncel tutar ve geliştirilmesini sağlar.

Acil durumun meydana gelişi sonrasındaki ilk anlar, acil durumlar esnasında müdahale etmekle ilgili etkiyi azaltıcı tedbirlerin başarısını etkileyen kilit roldeki kararların büyük bir baskı altında, kısa bir zaman aralığında alındığı kritik safhalardır. Bu sebeple, olası bir dizi olay ve bunlara karşı alınacak tedbirlerle alakalı planlarda yer alan detaylı hareket tarzları acil bir durum meydana gelmesi durumunda görev alacak sorumlular için faydalı bilgiler sunmaktadır. Acil Durum Planları acil bir durum esnasında tek bir boyutla değil tüm süreci kapsayacak şekilde aşağıda belirtilen esaslar dahilinde oluşturulmuştur.

a) Acil bir durumdan ÖNCE ön hazırlık (Planlama);

- 1- Mevcut kaynakları belirleme, görev ve sorumlulukları belirleme,
- 2- Planın uygulanması için organizasyonel yetki ve sorumlulukların tanımlanması,
- 3- Acil Durum Planının oluşturulması ve dağıtımı,
- 4- Planın uygulayıcılar tarafından tam kavranabilmesi amacıyla eğitimler verilmesi,
- 5- Planın test edilmesi (masaüstü, kısmi, geniş katılımlı tatbikatlar),
- 6- Planın güncel tutularak, değişen şartlar karşısında geliştirilmesi,

b) Acil durum ESNASINDAKİ operasyonlar;

- 1- Her bir olay türü farklı müdahale gerektirdiğinden plan içerisinde muhtemel olay türleri hareket tarzları, görevler ve sorumluluklar açıkça belirtilmiştir.
- 2- Bir acil durum olayla ilgili alınan ilk bildirimle başlar.
 - Yapılan müdahaleler acil durumun türüne, yapısına ve konumuna bağlıdır. Acil durum, müdahale/kurtarma operasyonları devam ettikçe değişebilir.
 - Olayın türü veya Havalimanı Başmüdürünün talebi üzerine Acil Durum ilan edilir.
 - Önceden protokol yapılmış kurum ve kuruluşların olaydan haberdar edilerek kontrollü bir şekilde kurtarma çalışmalarına dahil olmaları sağlanır.

Bu aşamada komuta ve koordinasyon ihtiyacı en üst seviyede olacağından;

- 3- Olay Yeri Amiri olayla ilgili bilgiler ve ihtiyaç bulunan hususlarda Acil Durum Operasyon Merkezini (ADOM) sürekli bilgilendirir.
- 4- Acil Durum Operasyon Merkezinin fiili olarak olaya dahil olması ve komuta etmesi (bilgi akışı, yeni ihtiyaçların karşılanması) sağlanır.
- 5- Mobil Komuta merkezi oluşturularak sahada bulunan görevliler/yetkililer ile ADOM arasında koordinasyon ve çalışmaların kontrolü sağlanır.
- 6- Olaydan etkilenenler için gerekli çalışmalar yapılır.
 - Yaralananların sağlık ihtiyaçları (Triyaj)
 - Hayatını kaybedenlerin tasnifi ve nakli,
 - Sağ kurtulanların olay yerinden nakli ve ihtiyaçlarının karşılanması,

c) Acil durumdan SONRA destek ve dokümantasyon;

- 1- Acil durum sonrası yapılması gereken hususlar acil durum sırasındaki olayların aciliyetini taşımayabilir. Ancak, olay yerine ilişkin güvenlik tedbirlerinin ve kanıtların korunması önem arz eder.
- 2- Yaşanılan acil durumdan dolayı havalimanı uçuşları kesintiye uğramış ise havalimanı/hava aracı operasyonlarının devam etmesini sağlamak amacıyla gerekli çalışmalar yürütülür.
- 3- Yetkililer tarafından acil durumun sonlandırılmasına ilişkin değerlendirmeler yapılır ve alınan karar deklare edilir.
- 4- Acil durumun sonlandırılması halinde bilgisi ayrıca destek kuruluşlarına (hastaneler, ambulanslar vb.) bildirilir.

- 5- Acil durumlardaki operasyonların kayıt altına (görsel, yazılı vb.) alınması ve belgelendirilmesi, çeşitli kaza/vaka sonrası raporlar için veri toplanması ve bu verilerin düzenlenmesine yardımcı olur.
- 6- Aynı zamanda acil durum sonrası gerçekleştirilen operasyonun tamamı üzerinde bir değerlendirme yapılabilmesi amacıyla toplantı yapılarak acil durum planındaki prosedürlerin ve düzenlemelerin geliştirilmesi için çalışmalar yapılır.

3. COVID-19 PANDEMİSİ KRİZİ

2019'da ilk defa Çin'in Wuhan şehrinde ortaya çıkan influenza virüs ailesinden olan ve mutasyona uğramış bir virüs türünün neden olduğu salgın çok kısa bir zaman diliminde tüm dünyada etkili olmayı başarmıştır. 190'dan fazla ülkede yayılmış olup, bilhassa 25 ülkede ölüm oranlarını yükselterek dünya gündeminde ilk sırayı almıştır.

Hastalığın semptomları, etkileri vb. tıbbi enformasyonun ortaya çıkmasını müteakiben bulaşıcılık özelliği belirtilmiş ve gerekli önlemlerin etkin bir şekilde alınması gerekliliği ortaya çıkmıştır. 23 Ocak 2020 tarihinde Wuhan şehrinde başlatılan seyahat kısıtlaması hastalığın yayılmasını engellemek adına alınmış önlemlerin başında gelmektedir. Ancak bilim insanları bu kısıtlamalar başlatılana kadar virüsle enfekte olmuş birçok kişinin Wuhan sınırları dışına çıkarak virüsü tüm dünyaya yaydığı yönünde görüş bildirmiştir. Özellikle de Çin'de yapılan yeni yıl kutlamalarından kaynaklı büyük bir insan hareketliliğinin olması, salgının küresel olarak yayılmasına gerekçe olarak gösterilmiştir.

Wuhan'daki seyahat kısıtlamaları salgının Çin'de yayılımını 3-5 gün ertelemiştir. Ancak bu tedbirler küresel anlamda çok başarılı olamamıştır. Çin'de bulaşıcı hastalığın ortaya çıkmasıyla tüm dünyada tedbirler alınmaya başlanmış, ülkeler Çin ile ekonomik ilişkilerine ara vermiş, Çin'le seferler karşılıklı olarak iptal edilmiş ya da gelen yolcuların sağlık taramalarından geçirilerek ülkelere kabul edilmesi sağlanmaya çalışılmıştır. Fakat ülkelerin bu çabaları sonuç vermeyerek salgın tüm dünyaya hızlıca yayılmaya başlamıştır. Dünya Sağlık Örgütü (DSÖ) tarafından koronavirüs olarak isimlendirilen virüse resmi olarak isim tanımlanarak (2019-nCoV) "*Covid-19*" adı uygun görülmüştür. Covid-19 salgınının patlak vermesi ile birlikte dikkatler havacılık sektörüne çevrilmiştir. En başta Çin olacak şekilde virüsle mücadele etmek zorunda olan tüm ülkeler önlemler almaya öncelikle havacılık sektöründen başlamıştır. Bu duruma kaynak olarak havacılığın küresel seyahatlerde en yoğun tercih edilen ulaştırma yöntemi olması, havalimanlarında uluslararası yolcu potansiyelinin çok olması, ülkelere giriş ve çıkışların kontrol edilebilmesinin havalimanlarında alınacak tedbirlere bağlı olması sıralanabilir.

Çin'den sonra Japonya, Güney Kore, Hong-Kong gibi Asya ülkelerine hızlıca yayılan virus Avrupa ve Amerika kıtalarına da yayılarak küresel bir faciaya dönüşmüştür. Tüm ülkeler havacılık sektörü ile alakalı birçok tedbir planlamış ve bu tedbirleri olabildiğince sürdürmeye ettirmeye yönelik adımlar atmıştır.. Ülkemizde de Çin'de salgının artması ile havacılık sektörüne yönelik önlemler hızlıca alınmış ve krizden minimum hasarla kurtulmak hedeflenmiştir.

3.1 Küresel Havacılıkta Covid-19

Dünyada vuku bulan pandemilerde, genellikle hastalığın yayılmasını ve bulaşın azalmasını önlemek için bir takım seyahat kısıtlamaları uygulanmaktadır. Covid-19 pandemisi için de kapsamlı seyahat kısıtlamaları önlem amacıyla oluşturulmuştur. İlk başta hastalığın ortaya çıktığı Çin'in Wuhan kentinde sonrasında ise Çin'den diğer tüm ülkelere gerçekleştirilen uçuşlar iptal edilmiştir. Hastalığın Güney Kore, Hong Kong ve Japonya'da da baş göstermesiyle söz konusu ülkelere de seyahat tedbirleri uygulanmaya başlanmıştır. Sonrasında İran, İtalya ve İspanya'da vaka sayılarının artması havacılık sektörünü durdurma noktasına getirmiştir.

Havalimanlarında salgın döneminde yolcuların seyahat etmesi havalimanlarını salgının taşınması ve yayılmasında en tehlikeli alanlardan biri haline getirmiştir. Solunum vasıtasıyla bulaşan Covid-19 sebebiyle salgının kişilerden kişilere taşınması ve yayılmasının engellenebilmesi adına gerek DSÖ gerekse de EASA tarafından havalimanlarında alınması gereken tedbirlere ilişkin tavsiyeleri içeren dokümanlar yayınlanmıştır. Bu dokümanlarda belirtilen tavsiyelere göre tüm havacılık personellerine;

- Covid-19 virüsünün belirtilerine ilişkin bilgi verilmesi,
- Mürettebat ve yerde çalışan personele sosyal mesafe kuralları, el hijyeni, solunuma ilişkin görgü kuralları, çevre temizliği ve atıkların imhasına ilişkin hatırlatmalar yapılması,
- Maskelerin ne zamanlarda ve ne şekilde kullanılıp takılacağı,
- Covid-19 semptomu olan hastalara ilişkin dikkat edilecek hususlar,
- İlk yardım sırasında koruyucu ekipman kullanımına ilişkin bilgi verilmesi önerilmiştir.

Havalimanlarında şüpheli görülen vakaların olması halinde, sürecin havalimanı sağlık çalışanları ve yetkilileri ile halk sağlığı yetkilerinin işbirliği ve koordinesinde havalimanı acil durum planı esas alınarak yürütmenin önemi vurgulanmıştır. Havalimanı sağlık hizmeti sağlayıcıları ve havalimanı destek hizmeti sağlayıcıları, uçak temizleme ve kargo-bagaj yükleme, su yükleme ve atık su hizmetleri sağlayan diğer birimlerle ortak bir şekilde çalışarak enfeksiyon riskinin en aza indirgenebileceği tavsiye edilmiştir.

DSÖ tarafından, uçuşlarda uçak kabini içerisinde ICAO tarafından belirlenen standartlarda da yer alan;

- Az miktar sıvı dökülmelerini steril granül haline getiren bir jele dönüştürebilen kuru toz,
- Yüzey temizliği için kullanılan antiseptik dezenfektan mendiller,
- Yüz-göz maskesi (ayrı gözlükler ve cerrahi maske veya kombine kullanıma uygun yüz kalkanı),
- Eldivenler (kullan at),
- Koruyucu önlük,
- Tam boy uzun kollu elbise,
- Tek kullanımlık atık torbası bulundurulması gerekliliği belirtilmiştir.

Öncelikle havayolu taşıyıcıları tarafından Çin'e gidiş ve gelişlerin iptali, sonrasında hastalığa ilişkin bulguya rastlanan ülkelerden yapılan uçuşların durdurulması ile salgının ilk evresinde hava trafiği önemli oranda düşmüş ve geline bu noktada havacılık sektörü salgından en fazla zarar gören sektör olduğundan krizin yaşanılması kaçınılmaz olmuştur.

3.2 Türk Sivil Havacılık Sektöründe Covid-19

Dünyayı hızlıca etkisi altına alan Covid-19 pandemisinin, Türkiye'nin bulunduğu konum itibarıyla turizm ve iş amaçlı sık sık seyahat edilen ve ticari amaçlı olarak küresel ekonominin ve iş birliğinin yoğun olduğu bir ülke olması nedeniyle burada da krizin patlak vermesi kaçınılmaz olarak nitelendirilmiştir. Bu nedenle Dünya Sağlık Örgütü'nün küresel boyuttaki risklerle ilgili ilk açıklamalarını müteakip Türkiye salgına yönelik tedbirler konusunda hızlıca kararlar ve tedbirler almaya başlamıştır.

Salgının Çin'de patlak vermesi ile birlikte ilk tedbirler Çin varış ve kalkışlı uçuşların iptal edilmesi şeklinde olmuştur. Türkiye'de alınan tedbirler ise aşama aşama uygulamaya konmuştur.

İlk alınan tedbirler aşağıdaki gibidir:

- 31 Aralık'ta salgının Dünya Sağlık Örgütüne bildirilmesini müteakip, 22 Ocak'ta Türkiye'deki havalimanlarında termal kamera kullanımına başlanmak suretiyle yolcularda hastalık semptomu olarak belirlenen ateşin ölçülmesine yönelik hazırlıkların yapılmakta olduğu açıklanmıştır.
- 30 Ocak'ta Dünya Sağlık Örgütünün küresel boyutta acil durum ilan etmesinden sonra salgının ulaşabileceği boyutlar tahmin edilmeye çalışılarak önlemler alınmaya başlanmıştır.
- 1 Şubat'ta daha önce karantina altına alınmış olan Wuhan kentinde bulunan 32 Türk vatandaşı Ankara'ya getirilmiş olup ilk kontrolleri havalimanında yapılarak karantinaya alınmıştır.
- 3 Şubat'ta Türk Hava Yolları (THY) tarafından Çin'e tüm seferler durdurulmuştur.
- 23 Şubat'ta İran'da artan ölüm oranları üzerine Türkiye-İran arasında bulunan üç sınır kapısının kapatılmasının ardından 25 Şubat'ta İran'dan THY ile gelen 132 yolcu ve 8 kişilik uçuş ekibi Ankara'da karantinaya alınmıştır.
- 26 Şubat'ta SHGM tarafından yapılan açıklama ile Türkiye ile İran arasındaki karşılıklı yolcu ve kargo uçuşları durdurulmuş ve İran'a ait hava taşıyıcıların yolcusuz gelerek Türkiye'den İran'a gidecek yolcuları almasına izin verilmiştir. Ancak Türk vatandaşlarının yolcu olarak taşınması yasaklanmıştır.
- 11 Mart'ta Türkiye'de 1 kişide Covid-19 tespit edilmesiyle seyahat kısıtlamalarına ilişkin tedbirler arttırılmıştır.
- 13 Mart'ta İran, İtalya, Güney Kore, Irak ve Çin'in ardından, Almanya, Fransa, İspanya, Norveç, Danimarka, Belçika, Avusturya, İsveç ve Hollanda'ya da seyahat yasakları getirilerek karşılıklı uçuşlar durdurulmuştur. Uçuşların durdurulduğu 9 ülkede olan Türk vatandaşları 17 Mart tarihinde karantina altına alınma koşuluyla ülkeye getirilmiştir. Aynı anda umre ziyaretinden dönen diğer yolculara da karantina uygulamasına başlanmıştır. Bu yolcular havalimanından doğrudan kendileri için ayrılan yurt, misafirhane ve konukevlerine götürülmüştür.
- 17 Mart'ta Avrupa Birliği ülkelerinin birlik dışındaki ülkelere sınırlarını kapatmasıyla Türkiye'den Avrupa'ya yapılan tüm uçuşlar durdurulmuştur. Covid-19 pandemisinin merkezinin Avrupa olarak değişmesinden sonra Türkiye 22 ülkeye uygulanan seyahat kısıtlamalarına 46 ülke daha ekleyerek toplamda 68 ülkeye çıkarmıştır. 26 Mart tarihinde Rusya'nın tüm uluslararası uçuşlarını iptali ile Rusya uçuşları da durdurulmuştur.
- 27 Mart'ta Sağlık Bakanlığı Bilim Kurulunun tavsiyeleri çerçevesinde Covid-19 ile mücadele amacıyla Cumhurbaşkanlığı tarafından tüm dış hat uçuşlar askıya alınmıştır. İç hat seferlerinde ise sadece özel izin ile THY tarafından uçuşların yapılmasına onay verilmiş, bütün özel havayolu operatörlerinin uçuşları askıya alınmıştır. Bu kapsamda, havayolu ile iç hatlarda seyahat edecek yolculara seyahat izin belgesi alma zorunluluğu uygulanmaya başlanmış, Havalimanı Mülki İdare Amirliklerince Seyahat İzin Kurulu oluşturulmasına karar verilmiştir.

27 Mart'ta getirilen kısıtlamalar sonucunda yayınlanan notamda, dış hatlarda sınırlı sayıda hava taşıyıcısının sadece Türk vatandaşlarını ülkeye getirmesi için, Türkiye'deki operatörlerin ise sadece yabancı ülke vatandaşlarını kendi ülkelerine götürebilmesi için yapılan uçuşlara onay verileceği belirtilmiştir. Kısıtlama kapsamında olmayan uçuşlar ise; kargo uçuşları, kamu maksatlı uçuşları, acil durumlu sağlık ve acil durumlu teknik uçuşlar olarak belirtilmiştir.

29 Mart saat 00:01 itibari ile 27 Mart'ta getirilen kısıtlamalar çerçevesinde İç hatlarda sadece THY tarafından İstanbul, Ankara, Samsun, Trabzon, Erzurum, Van, Diyarbakır, Malatya,

Gaziantep, Kayseri, Konya, Adana, Antalya ve İzmir'e uçuşlara izin verileceği açıklanmıştır. Belirtilen söz konusu illerde yer alan havalimanlarının dışında kalan tüm havalimanlarında yolcu taşımacılığı durdurulmuştur. Ayrıca 28 Mart saat 20:00 itibari ile Sabiha Gökçen Havalimanı da tüm uçuşlara kapatılmıştır.

Haziran ayında başlayan kademeli normalleşme planı kapsamında uygulanan önlemler doğrultusunda uçuşlar kademeli olarak başlatılmış ancak geline nokta arzu edilen seviyelere ulaşamadığı gibi 2021 yılında da salgının etkisini kaybetmeyeceği göz önüne alındığında havacılık sektörünün kayıplarının daha da artacağı değerlendirilmiştir.

Seyahat kısıtlamalarının uygulanmaya başlanması ve kapatılan sınırlar, planlanan tarifeli seferlerin iptal edilmesine sebep olarak havayolu taşıyıcılarının uçaklarının atıl duruma düşmesine neden olmuştur. Tüm havayolu taşıyıcıları seyahat tedbirleri ile azalan talep karşısında operasyonlarını durdurarak, uçaklarını yere indirmek durumunda kalmıştır. Uçuş operasyonlarının askıya alınarak uçakların yerde kalmasının sebep olduğu zararın ekonomik anlamda havacılık sektöründe hizmet veren tüm operatörlerin ve işletmelerin altından kalkamayacağı boyutta olması kaçınılmaz olmuştur. Salgının bitmesiyle küresel anlamda da Türkiye'de de birçok havayolu taşıyıcısının ve bu sektörde hizmet veren diğer işletmelerin finansal sıkıntılar yaşayacağı, bu sebeple de havacılık sektöründe hizmet veren bazı işletmelerin varlığının son bulabileceği öngörülmüştür.

3.3 Türk Sivil Havacılık Sektöründe Covid-19 Salgınına Yönelik Tedbirler

Salgının engellenmesine ilişkin tedbirlerin havacılık sektöründen başlayarak alınması, bu sektörün ne kadar büyük bir risk altına girdiğini göstermektedir. Bu nedenle salgın sürecinde yolcular ile birebir temas halinde olan havacılık personeline, havalimanı terminallerine ve uçak kabinlerine yönelik önlemler getirilmesi zorunluluğu ortaya çıkmıştır. Bu çerçevede, Türkiye'de bulunan havalimanı işletmeleri ve havayolu taşıyıcılarının aldığı tedbirler aşağıda yer almaktadır.

4. HAVAYOLU KURULUŞLARI TEDBİRLERİ

Covid-19 pandemisinden en çok etkilenen havacılık sektörünün temel elemanı sayılan hava taşımacılığı hizmetini doğrudan verme yükümlülüğü olan havayolu taşıyıcıları olmuşlardır. Uygulanan seyahat tedbirleri ve yayınlanan genelgeler ile havayolu operatörlerinin birçoğu faaliyetlerini durdurmuşlardır. Uçuşların durdurulduğu Mart ayına kadar olsun ya da uçuş faaliyetlerinin tekrar başlatıldığı Haziran ayından sonrasında havayolu kuruluşları çeşitli önlemler alma hususunda çalışmalarını sürdürmüşlerdir.

Havayolu taşıyıcıları Covid-19 pandemisine ilişkin tedbirleri uçuş ekiplerine, uçaklara ve uçak içi ürünleri kapsamında almışlardır. Uçuş ekiplerine Covid-19 hastalığı, semptomları ve uçak içinde uyulacak kurallar ile ilgili bildirim yapılmıştır. Yurtdışından dönen sağlık çalışanları sağlık kontrolünden geçirilmiş, personel kişisel koruyucu donanımlar ve el dezenfektanları kullanmaya yönlendirilmiştir.

Uçaklarda yapılan standart temizlik hizmetleri öncesinde özel hijyen ekibi ile dezenfekte edilmesi, yolcuların en çok temas ettiği ikram masa yüzeyleri, ekranlar, yolcu kemerleri, baş üstü dolapları ve kollukların dezenfektan maddeler ve mikro fiber bezler ile temizlenmesi, boarding (yolcuların uçağa alınması işlemi) esnasındaki gözlemler doğrultusunda hasta yolcu olabileceği şüphesinin bulunması neticesinde yolcunun sağlık otoritesine yönlendirilmesi, uçak içerisindeki havanın Yüksek Verimli Partikül Hav Filtresi (HEPA) sistemleriyle temizlenmesi, yolcu taşınan araçların dezenfekte edilmesi ve önlem amaçlı olarak uçak içi basılı yayınlar ve dergilerin kaldırılması, battaniye, koltuk başlığı kılıfları ve kulaklıkların her

uçuş sonrasında temizlenerek yenileri ile değiştirilmesi alınan tedbirlere örnek olarak verilmiştir.

Bununla birlikte, dış hat yolcularına halk sağlığı yolcu tanıtım formu dağıtımı yapılarak söz konusu yolcuların hastalık semptomu göstermeleri halinde uygulaması gerekenlere ilişkin bilgi sahibi olmaları sağlanmıştır.

Sağlık Bakanlığınca hayata geçirilen Hayat Eve Sığar uygulaması çerçevesinde havayolunu kullanacak yolculara HES kodu alma zorunluluğu getirilmiş, ayrıca yurtdışı seyahatlerde ülkelerin belirledikleri kurallara yönelik talepler doğrultusunda Covid-19 testi yaptırma zorunluluğu getirilmiştir.

5. HAVALİMANI İŞLETMECİLERİ TEDBİRLERİ

Havalimanları, salgının bulaşması ve yayılmasında etkin rolü olan yerler olduğu için dünyada hastalığın yayılmaya başlamasından sonra ülkemizde hastalık görülmemesine rağmen tedbirler alınmaya başlanmıştır. Bu çerçevede, salgının görülmeye başladığı ilk zamanlarda havalimanlarında;

- Termal kamera kullanımı,
- Yolcuların ve personelin yoğun olarak kullandıkları ıslak alanla (tuvalet, abdesthane vb.), yürüyen merdiven trabzanları, bagaj arabaları, asansörler, yolcu bekleme alanlarındaki oturma gruplarının vb. sık sık dezenfekte edilmesi,
- Yolcuların ve çalışanların kullanımı için dezenfektan üniteleri ve dezenfektan makinalarının erişilebilir noktalara yerleştirilmesi,
- Terminal binalarında Covid-19'a ilişkin uyarıcı levha, broşür vb. tedbirleri bildiren bildirimlerin bulundurulması,
- Personele hem kişisel korunma tedbirleri hem de bilinçlendirme eğitimlerinin verilmesi,
- Havalandırmanın mümkün olduğu alanlarda taze hava ile havalandırma yapılması, havalandırma filtre ve kanallarında dezenfeksiyon yapılması,
- Check-in (yolcu ve bagaj tanımlama), boarding (yolcuların uçağa alınması) ve arrival (gelen yolcu) salonlarında yolcular arası sosyal mesafeyi sağlamak için işaretlemeler ve uyarılar yapılması,
- Terminal binalarına özel yolcular hariç uğurlayıcı veya karşılayıcı alınmaması,
- Otopark ve ticari alanlarda ödeme yöntemi olarak kredi kartı kullanımının mümkünse temassız olarak teşvik edilmesi,
- Terminal binalarının kullanılmayan kısımlarının kapatılması,
- Bekleme alanlarındaki koltuklarda sosyal mesafe kuralına göre oturma düzeninin oluşturulmasına yönelik önlemler alınması,
- Havalimanları Acil Durum Planlarının Covid-19 kapsamında güncellenmesi,
- Havalimanı acil durum planlarında ve de ulusal planlarda yer alan sorumluluklar kapsamında Sağlık Bakanlığına bağlı birimler başta olacak şekilde bahse konu planlarda görev ve sorumlulukları olan kurum/kuruluşlar ile işbirliği içinde gerekli çalışmaların yürütülmesi, (Özellikle havayolu ile yurtdışından getirilen ve karantinaya alınan vatandaşlarımızla ilgili)

2020 Haziran ayının gelmesi ile başlatılan normalleşme planı kapsamında COVID-19 sürecinde havacılık faaliyetlerinden kaynaklı bulaşı önlemek için alınması gereken tedbirler ile bu esnada işletilmekte olan havalimanlarında alınacak önlemlere ilişkin usul ve esasların belirlenmesi amacıyla 2020 Mayıs ayı sonunda "Havaalanı Pandemi Tedbirleri ve Sertifikasyonu Genelgesi" yayımlanmıştır.

Söz konusu genelge kapsamında havalimanlarında; yolcu ve personel sağlığının korunması ve

operasyonların aksatılmadan devam ettirilmesi için sosyal mesafe uygulamaları, el dezenfektanları, hijyen, dezenfeksiyon vb. her türlü önlem uygulamaya konulmuştur.

Düzenli duyurular, posterler, afişler, video ekranları ve daha yoğun çalışan desteği ile davranış kuralları hakkında yolcular bilgilendirilmektedir. Temizlik yapıma aralıkları artırılmış ve yolcuların bulunduğu tüm alanlarda yüzeyler dezenfekte edilmektedir. Yolcuların kullanabileceği el dezenfektanı dispenserlerinin her yerde ulaşılabilir şekilde konumlandırılması sağlanmıştır. Ortak kullanım alanlarında ihtiyaç duyulan tedbirler alınmış, bazı ortak kullanılan alanların kullanımı kısıtlanmıştır.

Check-in esnasında, güvenlik kontrolü ve yolcu sirkülasyonunda yoğunluğun yaşanabileceği diğer alanlarda, minimum sosyal mesafe kurallarına uyulması amacıyla zemin işaretlemeleri kullanılmıştır. Yolcuların ve çalışanların doğrudan temasta olduğu yerlere ihtiyaç bulunması halinde pleksiglas paneller de kurulmuştur. Sıralarda yoğunluk oluşmasını engelleyebilmek adına tüm yolcuların mümkünse online check-in yapmaları teşvik edilmektedir.

Genelgenin uygulamaya sokulması ile birlikte havalimanlarında görev yapmakta olan Havalimanı Güvenlik Komisyonu ‘Pandemi Komisyonu’ olarak görevlendirilmiş ve genelge ekinde yer alan tedbirler tüm havalimanlarında uygulanmaya başlanarak her havalimanının pandemi sertifikası alması sağlanmıştır.

Genelge doğrultusunda alınan önlemlere ilişkin SSS hazırlanarak havayolunu tercih edecek yolcuların bu şekilde de bilgilendirilmesi sağlanmıştır.

Ayrıca, Covid-19 ile mücadeleyi üst seviyede yürüten tüm havalimanlarının, Avrupa Havacılık Emniyeti Ajansı (EASA) ve Avrupa Hastalıkların Önlenmesi ve Kontrol Merkezi (ECDC) gibi AB kuruluşlarınca güvenli olduğunun ilan edilmesi amacıyla ‘‘COVID-19 Havacılık Sağlık ve Güvenlik Protokolü’’ yapılarak ‘‘Havacılık Endüstrisi Anlaşması’’na katılım sağlanmıştır.

SONUÇ

2020 yılının başlarında ortaya çıkarak tüm dünyada etkisini gösteren COVID-19 pandemisi birçok sektörü finansal anlamda etkilemiştir. Havacılık sektörü insanların biryerden biryere giderken kullanmayı en çok tercih ettiği ve uzakları yakın eden bir sektör olması sebebiyle bu pandemiden en büyük zararla ayrılan sektörlerin başını çekmiştir. Böyle büyük bir salgının yaşandığı bu süreçte insanların herşeyin tekrar normale döneceğine olan inancının artırılması ve tekrar eskisi gibi seyahat edebilmelerini teminen tedbirler alınması hayati önem taşımıştır. Havacılık sektörü bileşenleri havayolu şirketleri, havalimanı işleticileri ve havacılığa hizmet eden tüm sektörler ortak payda için birleşmiş ve bu hassas dönemin en aza indirgenmesi için iletişim yollarını en etkili şekilde kullanmaya dikkat etmiştir. Devletler ve Kurumlar uluslararası geçerliliği olan kurallar belirleyerek insanların bir yerden bir yere havayolu aracılığıyla akışını en emniyetli şekilde temin etmenin yollarını aramış ve bulmuşlardır. Türkiye’de hayata geçirilen uygulamalar hızlı ve etkin bir şekilde kamuya duyurulmuş ve iletişim kanalları etkin bir şekilde kullanılarak başarı sağlanmıştır. Bu makalede örnek verilen uygulamalar neticesinde görülmüştür ki, doğru iletişim kanalları kullanıldığı takdirde kriz ortamlarının oluşmasının engellenebilmesi ve krizin büyümeden ortak akılla ve iletişimle yönetilebilmesi mümkündür.

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Serbest Eczane Çalışanlarının Etik Davranış Göstermelerinde Sosyo-Demografik Özelliklerin Rolü: TRC12 Bölgesinde Kesitsel Bir Çalışma

Bilal AKSU

Adıyaman University
bilalaksu12330@gmail.com
Orcid: 0000-0001-9939-9338

Gülşen KIRPIK

Adıyaman University
gkirpik@adiyaman.edu.tr
Orcid: 0000-0003-4785-9624

ÖZET

Günümüzde, serbest eczanelerde genel işletme konularına yönelik sorunların yanı sıra yaşanan etik sorunlar karşısında nasıl etik davranışta bulunulacağı ile ilgili eczacılar ve eczane çalışanlarına yönelik çok sayıda bilimsel çalışmalar yapılmaktadır. Böylece, eczane çalışanlarının etik algısı ve davranışlarına yönelik güncel araştırmalar ile etik konusu popülerlik kazanmaya başlamıştır. Bu çalışmanın amacı, serbest eczanelerde yaşanan etik sorunlar ve bu sorunlar karşısında, eczane çalışanlarının, nasıl veya neye göre davrandıklarının sosyo-demografik özellikler açısından incelenmesidir. Bu bağlamda, araştırmanın amacına ulaşılmasında, kullanılacak veri setine TRC12 Adıyaman Bölgesi'nde faaliyet gösteren serbest eczanelerin çalışanlarına uygulanan anket yoluyla ulaşılmıştır. Anketlerin etik olarak uygulanmasına yönelik, gerekli izinler alınmıştır. Çalışmanın örneklemini, basit tesadüfi örneklem yoluyla ulaşılan 352 çalışan oluşturmaktadır. Elde edilen veri setinin analiz işlemi, SPSS 22.0 istatistik paket programından yararlanılmış olup, bu bağlamda frekans analizi, ortalama analiz ve ki-kare testleri kullanılmıştır. Araştırma hipotezlerinin test edilmesi sonucunda, etik davranışlar ile mesleki deneyim arasında pozitif yönlü ve anlamlı bir ilişki olduğu, etik davranışlar ile cinsiyet, kuşak durumu ve eğitim seviyesi ile ilgili anlamlı bir ilişki olmadığı ortaya konulmuştur.

Anahtar Kelimeler: Etik, Etik Davranış, Etik Davranışa Etki Eden Faktörler, Serbest Eczane Çalışanları, TRC12 Bölgesi

The Role of Socio-Demographical Characteristics in the Ethical Behavior of Community Pharmacy Employees: A Cross-sectional Study in the TRC12 Region

ABSTRACT

Today, in community pharmacies, many scientific studies are carried out for pharmacists and pharmacy workers on how to act ethically in the face of ethical problems, as well as problems related to general business issues. Thus, with current research on the ethical perception and behavior of pharmacy workers, the issue of ethics has started to gain popularity. The aim of this study is to examine the ethical problems experienced in community pharmacies, and how pharmacy workers behave in the face of these problems, in terms of socio-demographic characteristics. In this context, the data set to be used in achieving the purpose of the research was obtained through a questionnaire applied to the employees of community pharmacies operating in TRC12 Adıyaman Region. Necessary permissions were obtained for the ethical implementation of the questionnaires. The sample of the study consists of 352 employees reached through simple random sampling. SPSS 22.0 statistical package program was used in the analysis of the obtained data set, and in this context, frequency analysis, mean analysis and chi-square tests were used. As a result of testing the research hypotheses, it was revealed that there is a positive and significant relationship between ethical behaviors and professional experience, and there is no significant relationship between ethical behaviors and gender, generational status, and education level.

Keywords: Ethics, Ethical Behavior, Factors Affecting Ethical Behavior, Community Pharmacists, TRC12 Region

GİRİŞ

Tüm mesleklerin temel hedefi, daha iyi bir hizmet sunmak ve insanların mutluluğuna katkıda bulunmaktır. Bu nedenle bütün mesleklerde gelişim sağlamak amacıyla pek çok çalışma yapılmıştır. Bütün çalışmalar sonucunda o meslekle ilgili mevzuat ve alınan eğitimlerin de değişiklikler gösterdiği görülmektedir. Aslında bu konudaki çalışmaların asıl amacı, daha iyi hizmet verip insanların mutluluğunu artırmaktır (Saygı, 2015). Örneğin, aşağıdaki çalışmaların hepsi bu doğrultudadır:

- 1948: “İnsan Hakları Evrensel Bildirgesi” ve “İnsan Hakları”
- 1949: “Nurnberg Kararları” ve “Hasta Hakları”
- 1978: “Hayvan Hakları Evrensel Bildirgesi” (Erdemir, 1994).

Ayrıca, bunların dışında Dünya Hekimler Birliği tarafından yayınlanan, Helsinki Bildirgesi, Cenevre Bildirgesi, Oslo Bildirgesi, Sidney Bildirgesi, Tokyo Bildirgesi, Sao Paolo Bildirgesi, Venedik Bildirgesi, Lizbon Bildirgesi (Pehlivan, 1998) mevcuttur.

Tüm bu gelişmeler sayesinde verilecek hizmetlere hukuksal bir boyut kazandırılmıştır (Şehsuvaroğlu, 1983). Hukuksal bir boyut kazanmasının yanı sıra daha kaliteli bir hizmet anlayışının her alanda olduğu gibi sağlık hizmetlerinde de olması gerektiği ve önemi ortaya konulmuştur. Sadece hukuksal olarak değil, kendi iç sesimiz olan vicdan, daha sonra toplum tarafından öğretilen örf adetler ve dini vecibeler ve ayrıca tüm insanların benimsediği etik kurallar birçok davranışımızı etkilemektedir (Aktur vd., 2001).

Etik, iyiyi ve kötüyü, doğruyu ve yanlış, yapılması gerekenleri ve yapılmaması gerekenleri vb. durumları sistematik şekilde araştırır. Eczacılık etiği ise eczacılıkta etik ilkelerin ve kuralların uygulanmasıdır. Kısacası, eczacılık alanında ortaya çıkan değerlerle ilgili sorunlarının tartışıldığı ve bu sorunlara çözüm yollarının bulunmaya çalışılmasıdır (Saygı, 2015). Ülkemizde eczacılık alanında daha kaliteli ve iyi bir hizmet verilmesi için kanunlarla bazı düzenlemeler yapılmıştır. Bu amaçla eczacılık mesleği etiği alanında çalışmalara başlanmıştır (Aydın, 2001). Günlük hayatımızda gün geçtikçe daha fazla yer alan etik kavramı, gelişmiş dünya ülkelerinde son zamanlarda etik farklı alanlarda araştırılmaya başlamıştır. Bu alanlarda etik değerler açısından davranış ve yaklaşımlar ele alınmaya başlanarak, tartışma konusu olmaya başlamıştır. Son zamanlarda etik alanı üzerinde çalışmalar ülkemizde de bir ivme kazanarak hızlanmıştır (Pehlivan, 2006).

Bu çalışmada eczane çalışanlarının sosyo-demografik özelliklerinin etik davranışlar üzerindeki etkisi ele alınacaktır. Böylece eczane işletmesinde etik davranışlar açısından belli bir çerçeve çizilip, etik sorunlar karşısında eczane çalışanlarının etik davranış gösterme eğilimlerinin sosyo-demografik özellikleri açısından farklılaşıp farklılaşmadığı araştırılacaktır.

1. ETİK KAVRAMI İLE İLGİLİ GENEL BİLGİLER

1.1 Etik Kavramı

Etik kavramının kökeni, M.Ö. 500 yılına kadar dayanmakla beraber Sokrates, Platon ve Aristo gibi filozoflar, etik kavramı ile ilgili kendilerine göre farklı görüşler belirtmişlerdir (Pieper, 1999). Etik sözcüğü Yunanca bir kelime olup “Ethos” sözcüğünden türemiş olup, karakter anlamına gelmektedir. “Ethics” ise Ethos’tan türetilip ideal soyut alana işaret ederek, ahlak kurallarının ve ahlak değerlerinin incelenmesiyle ortaya çıkmaktadır. Buradan anlaşılacağı üzere etik, toplum içinde yapılması iyi olan veya olmayan ile yapılmaması iyi olan veya olmayan şeyleri belirlemek için çalışan bir felsefe dalıdır. Ayrıca iki farklı kullanımı vardır. İlkinde, alışkanlık ve töre anlamlarını taşır. Diğerinde ise eylemi yapan şahsın kabul edilmiş davranış kuralları ve diğer yargı ölçüleri hakkında düşünerek ve soru sorarak istenilen doğru davranışı gerçekleştirmek için bu davranışları sürekli tekrar edip alışkanlık haline getirme eylemidir (Gül ve Gökçe, 2008).

Bununla birlikte, etik kavramının kişiselde “kişinin nasıl davranması gerektiği?”, toplumsal açıdan ise “bireyler toplum içinde nasıl yaşamalı?” sorularının cevaplarını irdeleyen felsefi bir disiplin (Stroll vd., 2008) olduğu da ileri sürülmektedir.

1.2 Etiğin Kapsamı

Etiğin kapsamı, insan davranışı ve karakteri ile ilgili tutum ve davranışlarına bakarak doğrunun ve iyinin ne olduğunun araştırılmasıdır. Etik, ne yapmamız gerektiğini ve bunu neden yapmamız gerektiğinin cevabını araştırır. Ayrıca, bunu sadece yapmamız gereken davranış ile ilgili doğru bir davranış kararı vermemizle değil, verdiğimiz bu kararın doğruluğunu kanıtlamamızla da ilgilenir. Daha farklı bir anlatımla etik, ahlaki seçimlerimizi de etkileyen iyi gerekçeleri kapsar (Özçelikay vd., 1997).

Etik, insan davranışını, kişilerin birbirleriyle uygun ilişkilerini, amaçlarını ve insanların yükümlülüklerini araştırıp incelemektedir (Cevizci, 2002). Diğer taraftan, yeni oluşan değer sorunları ile ilgili açık uçlu, cevabı verilmemiş soruları tespit etmekte ve bu sorulara cevap aramaktadır. Ayrıca, eski değer sorunları ile ilgili geliştirilmiş ve kural olarak algılanan cevapları da güncel durumlar açısından tekrar incelemektedir. Bu kurallar uyulması gereken yasalar ve ahlaki yükümlülükler olarak da sayılabilir. Ayrıca bu kurallar, toplum tarafından dayatılan bir emir gibi olup “Ne yapmalıyım?” veya “Ne yapmamalıyım?” gibi soruların toplum tarafından belirlenmiş ve bazı yaptırımları olan kesin cevaplarıdır (Özcömert, 1997).

Etik, bireylerin davranış şekillerini ele almaktadır. Bu sebeple insanın geçmişini, insanoğlunun varoluşuna kadar götürmek mümkündür. Bireyin yaptığı tercihler, davranışlar, tutumlar bize etiğin varlığını ve ne şekilde ortaya konduğu hakkında bizlere bilgi vermektedir (Taş vd., 2005). Etik, yanlış davranışları, doğru davranışları, iyi davranışları, kötü davranışları araştırır, kişinin hayattaki hedefi üzerinde duran, doğru, iyi ve erdemli bir hayatın içeriklerini konu edinen bir felsefe dalıdır (Cevizci, 2008).

Etik, kişilerin eylemlerini, tercihlerini ve hayatları boyunca takınacakları tutum ve davranışlarını etkileyen ve doğrunun, yanlışın ya da iyinin, kötünün neler olabileceğini açıklamaya çalışan bir davranış kural ve ilkeleridir (Dedeoğlu, 2004).

Bununla birlikte, Beekun (1996) ise etiği, doğru davranışlar ile yanlış davranışları birbirinden ayırmamıza yarayan bir ahlak ilkesi olarak açıklamıştır. Buna göre etik, normatif bir alan olarak kuralları belirlerken, bireyin yapması gerekenleri ve yapmaması gerekenleri açıklamaktadır.

1.3 Yasalar ve Etik

Etik ilkeler, yıllar içinde gelişirken yasalar etik tartışmaların sonucunda ortaya çıkmaktadır. Etik tartışmaların zaman içinde yasalaşması, davranışların ne kadar uygun veya uygun olmadığını toplum ve bireylerin görüşleri alınarak ortak görüş birliğiyle oluşma sürecidir.

Yasalar, toplumdaki bireylerin davranışlarını ve tutumlarını yansıtırken, şu anki etik tartışmalar gelecekte oluşturulacak yasalar için birer kaynak oluşturmaktadır (Waluchow, 2003; LaFollette, 2000).

1.4 Etik İlkeler ve Eczacılık Etiği

Etiğin ilkelerini; kişinin veya toplumun özerkliğine saygı göstermek, kişiye veya topluma zarar vermemek, kişiye veya topluma yararlı olmak, sadakatli olmak, kötü davranışlarda bulunmamak, özgürlük, kişilere aydınlatılmış onam sunmak, doğru olmak, gizli kalacak şeylere gizli tutmak, verilen sözde durmak, gerçekleri söylemek, sır saklamak, eşit ve adaletli davranmak şeklinde sıralayabiliriz (Akpınar, 2015).

Etik kavramı çok eski bir kavram olmasına rağmen eczacılık alanında son yıllarda önem kazanmaya başlamıştır. Sağlık alanında hizmet verenlerde geçerli olan bazı temel ilkeler aşağıdaki gibidir (Akpınar, 2015; Ankuzem, 2003):

- Kişinin veya toplumun özerkliğine saygı gösterme ilkesi
- Kişiye veya topluma yararlı olma ilkesi

- Kişiyeye veya topluma zarar vermeme ilkesi
- Adaletli olma ilkesi
- Gizlilik-sır saklama-güvenirlik ilkesi

1.4.1 Özerkliğe Saygı İlkesi

Özerklik kişilerin kendileri ile kararları özgürce alabilmesi ve bu kararları özgürce davranışa geçirebilmeleridir. Ayrıca özerklik, bireyin özgürce düşünebilmesidir.

Özerklik tek başına düşünüldüğünde kişiyeye verilmiş bir hak olmamasına rağmen kişinin özerkliğine saygı gösterilmesi kişiyeye verilmiş bir haktır.

Sağlıkta özerklik hakkı ise hasta kişinin kendisine uygulanacak tedavi ve tedavi yöntemini seçmek ya da reddetmek olarak ifade edilir.

Sağlıkta özerklikte en temel ilke aydınlatılmış onamdır. Yani hasta kişinin hastalığı ve tedavisi hakkında bilgilendirildikten sonra yapılacak işlemler için izninin alınması şeklinde tanımlanabilir. Sağlıkta özerklik ilkesi için şunlar yazılabilir:

- Her zaman gerçekler söylenmelidir.
- Başkalarının özel hayatına saygılı olunmalıdır.
- Gizli bilgiler korunmalıdır.
- Hastalara müdahale ederken mutlaka onam alınmalıdır.
- Sorulduğunda başkalarının önemli kararlar almasına yardımcı olunmalıdır (Akpınar, 2015; Ankuzem, 2003).

1.4.2 Yararlılık İlkesi

Yararlılık, başkalarına yararlı olma veya yardım etme mecburiyeti getiren bir ilkedir. İlke "Hipokrat Andı" na dayandırılabilir. Bu antta geçen ve yararlılık ilkesine göre değerlendirilen söz, tanrılar şahit gösterilerek hekimin hastasının iyiliği için çalışacağını belirtmesidir (Erdemir, 2016).

1.4.3 Zarar Vermeme İlkesi

Bu ilkenin temeli hastaya zarar vermemekle beraber kötü davranışlardan kaçınmaktır (Ankuzem, 2003). Eczane açısından bakıldığında eczanede hastalara ilaçları temin etmek yararlılık ilkesi olarak düşünüleceği gibi reçetede yazıp hastaya zarar verebilecek bir ilacın varlığında reçeteyi hazırlamamak zarar vermeme ilkesi olarak düşünülebilir (Özlem, 2004).

1.4.4 Adalet İlkesi

Adalet, Arapça kökenli bir sözcük olup adil sözcüğünden türemiş olup bu kavram insan haklarıyla birlikte düşünölmek zorundadır. Adaletin yanı sıra adaletin dağıtılması da söz konusudur. Şu şekilde, tüm hak ve yükümlölüklerin topluma adaletli biçimde paylaşılmasıdır. Bu adil dağılımı yapacak kurum ve kuruluşlar, toplumun tüm hak ve yükümlölüklerini bireysel nitelik ve konumları doğrultusunda etik değerlere uygun dağılımını öngören bir anlayış biçimini benimsemelidir. Toplum yaşamında bireylerin temel haklarının eşit dağıtılmaması adaletsizliktir (Erdemir, 2011).

- Adil paylaşım ilkeleri:
- Herkese eşit paylaşım
- Her bir kişinin ihtiyacına göre paylaşım
- Bireysel çabaya göre paylaşım
- Kişinin katılımına göre paylaşım
- Kişinin hak ettiğine göre paylaşım.

Sağlık alanı ile uğraşanların adalet ilkesi genel olarak tıbbi ilaç ve kaynakların adaletli dağılımıyla ilgilidir (Özcömert, 1997).

1.4.5 Gizlilik –Sır Saklama –Güvenirlik İlkesi

Bu ilke bağlamında eczacılar aşağıdaki kurallara dikkat edilmelidir.

- Sağlık çalışanları hastanın bilgilerinin gizliliğini korumakta sorumludurlar. Ancak hastanın isteği doğrultusunda açıklanma olasılığı doğan bilgiler açıklanabilir.
- İzinsiz olarak hastaya ait bilgilere hastanın kendisi hariç kimsenin erişme hakkı yoktur.
- Toplum eczanede çalışan tüm çalışandan saygınlık ve güvenilirliklerini kaybetmemesini ister.

Ayrıca, aşağıdaki durumlarda hastaya ait bilgiler eczacı tarafından açıklanabilir (Ankuzem, 2003; Özcömert, 1997):

- Hastanın kendisinin veya bakıcısının bilgi istemesi durumunda,
- Gizli kalması yasal olarak sorun çıkaracak bilgiler elde edildiğinde,
- Yargı organlarının istemesi durumunda,
- Emniyet personelinin bir olay araştırmasında istemesi durumunda,
- Toplum sağlığının veya hastanın kendi sağlığını zora sokabilecek bir durum varlığında bilgiler açıklanabilir.

2. ECZACILIKTA KARŞILAŞILAN ETİK SORUNLAR

Birden fazla çözümü olan bir iş için en iyi bir çözüm mevcut iken herhangi bir çözümü olmayan bir durum için etik bir karar vermek oldukça önem arz etmektedir. Verilen bir kararda etik sorun olup olmadığının anlaşılması için aşağıdaki sorular sorulur. Eğer sorulan sorulara verilen cevaplar genelde “evet” çıkıyorsa etik bir sorun var demektir.

- Bir haksızlık var mı? Varsa bu haksızlık kime yapılmış?
- Yapılan davranış verilmiş bir sözü bozar mı?
- Yapılanın zararlı mı yoksa yararlı mı? Zarar ve yarar kime karşı?
- Kişiler arasındaki ilişkileri olumsuz etkiler mi?
- Kişilerin hak edişlerini olumsuz etkiler mi?
- Bu yapılan davranış saygısızlık mı? Saygısızlık ise kime karşı saygısızlık?

Ayrıca, eczanelerde karşılaşılan etik sorunlar aşağıdaki gibi sıralanabilir (Saygı, 2015; Erdemir, 2011):

- Hastaya şüpheli durumlarda ilaç hakkında bilgi verme,
- Son kullanma tarihi yaklaşmış olan ilacı verme,
- Endikasyonları henüz onaylanmamış veya kanıtlanmamış ilaçları verme,
- Gizlilik ilkesine uyma,
- Sağlık hizmetindeki kişilerle etkileşim,
- Ürünlerin fiyatlandırmasında hastalara karşı tarafsız olma,
- Reçeteleri ve OTC ürünlerini hazırlama,
- Eczacı ile İlaç Endüstrisi ilişkisi,
- Hastaları teşhis konusunda bilgilendirme veya açıklama yapma.

Bununla birlikte, eczacılık alanında bilgisayar teknolojisinin kullanımının artmasıyla birlikte potansiyel birçok etik ikilemler doğmuştur. Kullanılan otomasyon hasta-eczacı ilişkisini etkilemeye başlamıştır. Şöyle ki, bilgisayar teknolojisinden önce yazılan reçeteler sisteme girmeden hastaya verilmekteydi. Dolayısıyla hastanın bilgilerine sadece eczacı ulaşabildiğinden hastaya ait bilgilere ulaşılması çok zordu. Ancak, günümüzde bilgisayar teknolojisinin gelişmesi ve eczanelerde kullanılması ile, hastaya ait bilgiler bilgisayar data merkezlerinde depolanmaktadır. Bu veri merkezlerine ulaşabilenler ise hasta bilgilerinin gizliliğini bozabilmektedir. Bu çelişki eczacılık alanında bilgisayar kullanımının çok fazla yaygınlaşması sonucu etik konular arasında yerini almaya başlamıştır (Taş vd., 2005). Dolayısıyla bu durum, güncel etik sorunları arasında sayılabilir.

3. ARAŞTIRMA

3.1 Araştırmanın Amacı, Ölçekleri ve Etik Kurul İzni

Bu çalışmanın amacı, serbest eczanelerde yaşanan etik sorunlar ve bu sorunlar karşısında, eczane çalışanlarının, nasıl veya neye göre davrandıklarının sosyo-demografik özellikler açısından incelenmesidir. Araştırmanın amacına ulaşılması açısından ilk olarak Adıyaman Eczacı Odasından anket uygulama izni alınmıştır. Söz konusu izni takiben, araştırmanın etik olarak yürütülebilmesi ile ilgili, Adıyaman Üniversitesi Sosyal ve Beşerî Bilimler Etik Kurulu'ndan 12.01.2022 tarih ve 196 sayılı yazı ile onay alınmıştır.

3.2 Verilerin Elde Edilme Yöntemi, Zamanı ve Analiz Yöntemi

Verilerin elde edilmesinde anket yönteminden yararlanılmıştır. Anket soruları sosyo-demografik durum tespiti içeren sorulardan oluşmaktadır. Adıyaman Üniversitesi Sosyal ve Beşerî Bilimler Etik Kurulu'nun iznini müteakiben, anketler, 15.01.2022 ile 15.02.2022 tarihleri arasında, TRC12 Adıyaman ilinde faaliyet gösteren ve basit tesadüfi yöntemle seçilen 387 serbest eczane çalışanına yüz yüze uygulanmıştır. Fakat 35 anketin uygun bulunmamasından dolayı değerlendirmeye alınmamıştır. Analizler 352 anket üzerinden yapılmıştır.

Araştırmada kullanılan anket formunda, katılımcıların sosyo-demografik özelliklerini belirleyen 9 soru yer almaktadır. Anket formunda yer alan soruların cevaplanması istenmiş ve sonrasında kodlanarak veri seti oluşturulmuştur. Oluşturulan veri seti "SPSS 22.0" paket programında çözümlenerek verilerin analizi yapılmıştır.

İlk elden veri toplamak amacıyla araştırma konusu ile ilgili hazırlanan anket formu soruları, araştırma kapsamında TRC12 Adıyaman bölgesinde uygulanmıştır. Bölgede toplam çalışan sayısı hakkında bilgiye ulaşılamamıştır. Ancak, Eczacı Odası yetkilileriyle yapılan görüşmede 139 serbest eczanenin varlığından bahsedilmiştir. Bu çalışma kapsamında 352 serbest eczane çalışanlarına anket uygulanıp değerlendirmeye alınmıştır. Verilerin analiz aşamasında frekans analizi, ortalama analiz ve ki-kare testlerinden yararlanılmıştır.

3.3 Tanımlayıcı İstatistikler

Bu çalışmadaki hipotezler dışında ayrıca araştırmaya katılan serbest eczane çalışanlarının, cinsiyet, medeni durum, kuşak durumu, eczanedeki çalışan sayısı, eğitim seviyesi, iş deneyim düzeyi, görev durumu gibi tanımlayıcı özelliklere yer verilmiştir. Aşağıdaki tablolarda cinsiyet dağılımı, kuşak durumu, eğitim seviyesi, iş deneyimi düzeyi incelenmiştir.

Tablo 1: Serbest Eczane Çalışanların Cinsiyet Dağılımı

Cinsiyet	Frekans	Yüzde
Kadın	104	29,5
Erkek	248	70,5
Toplam	352	100,0

Araştırmada serbest eczane çalışanlarının cinsiyet dağılımına bakıldığında, %29,5'sinin kadın, %70,5'inin ise erkek olduğu görülmektedir. Araştırma kapsamındaki çalışanların büyük çoğunluğunun erkek olması, serbest eczanelerde erkek çalışanların yoğunluğuna dikkat çekmektedir.

Tablo 2: Serbest Eczane Çalışanların Kuşak Durumuna Göre Dağılımı

Kuşak Durumu	Frekans	Yüzde
BB Kuşağı	32	9,1

X Kuşağı	66	18,8
Y Kuşağı	137	38,9
Z Kuşağı	117	33,2
Toplam	352	100,0

Araştırmada serbest eczane çalışanları kuşak durumu açısından 4 grupta incelenmiştir. Buna göre, kuşak durumu açısından çalışanların, %9,1' inin Baby Boomers (BB) kuşağı, %18,8' inin X kuşağı, %38,9' unun Y kuşağı ve %33,2' sinin ise Z kuşağı olduğu görülmektedir. Bu sonuçlara göre, TRC12 Adıyaman Bölgesi'nde çalışanların çoğunluğunun 2022 yılı itibariyle 22-36 yaş aralığında olan Y kuşağından oluştuğu ve bunu 18-22 yaş aralığında olan Z kuşağının izlediği ve X kuşağından da az olan BB kuşağı ise toplam katılımcıların sadece %9,1'ine tekabül ettiği görülmektedir.

Tablo 3: Serbest Eczane Çalışanların Eğitim Durumu

Eğitim Durumu	Frekans	Yüzde
İlköğretim	29	8,2
Lise	137	38,9
Önlisans	69	19,6
Lisans	97	27,6
Yüksek Lisans	20	5,7
Toplam	352	100,0

Araştırma kapsamındaki serbest eczane çalışanlarının eğitim düzeyi beş gruba ayrılmıştır. Katılımcıların eğitim gruplarına göre %38,9' u lise, %8,2'si ilköğretim, %19,6'sı önlisans ve %27,6'sı ise lisans ve %5,7' si lisansüstü eğitim düzeyine göre dağılım gösterdikleri incelenmiştir. Buna göre, araştırmaya katılan eczane çalışanlarının büyük çoğunluğunun lise mezunu olmaları, iş için gerekli olan yetkinliklerinin çok yüksek olmadığı bir işte çalıştıkları söylenebilir. Ayrıca, katılımcılar içerisinde lisans ve lisansüstü eğitim düzeyine sahip olanların diğer katılımcılara göre düşük olması, iş gerekleri içerisinde eczane çalışanında yüksek eğitim düzeyinin aranmadığını göstermektedir.

Tablo 4: Serbest Eczane Çalışanların İş Deneyim Durumu

İş Deneyim Durumu	Frekans	Yüzde
0-3 yıl	78	22,2
4-7 yıl	100	28,4
8-11 yıl	64	18,2
12-15 yıl	63	17,9
16 yıl ve üzeri	47	13,4
Toplam	352	100,0

Araştırmada eczane çalışanlarının iş deneyim durumu beş gruba ayrılmıştır. Buna göre katılımcıların %22,2' sinin 0-3 yıl arasında, %28,4' ünün 4-7 yıl arasında, %18,2' sinin 8-11 yıl, %17,9' unun 12-15 yıl, %13,4' ünün 16 yıl ve üzeri iş deneyimine sahip oldukları görülmektedir. İş deneyim süreleri açısından 16 yıl ve üzeri iş deneyimine sahip çalışanların

toplam katılımcılar arasında en düşük orana sahip olması, TRC12 Adıyaman Bölgesi'nde eczane çalışanlarının daha genç yaşta olmasının tercih edildiğini göstermektedir.

3.4 Araştırmanın Hipotezleri

Araştırmanın amacına ulaşmak için geliştirilen hipotezler aşağıda verilmiştir:

- 1.H₁: Serbest eczane çalışanının mevzuat açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmaktadır.
- 2.H₁: Serbest eczane çalışanının hasta memnuniyeti açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmaktadır.
- 3.H₁: Serbest eczane çalışanının vicdan açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmaktadır.
- 4.H₁: Serbest eczane çalışanının din kuralları açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmaktadır.
- 5.H₁: Serbest eczane çalışanının mevzuat açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 6.H₁: Serbest eczane çalışanının hasta memnuniyeti açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 7.H₁: Serbest eczane çalışanının vicdan açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 8.H₁: Serbest eczane çalışanının din kuralları açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 9.H₁: Serbest eczane çalışanının mevzuat açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmaktadır.
- 10.H₁: Serbest eczane çalışanının hasta memnuniyeti açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmaktadır.
- 11.H₁: Serbest eczane çalışanının vicdan açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmaktadır.
- 12.H₁: Serbest eczane çalışanının din kuralları açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmaktadır.
- 13.H₁: Serbest eczane çalışanının mevzuat açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 14.H₁: Serbest eczane çalışanının hasta memnuniyeti açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 15.H₁: Serbest eczane çalışanının vicdan açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır.
- 16.H₁: Serbest eczane çalışanının din kuralları açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır.

3.5 Ki-Kare Testleri ile Hipotezlerin Test Edilmesi

Araştırmanın bu bölümünde, araştırmaya katılan eczane çalışanlarının eczanede yaşanan etik sorunlara karşı gösterdikleri davranışlarda vicdan, hasta memnuniyeti, mevzuat, din kuralları ile sosyo-demografik durumlarından cinsiyet, görev durumu, kuşak, eğitim seviyesi, iş deneyimi arasında ilişki bulunup bulunmadığına yönelik hipotezleri ki-kare bağımsızlık testi ve ortalama testleri ile analiz edilip ayrı ayrı incelenecektir.

3.5.1 Etik Davranış Göstermede Cinsiyet ile Mevzuat, Hasta Memnuniyeti, Vicdan, Din Kuralları Arasındaki İlişkiye Yönelik Tablolar ve Hipotez Yorumları

Tablo 5: Etik Davranış Göstermede Cinsiyet Açısından Ki-Kare Testi

	Değer	df	İst. Anlamlılık Değeri
Ki-Kare	0,979 ^a	3	0,806

Tablo 5'e göre Ki-Kare değerinin 0,979, istatistiksel anlamlılığın ise 0,806 ($p>0,05$) olması nedeniyle etik davranış göstermede cinsiyet ile mevzuat, hasta memnuniyeti, vicdan, din kuralları arasında anlamlı bir ilişki olmadığı ortaya çıkmıştır.

Ayrıca tabloya göre etik davranış göstermede cinsiyet açısından hipotezlerin yorumları ise şu şekildedir:

- Etik davranış göstermede cinsiyet ile mevzuat arasındaki ilişki ile ilgili hipotezleri için; H_1 hipotezi reddedilip, aksine " H_0 : Serbest eczane personelinin mevzuat açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede cinsiyet ile hasta memnuniyeti arasındaki ilişki ile ilgili hipotezler için, H_1 hipotezi reddedilip " H_0 : Serbest eczane personelinin hasta memnuniyeti açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede cinsiyet ile vicdan arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, " H_0 : Serbest eczane personelinin vicdan açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede cinsiyet ile din kuralları arasındaki ilişki ile ilgili hipotezleri için; H_1 hipotezi reddedilip, " H_0 : Serbest eczane personelinin din kuralları açısından etik davranış göstermesi ile cinsiyeti arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.

Tablo 6: Etik Davranış Göstermede Cinsiyet Açısından Çapraz Tablo

		Hasta memnuniyeti	Mevzuat	Din	Vicdan	Toplam
Kadın	Count	32	25	11	36	104
	% within cinsiyet	30,8%	24,0%	10,6%	34,6%	100,0%
Erkek	Count	81	67	20	80	248
	% within cinsiyet	32,7%	27,0%	8,1%	32,3%	100,0%
Toplam	Count	113	92	31	116	352
	% within cinsiyet	32,1%	26,1%	8,8%	33,0%	100,0%

Yukarıdaki çapraz tablo değerleri incelendiğinde, aşağıdaki sonuçlar elde edilmiştir.

- Araştırmaya katılım sağlayan serbest eczane çalışanlarının 104'ü kadın çalışandan oluşmaktadır. Bu kadın çalışanlar arasından etik sorunlar karşısında hasta memnuniyetine göre davranacağını ifade eden 32 kişi (%30,8), mevzuata göre davranacağını ifade eden 25 kişi (%24), dini kurallara göre davranacağını ifade eden 11 kişi (%10,6), vicdan yönünden davranacağını ifade eden 36 (%34,6) kişidir.
- Ayrıca, araştırmaya katılım sağlayan serbest eczane çalışanları 248'i erkek çalışandan oluşmaktadır. Bu erkek çalışanlar arasından etik sorunlar karşısında hasta memnuniyetine göre davranacağını ifade eden 81 kişi (%32,7), mevzuata göre davranacağını ifade eden 67 kişi (%27), dini kurallara göre davranacağını ifade eden 20 kişi (%8,1), vicdan yönünden davranacağını ifade eden ise 80 (%32,3) kişidir.

Buna göre, serbest eczane personelinin cinsiyet açısından etik davranış gösterme eğilimleri genel olarak değerlendirildiğinde; kadın çalışanlarda etik davranış gösterme eğiliminin vicdan, hasta memnuniyeti, mevzuat, din kuralları şeklinde en önemliden en az önemliye doğru sıralandığı gözlenmekte iken, erkek çalışanlarda ise hasta memnuniyeti ile vicdan sıralamasının yer değiştirdiği gözlenmektedir ancak sıralamanın birbirine çok benzer olduğu söylenebilir.

4.2 Etik Davranış Göstermede Eğitim Düzeyi ile Mevzuat, Hasta Memnuniyeti, Vicdan, Din Kuralları Arasındaki İlişkiye Yönelik Tablolar ve Hipotez Yorumları

Tablo 7: Etik Davranış Göstermede Eğitim Düzeyi Açısından Ki-Kare Testi

	Değer	df	İst. Anlamlılık değeri
Ki-Kare	20,143 ^a	12	0,064

Tablo 7'ye bakıldığında, Ki-Kare değerinin 20,143, istatistiksel anlamlılığı 0,064 ($p>0,05$) olması nedeniyle etik davranış göstermede eğitim seviyesi ile mevzuat, hasta memnuniyeti, vicdan, din kuralları arasında anlamlı bir ilişki olmadığı ortaya çıkmıştır.

Ayrıca tabloya göre etik davranış göstermede eğitim düzeyi açısından hipotezlerin yorumları ise şu şekildedir:

- Etik davranış göstermede eğitim düzeyi ile mevzuat arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip aksine, " H_0 : Serbest eczane personelinin mevzuat açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede eğitim düzeyi ile hasta memnuniyeti arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, " H_0 : Serbest eczane personelinin hasta memnuniyeti açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede eğitim düzeyi ile vicdan arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, " H_0 : Serbest eczane personelinin vicdan açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede eğitim düzeyi ile din kuralları arasındaki ilişki ile ilgili hipotezleri için; H_1 hipotezi reddedilip, " H_0 : Serbest eczane personelinin din kuralları açısından etik davranış göstermesi ile eğitim düzeyi arasında anlamlı ilişki bulunmamaktadır." hipotezi kabul edilmiştir.

Tablo 8: Etik Davranış Göstermede Eğitim Düzeyi Açısından Çapraz Tablo

		Hasta memnuniyeti	Mevzuat	Din	Vicdan	Toplam
İlköğretim	Count	7	7	3	12	29
	% within eğtmsev	24,1%	24,1%	10,3%	41,4%	100,0%
Lise	Count	45	25	17	50	137
	% within eğtmsev	32,8%	18,2%	12,4%	36,5%	100,0%
Önlisans	Count	27	16	6	20	69
	% within eğtmsev	39,1%	23,2%	8,7%	29,0%	100,0%
Lisans	Count	30	35	5	27	97
	% within eğtmsev	30,9%	36,1%	5,2%	27,8%	100,0%
Yüksek lisans	Count	4	9	0	7	20
	% within eğtmsev	20,0%	45,0%	0,0%	35,0%	100,0%
Toplam	Count	113	92	31	116	352
	% within eğtmsev	32,1%	26,1%	8,8%	33,0%	100,0%

Yukarıdaki çapraz tablo değerleri incelendiğinde, aşağıdaki sonuçlar elde edilmiştir:

- Araştırmaya katılan sağlayan serbest eczane çalışanlarının 29’u ilköğretim mezunudur. Bu kişiler arasından etik sorunlar karşısında hasta memnuniyetine göre davranacağını ifade eden 7 kişi (%24,1), mevzuata göre davranacağını ifade eden 7 kişi (%24,1), dini kurallara göre davranacağını ifade eden 3 kişi (%10,3), vicdan yönünden davranacağını ifade eden 12 kişi (%41,4) dir.
- Bununla birlikte, araştırmaya katılan serbest eczane çalışanlarının 137’si lise mezunudur. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 45 kişi (%32,8), mevzuata göre davranacağını ifade eden 25 kişi (%18,2), dini kurallara göre davranacağını ifade eden 17 kişi (%12,4), vicdan yönünden davranacağını ifade eden 50 kişi (%36,5) dir.
- Katılımcıların 69’u ise önlisans mezunudur. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 27 kişi (%39,1), mevzuata göre davranacağını ifade eden 16 kişi (%23,2), dini kurallara göre davranacağını ifade eden 6 kişi (%8,7), vicdan yönünden davranacağını ifade eden 20 kişi (%29,0) dir.
- Ayrıca, araştırmaya katılan serbest eczane çalışanlarının 97’si lisans mezunudur. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 30 kişi (%30,9), mevzuata göre davranacağını ifade eden 35 kişi (%36,1), dini kurallara göre davranacağını ifade eden 5 kişi (%5,2), vicdan yönünden davranacağını ifade eden 27 kişi (%27,8) dir.
- Katılımcıların 20’si ise yüksek lisans mezunudur. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 4 personel (%20), mevzuata göre davranacağını ifade eden 9 kişi (%45), dini kurallara göre davranacağını ifade eden ise yoktur ve vicdan yönünden davranacağını ifade eden 7 kişi (%35) dir.

Serbest eczane personelinin eğitim seviyesi açısından etik davranış gösterme eğilimleri genel olarak değerlendirildiğinde, ilköğretim düzeyinden lisans düzeyine kadar olan kısımda hasta memnuniyeti ve vicdan ile ilişkide belli bir artış olduğu lisans ve lisansüstü kısmında ise mevzuata daha önem verildiği görülmektedir.

4.3 Etik Davranış Göstermede Kuşak Durumu ile Mevzuat, Hasta Memnuniyeti, Vicdan, Din Kuralları Arasındaki İlişkiye Yönelik Tablolar ve Hipotez Yorumları

Tablo 9: Etik Davranış Göstermede Kuşak Durumu Açısından Ki-Kare Testi

	Değer	df	İst. Anlamlılık değeri
Ki-Kare	9,168 ^a	9	,422

Tablo 9’a bakıldığında, Ki-Kare değerinin 9,168, istatistiksel anlamlılığı 0,422 ($p>0,05$) olması nedeniyle etik davranış göstermede kuşak durumu ile mevzuat, hasta memnuniyeti, vicdan, din kuralları arasında anlamlı bir ilişki olmadığı ortaya çıkmıştır.

Ayrıca tabloya göre etik davranış göstermede kuşak durumu açısından hipotezlerin yorumları ise şu şekildedir:

- Etik davranış göstermede kuşak durumu ile mevzuat arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, H_0 : Serbest eczane personelinin mevzuat açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmamaktadır.” hipotezi kabul edilmiştir.
- Etik davranış göstermede kuşak durumu ile hasta memnuniyeti arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, “ H_0 : Serbest eczane personelinin hasta

memnuniyeti açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmamaktadır.” hipotezi kabul edilmiştir.

- Etik davranış göstermede kuşak durumu ile vicdan arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, “ H_0 : Serbest eczane personelinin vicdan açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmamaktadır.” hipotezi kabul edilmiştir.
- Etik davranış göstermede kuşak durumu ile din kuralları arasındaki ilişki ile ilgili hipotezleri için, H_1 hipotezi reddedilip, “ H_0 : Serbest eczane personelinin din kuralları açısından etik davranış göstermesi ile kuşak durumu arasında anlamlı ilişki bulunmamaktadır.” hipotezi kabul edilmiştir.

Tablo 10: Etik Davranış Göstermede Kuşak Durumu Açısından Çapraz Tablo

		Hasta memnuniyeti	Mevzuat	Din	Vicdan	Toplam
BB	Count	7	10	1	14	32
	% within dğumtrh	21,9%	31,3%	3,1%	43,8%	100,0%
X	Count	22	19	3	22	66
	% within dğumtrh	33,3%	28,8%	4,5%	33,3%	100,0%
Y	Count	49	31	12	45	137
	% within dğumtrh	35,8%	22,6%	8,8%	32,8%	100,0%
Z	Count	35	32	15	35	117
	% within dğumtrh	29,9%	27,4%	12,8%	29,9%	100,0%
Toplam	Count	113	92	31	116	352
	% within dğumtrh	32,1%	26,1%	8,8%	33,0%	100,0%

Çapraz tablo değerleri incelendiğinde, aşağıdaki sonuçlar elde edilmiştir:

- Araştırmaya katılan serbest eczane çalışanlarının 32’si BB kuşağı çalışanıdır. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 7 kişi (%21,9), mevzuata göre davranacağını ifade eden 10 kişi (%31,3), dini kurallara göre davranacağını ifade eden 1 kişi (%3,1), vicdan yönünden davranacağını ifade eden 14 kişi (%43,8) dir.
- Araştırmaya katılan serbest eczane çalışanlarının 66’sı X kuşağı çalışanıdır. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 22 kişi (%33,3), mevzuata göre davranacağını ifade eden 19 kişi (%28,8), dini kurallara göre davranacağını ifade eden 3 kişi (%4,5), vicdan yönünden davranacağını ifade eden 22 kişi (%33,3) dir.
- Araştırmaya katılan serbest eczane çalışanlarının 137’si Y kuşağı çalışanıdır. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 49 kişi (%35,8), mevzuata göre davranacağını ifade eden 31 kişi (%22,6), dini kurallara göre davranacağını ifade eden 12 kişi (%8,8), vicdan yönünden davranacağını ifade eden 45 kişi (%32,8) dir.
- Ayrıca, katılımcıların 117’si Z kuşağı çalışanıdır. Bu kişiler arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 35 kişi (%29,9), mevzuata göre davranacağını ifade eden 32 kişi (%27,4), dini kurallara göre davranacağını ifade eden 15 kişi (%12,8), vicdan yönünden davranacağını ifade eden 35 kişi (%29,9) dir.

Serbest eczane personelinin kuşak durumu açısından etik davranış gösterme eğilimleri genel olarak değerlendirildiğinde, özellikle BB kuşağının vicdan yönünden etik davranış gösterdiği söylenebilir.

4.4 Etik Davranış Göstermede İş Deneyimi ile Mevzuat, Hasta Memnuniyeti, Vicdan, Din Kuralları Arasındaki İlişkiye Yönelik Tablo ve Hipotezler

Tablo 11: Etik Davranış Göstermede İş Deneyimi Düzeyi Ki-Kare Testi

	Değer	df	İst. Anlamlılık değeri
Ki-Kare	24,353 ^a	12	,018

Tablo 11'e bakıldığında, Ki-Kare değerinin 24.353, istatistiksel anlamlılığı 0,018 ($p < 0.05$) olması nedeniyle etik davranış göstermede iş deneyimi ile mevzuat, hasta memnuniyeti, vicdan, din kuralları arasında anlamlı bir ilişki olduğu ortaya çıkmıştır.

Ayrıca tabloya göre etik davranış göstermede iş deneyimi açısından hipotezlerin yorumları ise şu şekildedir:

- Etik davranış göstermede iş deneyimi düzeyi ile mevzuat arasındaki ilişki ile ilgili hipotezleri için, H_0 hipotezi reddedilmiş olup, " H_1 : Serbest eczane personelinin mevzuat açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede iş deneyimi düzeyi ile hasta memnuniyeti arasındaki ilişki ile ilgili hipotezleri için, H_0 hipotezi reddedilmiş olup, " H_1 : Serbest eczane personelinin hasta memnuniyeti açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede iş deneyimi düzeyi ile vicdan arasındaki ilişki ile ilgili hipotezleri için; H_0 hipotezi reddedilmiş olup, " H_1 : Serbest eczane personelinin vicdan açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır." hipotezi kabul edilmiştir.
- Etik davranış göstermede iş deneyimi düzeyi ile din kuralları arasındaki ilişki ile ilgili hipotezleri için, H_0 hipotezi reddedilmiş olup, " H_1 : Serbest eczane personelinin din kuralları açısından etik davranış göstermesi ile iş deneyim düzeyi arasında anlamlı ilişki bulunmaktadır." hipotezi kabul edilmiştir.

Tablo 12: Etik Davranış Göstermede İş Deneyimi Düzeyi Açısından Çapraz Tablo

		Hasta				Toplam
		memnuniyeti	Mevzuat	Din	Vicdan	
0-3	Count	24	29	5	20	78
	% within işdny	30,8%	37,2%	6,4%	25,6%	100,0%
4-7	Count	32	22	17	29	100
	% within işdny	32,0%	22,0%	17,0%	29,0%	100,0%
8-11	Count	19	19	1	25	64
	% within işdny	29,7%	29,7%	1,6%	39,1%	100,0%
12-15	Count	22	14	6	21	63
	% within işdny	34,9%	22,2%	9,5%	33,3%	100,0%
16 yıl ve üzeri	Count	16	8	2	21	47
	% within işdny	34,0%	17,0%	4,3%	44,7%	100,0%
Toplam	Count	113	92	31	116	352

% within işdnyim	32,1%	26,1%	8,8%	33,0%	100,0%
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Çapraz tablo değerleri incelendiğinde, aşağıdaki sonuçlar elde edilmiştir:

- Katılımcı çalışanların 78'i 0-3 yıllık deneyim sahibidir. Bu çalışanlar arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 24 kişi (%30,8), mevzuata göre davranacağını ifade eden 29 kişi (%37,2), dini kurallara göre davranacağını ifade eden 5 kişi (%6,4), vicdan yönünden davranacağını ifade eden ise 20 kişi (%25,6) dir.
- Katılımcı çalışanların 100'ü 4-7 yıllık deneyim sahibidir. Bu çalışanlar arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 32 kişi (%32,0), mevzuata göre davranacağını ifade eden 22 kişi (%22,0), dini kurallara göre davranacağını ifade eden 17 kişi (%17,0), vicdan yönünden davranacağını ifade eden 29 kişi (%29,0) dir.
- Katılımcı çalışanların 64'ü 8-11 yıllık deneyim sahibidir. Bu çalışanlar arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 19 kişi (%29,7), mevzuata göre davranacağını ifade eden 19 kişi (%29,7), dini kurallara göre davranacağını ifade eden 1 kişi (%1,6), vicdan yönünden davranacağını ifade eden 25 kişi (%39,1) dir.
- Katılımcı çalışanların 63'ü 12-15 yıllık deneyim sahibidir. Bu çalışanlar arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 22 kişi (%34,9), mevzuata göre davranacağını ifade eden 14 kişi (%22,2), dini kurallara göre davranacağını ifade eden 6 kişi (%9,5), vicdan yönünden davranacağını ifade eden 21 kişi (%33,3) dir.
- Katılımcı çalışanların 47'si 16 yıl ve üzeri iş deneyimine sahiptir. Bu çalışanlar arasından etik sorunlar karşısında davranışlarının hasta memnuniyetine göre olacağını ifade eden 16 kişi (%34,0), mevzuata göre davranacağını ifade eden 8 kişi (%17,0), dini kurallara göre davranacağını ifade eden 2 kişi (%4,3), vicdan yönünden davranacağını ifade eden 21 kişi (%44,7) dir.

Serbest eczane çalışanının iş deneyim süreleri açısından etik davranış gösterme eğilimleri genel olarak değerlendirildiğinde, vicdan, hasta memnuniyeti, mevzuat, din kuralları şeklinde en önemliden en az önemliye doğru sıralandığı gözlenmektedir. Ancak, özellikle iş deneyim süresi arttıkça mevzuat açısından etik davranış gösterme eğiliminin de azaldığı görülmektedir.

SONUÇ VE ÖNERİLER

Bu çalışma ile ülkemizin TRC12 Bölgesi'nde (Adıyaman) faaliyet gösteren serbest eczanelerdeki çalışanların algıladığı etik sorunlara karşı tutumları incelenmiştir. Araştırma analizleri sonucunda, iş deneyimi ile etik sorunlara yaklaşım yönünden vicdan, hasta memnuniyeti, dini kurallar veya mevzuat değişkenleri arasında pozitif yönde anlamlı bir ilişki tespit edilmiştir. Ayrıca, serbest eczane çalışanlarının etik sorunlara yaklaşım yönünden vicdan, hasta memnuniyeti, dini kurallar veya mevzuat değişkenleri ile kuşak durumu, cinsiyet durumu ve iş deneyimi arasında anlamlı bir ilişki olup olmadığı incelenmiş olup bu durumlarda pozitif yönde bir anlamlı bir ilişki bulunmamıştır. Bu nedenle, araştırma amacına ulaşmış olduğu gözlemlenmiştir. Bu sonuç, Özkan (2017), Yılmaz (2014) ve Dikmen (2013)'in çalışmalarıyla da tutarlılık göstermektedir.

Çalışma evreni olan Adıyaman'da çoğunlukla eczane çalışanının eğitim düzeyinin düşük olduğu ve özellikle iş deneyim süresi arttıkça etik sorunlar karşısında davranışlarında mevzuat açısından etik davranış eğilimi gösterme durumunun azaldığı gözlemlenmiştir. Ayrıca serbest eczane personelinin cinsiyet açısından etik davranış gösterme eğilimleri incelendiğinde genel

olarak kadınlarda; vicdan, hasta memnuniyeti, mevzuat, din kuralları şeklinde en önemliden en az önemliye doğru sıralandığı gözlenmekte iken, erkeklerde; hasta memnuniyeti ile vicdan sıralaması yer değiştirdiği görülmektedir. Serbest eczane personelinin eğitim seviyesi açısından etik davranış gösterme eğilimleri incelendiğinde lisans düzeyine kadar kısmında aşağıdan yukarı doğru hasta memnuniyeti ve vicdan ile ilişkide belli bir artış olduğu lisans ve lisansüstü kısmında ise mevzuata daha önem verildiği görülmektedir. Serbest eczane personelinin kuşak durumu açısından etik davranış gösterme eğilimleri incelendiğinde ise özellikle BB kuşağının vicdan yönünden daha fazla davrandığı gözlemlenmektedir.

Ayrıca, bu araştırmadaki bulgular birlikte değerlendirildiğinde, serbest eczane çalışanının iş deneyim süreleri ile etik davranış gösterme eğilimleri arasında pozitif yönde anlamlı bir ilişki bulunmasına rağmen iş deneyim süresi arttıkça mevzuat açısından etik davranış gösterme eğiliminin azalması, konunun sebebinin araştırılmasını ve gerekli önlemlerin alınmasını önemli hale getirmektedir. Bu durum, etik sorunların çözümünde farklı yollar izlendiğini ve iş deneyimi açısından da farklılıklar gösterdiğini ortaya koymaktadır. TRC12 Bölgesi (Adıyaman) serbest eczane çalışanları üzerinde yapılan bu çalışma ve literatürde geçen çalışmalar (Özkan, 2017; Yılmaz, 2014; Dikmen, 2013) birlikte değerlendirildiğinde, iş deneyimi ile etik davranışlar arasında pozitif ve anlamlı bir ilişki olduğu açıkça doğrulanmaktadır. Dolayısıyla bu çalışma, iş deneyiminin işletmeler açısından önemini gösteren bir kılavuz olarak da sunulabilir.

Sonuç olarak etik sorunlara yönelik, serbest eczane çalışanlarının sosyo-demografik özelliklerindeki farklılıklardan kaynaklı değişik çözüm yaklaşımları eczane işletmesi açısından bazı sorunları beraberinde getirebilir. Bu sorunların çözümü bağlamında aşağıdaki öneriler sıralanabilir:

- Tüm eczane çalışanlarına etik sorunlar karşısında nasıl davranılmasının gerekliliğini içeren “etik davranış kuralları” içerikli seminerler düzenlenebilir. Bu şekilde çalışanlara etik davranışların nasıl olacağı hakkında gerekli bilgilendirmeler yapıp, etik sorunlar karşısında ortak bir tutum belirlenebilir.
- Çalışanlara eczanelerin sadece bir işletme olmadığını, öncelikli olarak birinci dereceden sağlık kuruluşu olduğunun bilincinin yerleştirilmesine önem verilebilir.
- Eczane işletmesinin sahibi olan kişilerin iş deneyimini artırma yönünde tutumlar geliştirip, çalışanların daha uzun süreler çalışmalarını sağlayabilirler.
- Eczane çalışanlarının ilaç bilgisi yönünden daha eğitilmiş, bilgili kişiler arasından seçilmesine dikkat edilebilir.

Bu araştırmada ve diğer araştırmalarda algılanan iş deneyimi ile etik davranış arasında bir ilişki olduğu anlaşılmaktadır. Bununla birlikte araştırma sadece eczanelerde yapıldığı için sınırlılık içermektedir. Konuya yönelik gelecekteki araştırmaların farklı iş alanlarında yapılması konunun daha iyi anlaşılmasını ve gerekli tedbirlerin alınmasını kolaylaştıracaktır.

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Etik Liderlik ile Örgütsel Bağlılık İlişkisi: TRC31 Bölgesinde Serbest Eczane Çalışanları Üzerinde Bir Araştırma

Emrah KARAKAYA

Adıyaman University
emrahkarakaya003@gmail.com
Orcid: 0000-0003-0232-962X

Gülşen KIRPIK

Adıyaman University
gkirpik@adiyaman.edu.tr
Orcid: 0000-0003-4785-9624

ÖZET

Bu çalışmanın amacı, etik liderlik ile örgütsel bağlılık arasındaki ilişkinin incelenmesidir. Söz konusu ilişkinin belirlenmesi amacıyla kullanılacak veri setine TRC31 Mardin Bölgesi'nde faaliyet gösteren serbest eczanelerdeki çalışanlara uygulanan anket yoluyla ulaşılmıştır. Araştırma sorularının etik olarak uygulanmasına yönelik, ölçek kullanım izni, Eczacı Odası onayı ve etik kurul izni alınmıştır. Çalışmanın örneklemini, basit tesadüfi örneklem yoluyla ulaşılan 386 eczane çalışanı oluşturmaktadır. Elde edilen veri setinin analiz işleminde, SPSS 22.0 paket programı kullanılmıştır. Analizler kapsamında, öncelikle güvenilirlik analizi, frekans analizi ve normallik testi yapılmıştır. Veriler normal dağılım özelliği göstermediğinden ($p < 0,01$) dolayı, araştırmanın hipotezlerinin test edilmesinde Mann Whitney U testi, Kruskal Wallis H testi ve Spearman rho korelasyon testinden yararlanılmıştır. Analiz sonucunda, etik liderlik ile örgütsel bağlılık arasında pozitif yönlü ve anlamlı bir ilişki ortaya konulmuştur.

Anahtar Kelimeler: Etik Liderlik, Örgütsel Bağlılık, Serbest Eczane Çalışanları, TRC31 Bölgesi.

The Relationship between Ethical Leadership and Organizational Commitment: A Study on Community Pharmacy Employees in the TRC31 Region

ABSTRACT

The aim of this study is to examine the relationship between ethical leadership and organizational commitment. The data set to be used to determine the relationship was obtained through the questionnaire applied to the employees in the community pharmacies operating in TRC31 Mardin Region. Permission to use the scale, approval of the Chamber of Pharmacists and ethics committee permission were obtained for the ethical implementation of the questionnaires. The sample of the study consists of 386 pharmacy employees reached through simple random sampling. SPSS 22.0 package program was used in the analysis of the obtained data set. Within the scope of the analysis, first of all, reliability analysis, frequency analysis and normality test were performed. Since the data did not show normal distribution ($p < 0.01$), Mann Whitney U test, Kruskal Wallis H test and Spearman rho correlation test were used to test the hypotheses of the research. As a result of the analysis, a positive and significant relationship was revealed between ethical leadership and organizational commitment.

Keywords: Ethical Leadership, Organizational Commitment, Community Pharmacy Employees, TRC31 Region.

GİRİŞ

Eczacı, konumundan dolayı bireylere daha yakındır. Bundan dolayı hastaların en yakın ve ilk sağlık danışmanı görevini üstlenmektedir. Hastaların doğru yönlendirilmesinde çok önemli rolü bulunmaktadır. İnsan sağlığı ile doğrudan bağlantılıdır. Eczacının aldığı eğitim ve sahip olduğu yeterli bilgi donanımı ona ilacın tek danışmanı olma unvanı kazandırmıştır. Günümüz eczacısı sadece en yakın sağlık danışmanı değil aynı zamanda bir işletme sahibidir. İşletme sahibi olarak çalışanlarına örnek bir yönetici olmalı ve etkili liderlik yapmalıdır. Öncelikle eczacı kendi eczanesinin sahibi ve yöneticisidir. Dolayısıyla eczacı, eczanedeki faaliyetleri planlar, organize eder, koordine eder ve kontrol eder. Söz konusu yönetim fonksiyonlarını yerine getirirken farklı liderlik tarzlarını kullanabilir. Ancak, eczacılık mesleği doğrudan hastalara yönelik olduğundan yapılan tüm iş ve işlemlerinde etik olması gerekmektedir. Gerek yürürlükteki eczacılık mevzuatı gerekse eczacının toplumsal rolünden dolayı serbest eczacıların etik liderlik davranış ve stratejilerini geliştirmesi ve uygulaması beklenmektedir. Çünkü eczacı kendi işyerinin lideridir ve eczacının davranışlarının kendi çalışanları üzerinde etkili olması kaçınılmazdır. Etik davranış özelliği gösteren bir lider eczacı, çalışanları üzerinde olumlu etkiler yaratacaktır. Örneğin, çalışanın eczaneye gösterdiği bağlılık düzeyi bu olumlu sonuçlardan birisidir. Tüm çalışma alanlarında eczacı değişim ve liderlik rollerini kullanmak zorundadırlar. Eczacıların hastalar ve ilaç firmaları ile iletişimde, eczanedeki çalışanları organize etmede iyi geliştirilmiş bir yönetim becerilerine gereksinimleri vardır. Eczacı olarak toplumu sağlıklı yaşam ve sağlıklı çevre oluşturmaya yönlendirmede eczacılara büyük görev düşmektedir. Eczacının davranışları stratejileri çalışanların eczaneye bağlılığını etkilemektedir.

Liderlik ile ilgili yapılan araştırmalara baktığımızda, bu araştırmaların bir kısmında liderlik özellikleri, davranışları ele alınırken (Rahim, 2004; Lee, 1977), bazılarında ise liderlik ile örgütsel sonuçlar arasındaki etkileşim araştırma konusu olmuştur (Madenoglu vd., 2014). Örgütsel bağlılık ve liderlik kavramı toplumları etkileme ve yönlendirme açısından önemli kavramlardır. Bu kavramlar çok sayıda araştırmacı tarafından incelenmiş ve çok sayıda araştırmaya konu edilmiştir (Madenoglu vd., 2014; Zhu, 2008). Belirlenen hedeflere ulaşmada liderlik önemli olmaktadır. Bir işletmede işlerin belli bir düzen ve plana göre yürüyebilmesi için bir lidere ve bu liderin rehberlik ettiği gruba ihtiyaç vardır. Lider çalışanın işte ki performansını, motivasyonunu işi sevme/sevmeme ve işe olan bağlılığını önemli ölçüde etkilemektedir. Bundan dolayı liderin davranışları, stratejileri çalışanların inanç ve davranışlarını etkilemekte olup; çalışanların örgütsel bağlılıklarını artırmada etkili olduğu pek çok araştırma sonucunda ortaya konulmuştur (Uğurlu ve Üstüner, 2011; Özdaşlı ve Akın, 2013).

Bu çalışmada, serbest eczane çalışanlarının yöneticilerine yönelik etik liderlik algıları ile örgütsel bağlılık düzeyleri arasındaki ilişkinin incelenmesi amaçlanmaktadır. Eczacıları yönelik yapılan çalışmalar incelendiğinde, ulusal (Akpınar, 2015; Çetin Gürkan ve Akay, 2021) ve uluslararası düzeyde (Dooley, 2022; Kairuz, 2022) çeşitli çalışmalar olmasına rağmen, etik liderlik ve örgütsel bağlılık ile ilgili yapılan çalışmalara rastlanılmamıştır. Dolayısıyla, bu araştırma sonucunda elde edilecek bilgi ve bulguların literatüre önemli katkılar sunacağı, literatürdeki boşluğu dolduracağı, eczacılık sektöründeki yöneticilere ve diğer ilgililere ışık tutacağı düşünülmüştür.

1. ETİK LİDERLİK

Etik kavramı, Latince'deki "ethos" sözcüğünden gelmektedir, ayrıca iki kullanımı vardır. Birincisinde, alışkanlık ve töre anlamlarını taşır. Diğerinde ise eylemi yapan kişi, benimsenmiş davranış normlarını ve diğer yargılarının ölçülerini sorgulayarak, üzerinde düşünerek istenilen iyiyi gerçekleştirmek için onları alışkanlığa dönüştürme eylemidir (Pieper, 1999).

Etik kavramı özelde “nasıl davranmalı?”, genelde ise “nasıl yaşamalı?” sorularına cevap arayan, fikirleri inceleyen ve analiz eden felsefi bir disiplindir (Stroll vd., 2008). Etik, neyin yanlış ve doğru, neyin iyi ve kötü olduğunu araştıran, kişi hayatının hedefinin ne olması gerektiği üzerinde duran, ahlaklı ve erdemli bir yaşam şeklinin hangi unsurları içinde barındırdığını konu alan bir felsefe dalıdır (Cevizci, 2008). Etik, kişilerin eylemlerini, tercihlerini ve davranışlarını etkileyen ve doğru ya da yanlışın, iyi veya kötünün ne olduğunu ortaya koymayı amaçlayan hayat tarzıdır (Dedeoğlu, 2004).

Etiğin tanımı toplumdan topluma değişiklik gösterebilmektedir. Örneğin, geçimini tarımla ile sağlayan bir toplumda bireyler yiyecek ihtiyaçlarını büyük bir çaba ve emekle karşılarlar. Bundan dolayı malların çalınması ve özel mülkiyete saygı gösterilmemesi konusunda böyle toplumlar hem çok hassas olurlar hem de onlar için kabul edilemez bir davranış olur (Callicott, 1986). Günlük hayatımızda gün geçtikçe daha fazla yer alan etik kavramı, batıda son dönemlerde çok değişik uğraş ve etkinlik alanlarında araştırılmaya ve bu alanlardaki davranış ve yaklaşımlar etik değerler açısından ele alınmaya, tartışılmaya başlamıştır. Ülkemizde de bu alanda (etik alanında) yapılan çalışmalar, son dönemlerde hız kazanmıştır (İnayet, 2006:13).

Etik, bireylerin davranışlarına yön verir ve bireyin davranış şekillerini ele almaktadır (Taş vd., 2006). Beekun (1997) tarafından ise etik, yanlış ve doğruyu birbirinden ayıran ahlaki ilkelerin bütünü olarak tanımlanmıştır. Bu açıdan etik, kuralları belirleyen bir alandır. Çünkü etik, kişinin yapması ya da yapmaması gerekeni belirlemektedir.

1.1 Etik Liderliğin Önemi

Etik liderlik, etik olgunluk bakımından da önemlilik arz etmektedir. Etik olgunluktaki bireyler, iyi ve kötü hakkında karar alma/verme sürecinde sahip oldukları etik değerler ile doğru seçimi yapabilmektedir. Bireyin takipçilerine hem iş hem de özel hayatında etik yönden örnek olması etik olgunluk olarak tanımlanmaktadır. Etik olgunluktan yoksun olan bir liderin başarısız olması kaçınılmazdır. Bundan dolayı lider örgütün hedeflerini gerçekleştirebilmek için etik yönden olgun olması gerekmektedir (Yılmaz, 2006). Etik liderler örgütteki tüm üyelerin birbirleri ile etkili iletişim kurmasında faydalıdır. Etik liderler, personelin performansını ve organizasyonun sonuçlarını olumlu yönde etkilemektedir (Niemeyer ve Cavazotte, 2016). Etik lider, üyelerinin duyguları ve düşünceleri hakkında bilgi edinir. Liderin anlayışlı bu tutumu üyelerin konuşmaya ve önerilerde bulunmasını sağlar (Duanxu vd., 2015).

Etik bir yaşam tarzı, bireyler için vazgeçilmez bir durum haline gelmiştir. Çünkü felsefi öğretiler, ideolojiler insanlar için iyi, güzel ve doğru ilkeler doğrultusunda düşünmeyi ve yaşamayı amaçlarlar. İnsanlar, hayatlarının tüm alanlarında iyi, güzel ve doğru kavramların biçimlendirdiği bir kişilik doğrultusunda, karakter oluşumunda yaşamak durumundadırlar. Ancak, etik değerlerden yoksun bir birey dahil olduğu organizasyon ortamında her ne kadar sınırlama olsa da etik dışı hareketler ve davranışlar sergileyebilmektedir. Dolayısıyla, bu kavram (etik liderlik kavramı) toplumsal yaşamın hemen hemen her alanında bireylerin davranış biçimlerini şekillendirmede etkili olduğu söylenebilir. Etik liderlik, doğruluk, güvenilirlik gibi özelliklerin yanında, değerlere ağırlık veren ruhsal liderlik kavramını ön plana çıkarmaktadır. Liderlerin duygu dünyası içerisindeki doğru, yanlış iyi, kötü, sadakatli, erdemli gibi değerler etik liderlerin değerlerinin bir parçası olarak görülebilmektedir (Uğurlu, 2009).

2. ÖRGÜTSEL BAĞLILIK

Örgüt, belirlenmiş olan hedefi ya da eylemi gerçekleştirmek vasıtasıyla bir araya gelmiş grupların ya da kişilerin oluşturduğu birlik olarak tanımlanmaktadır (Etzioni, 1969). Örgütün belirlediği hedeflere ulaşmasında üyelerinin örgüte olan bağlılığı önemli derecede

etkilemektedir. Üyenin örgütün çıkarlarını kendi çıkarlarından üstün görmesi örgütsel bağlılık olarak tanımlanabilir (Baysal ve Paksoy, 1999).

Etzioni'ye göre, örgütteki kişiler üzerinde uygulanan güç türüne göre bağlılık gelişmektedir (Hornung, 2010). Uygulanan bu güç türleri, zorlayıcı (ceza), ödüllendirici (para verilmesi, maddi ödüller) ve normatif (sevgi ve kabul edilme, itibar, prestij) olarak ayrılmıştır. Bu güç türlerine göre ise bağlılıkları ahlaki, çıkarıcı ve zoraki bağlılık olarak ayırmıştır (Etzioni, 1969). Ayrıca, Etzioni'ye göre, zorlayıcı gücün hâkim olduğu örgütlerde zoraki bağlılık, ödüllendirici gücün hâkim olduğu örgütlerde çıkarıcı bağlılık ve kuralcı gücün hâkim olduğu örgütlerde ise ahlaki bağlılık oluşacaktır. Zoraki bağlılıkta kişi içsel olarak örgüte bağlılık duymamasına karşın üye olarak kalmaya zorlanırken, çıkarıcı bağlılıkta kişi verilen ödüle karşılık yapılacak işe uygun ölçüde bir bağlılık ortaya koymaktadır. Ahlaki bağlılığın olduğu örgütte ise birey örgüt amacını değerli saymakta ve işi her şeyden önce ona değer verdiği için yapmaktadır (Balay, 2000).

Örgütsel bağlılık ile ilgili birçok araştırma yapılmış olup yapılan araştırmalar 1960'lı yıllara kadar dayanır. Bu konuda en çok kabul gören araştırmacılar; Becker (1960), Etzioni (1969), Kanter (1968), Mowday, Steers & Porter (1979), O'Reilly & Chatman (1986) ve Allen & Meyer (1990)'dir.

Örgütsel bağlılık ile ilgili ilk sınıflama Becker (1960) tarafından yapılmıştır. Becker, örgütsel bağlılık kavramını, bireyin örgütle karşılıklı iki taraf olarak bahse girdikleri bir süreç olarak tanımlamaktadır ve "bilinçli bir taraf tutma davranışı" olarak ifade etmektedir. Bununla birlikte, Kanter (1968) ise, örgütsel bağlılığı, örgütün hedeflerini gerçekleştirmek için üyelerin çabaladığı bir süreç olarak tanımlamıştır. Ayrıca bağlılığı üç gruba ayırmıştır. Bunlar; devama yönelik bağlılık, uyum bağlılığı ve kontrol bağlılığıdır.

Mowday ve arkadaşları (1979) örgütsel bağlılığı, bireyin eylemleri aracılığıyla faaliyetlerine ve örgüte olan ilgisini güçlendiren inançlarına bağlanması şeklinde tanımlayarak, davranışsal bağlılık ve tutumsal bağlılık olarak ikiye ayırmıştır.

O'Reilly ve Chatman (1986) örgütsel bağlılığı, bireyin organizasyona karşı içsel (duygusal) olarak bağlanma olarak tanımlamıştır. Ayrıca bağlılığı üç grupta incelemiştir. Bunlar; uyum bağlılığı, özdeşleşme bağlılığı ve içselleştirme bağlılığıdır. Bununla birlikte Allen ve Meyer (1990)'de örgütsel bağlılığı üç grupta incelemiş ve bunları; duygusal, devamlılık ve normatif bağlılık olarak ayırmıştır. Duygusal bağlılığa sahip olan birey örgütte kalma isteğini, devamlılık bağlılığına sahip olan birey örgütte kalması gerektiğini, normatif bağlılığa sahip olan birey ise örgütte kalmak zorunda olduğunu düşünür. Bu üç yaklaşımın ortak yanı, bağlılığın bireyin örgütle ilişkisini özgünleştirmesi ve örgütte kalıp kalmayacağı kararında etkili olmasıdır (Meyer vd., 1993).

Yahaya ve Ebrahim (2016) örgütsel bağlılığın olumlu etkilerinin iyi olduğunu vurgulamaktadır. Bağlılığın artması ile örgütün hedeflerini gerçekleştirmesi hem kolay olur hem de gerçekleşme ihtimali daha yüksek olur. Bağlılığın yüksek olduğu örgütte üyelerin verimliliği de yüksek olur. Farkındalık ve çalışan güçlendirmenin örgütsel bağlılık üzerindeki etkisi, örgütsel açıdan kritik öneme sahiptir. Çalışanlar yeterli düzeyde olmadığında örgütsel bağlılık kusurlu olabilmektedir (Amuson vd., 2017).

Örgütsel bağlılık ile ilgili bu açıklamalara baktığımız zaman; "örgütsel bağlılık, üyenin benimsediği örgütün amaç ve değerlerini kabul etmesi, belirlenen hedeflere ulaşmak için çaba sarf etmesi ve örgütte kalma isteği olarak tanımlayabiliriz. Ayrıca bireyin kişisel özellikleri de örgüte olan bağlılığını etkilemektedir. Etik değerlere sahip olan bireyler bulunduğu gruba uyum sağlamada zorluk çekmezler bu da grubuna olan bağlılığını önemli ölçüde etkilemektedir. Bununla birlikte, örgütsel bağlılık ile ilgili araştırmaların 1950'li yıllara kadar dayandığı

görülmektedir (bkz. Tablo 1). Becker (1960) tarafından yapılan çalışmada, bağlılık kavramının yaygın olarak kullanılmasına rağmen, çok az sayıda analizinin yapıldığı belirtilmektedir.

3. KONUYA YÖNELİK LİTERATÜR TARAMASI

Google Scholar veri tabanında yapılan araştırmalar neticesinde ulaşılan bilgiler, Becker'in çalışmasını destekler nitelikte olup, elde edilen bilgiler aşağıdaki tabloda özetlenmiştir.

Tablo-1: Örgütsel Bağlılık, Etik Liderlik ve Serbest Eczane ile İlgili yapılan Bilimsel Çalışmaların Yıllara Göre Dağılımı

Yıllar	“Örgütsel bağlılık”	“Etik Liderlik”	“Etik Liderlik”, “Örgütsel Bağlılık”, “Eczane”
1951-1960	24	26	0
1961-1970	182	40	0
1971-1980	1.100	90	0
1981-1990	4.430	235	1
1991-2000	15.100	1.220	3
2001-2010	65.800	7.850	12
2011-2020	171.000	25.700	365
2021-2022	17.600	9.320	129

Kaynak: Google Scholar (URL-1, URL-2 ve URL-3)

Google Scholar veri tabanında 1951-1960 yılı seçilip, “organizational commitment” yazıldığında 24 bilimsel çalışmaya (URL-1) ve “ethical leadership” yazıldığında ise 26 bilimsel çalışmaya ulaşılmıştır (URL-2). Ancak, bu araştırmanın temel konusu olan kavramlar olarak “ethical leadership”, “organizational commitment”, “pharmacy” yazıldığında ise hiçbir çalışmaya ulaşılamamıştır (URL-3). Zaman içerisinde yapılan çalışmaların sayısı artmakla birlikte en hızlı yaşanan değişimin son 20 yıl içerisinde olduğu gözlenmektedir. Diğer taraftan hem etik liderlik hem örgütsel bağlılık hem de eczane kavramlarının birlikte yer aldığı bilimsel çalışmaların 2010 sonrasında arttığı ve özellikle son 10 yılda popüler olduğu tablodaki bilgilerden anlaşılmaktadır. Kaldı ki henüz 1,5 yıl bile olmadan her üç kavramın birlikte çalışıldığı bilimsel çalışma sayısının 129’u bulunduğu görülmektedir.

Literatürde yer alan bilgilerden de anlaşılacağı üzere, eczane çalışanları üzerinde, etik liderlik ve örgütsel bağlılık kavramlarının çok sınırlı sayıda çalışıldığı ve dolayısıyla literatürde bu alanda önemli bir eksiklik olduğu söylenebilir. Bu çalışma ile literatürdeki boşluğun doldurulmaya çalışılması da amaçlanmıştır

4. ARAŞTIRMA ve BULGULAR

4.1 Araştırmanın Amacı, Ölçekleri ve Etik Kurul İzni

Bu çalışmanın amacı, TRC31 Mardin ilinde faaliyet gösteren serbest eczanelerde çalışanların algıladığı etik liderlik ile örgütsel bağlılık arasındaki ilişkinin incelenmesidir. Ayrıca, çalışanların sosyo-demografik özelliklerinin etik liderlik ve örgütsel bağlılık düzeylerini etkileyip etkilemediği de araştırılacaktır. Araştırmanın amacına ulaşılmasında, Türkiye’de daha

önce geçerliliği ve güvenilirliği incelenmiş olan “Etik Liderlik Ölçeği” (Tuna ve Bircan, 2012) ile “Örgütsel Bağlılık Ölçeği” (Ergün ve Çelik, 2019) kullanılmıştır. Her iki ölçeğin sorumlu yazarlarından ölçek kullanım izni alınmıştır. Daha sonra Mardin Eczacı Odasından anket uygulama izni alınmıştır. Söz konusu izinleri takiben ise, araştırmanın etik olarak yürütülebilmesi ile ilgili, Adıyaman Üniversitesi Sosyal ve Beşerî Bilimler Etik Kurulu’ndan 25.11.2021 tarih ve 155 sayılı yazı ile onay alınmıştır.

4.2 Verilerin Elde Edilme Yöntemi ve Zamanı

Verilerin elde edilmesinde anket yönteminden yararlanılmıştır. Anket soruları sosyo-demografik sorular ile etik liderlik ve örgütsel bağlılık ölçeklerinin ifadelerinden oluşmaktadır. Adıyaman Üniversitesi Sosyal ve Beşerî Bilimler Etik Kurulu’nun iznini müteakiben, anketler, 15.12.2021 ile 15.02.2022 tarihleri arasında, TRC31 Mardin ilinde faaliyet gösteren ve tesadüfi bir yöntem ile seçilen 398 serbest eczane çalışanına yüz yüze uygulanmıştır. Ancak, uygun olmadığına karar verilen 12 anket kapsam dışı bırakılmıştır. Dolayısıyla bu araştırmanın örneklemini 386 çalışan oluşturmuştur. Ana kütlenin tespiti için Mardin Eczacı Odası’nın internet sitesi kontrol edilmiş ancak ilgili bilgiye ulaşılamamıştır. Eczacı Odası yetkilileriyle yapılan görüşmede 221 serbest eczanenin varlığından bahsedilmiştir. Bu çalışma kapsamında 126 serbest eczanenin çalışanlarına anket uygulanmıştır. Dolayısıyla, ana kütlenin yaklaşık olarak %57’sine ulaşıldığı söylenilebilir.

4.3 Araştırmanın Hipotezleri

Çalışmanın amaçları doğrultusunda geliştirilen üç ana hipotez aşağıda sunulmuştur

- 1.H₁: Serbest eczane çalışanının etik liderlik algı düzeyleri ile örgütsel bağlılık düzeyleri arasında anlamlı bir ilişki bulunmaktadır.
- 2.H₁: Serbest eczane çalışanının algıladığı etik liderlik düzeyi sosyo-demografik özellikler açısından farklılık göstermektedir.
- 3.H₁: Serbest eczane çalışanının örgütsel bağlılık düzeyi sosyo-demografik özellikler açısından farklılık göstermektedir.

4.4 Bulgular

4.4.1 Sosyo-demografik Özelliklerin Betimleyici Analizi

Araştırmaya katılan serbest eczane çalışanının cinsiyet, medeni durum, eğitim durumu, iş deneyim durumu, kuşak durumu, eş çalışma durumu, gelir durumu, görev durumu, eczanedeki personel sayısı durumu ve bakmakla yükümlü kişi sayısı durumlarına yönelik betimleyici analizler yapılmıştır. Bu bağlamda, frekans ve yüzde analizlerinden yararlanılmıştır. Bu analizler sonucunda, araştırmaya katılan serbest eczane çalışanının %78,8’inin erkek (304 kişi), %21,2’sinin kadın (82 kişi), %79,8’inin evli (308 kişi), %20,2’sinin bekar, %67,6’sının Y kuşağından (261 kişi), %21,8’inin X kuşağından (84 kişi), %10,6’sının Z kuşağından (41 kişi), %19,7’sinin eşi çalışıyor (76 kişi), %59,8’inin eşi ise çalışmıyor (231) olduğu ortaya konulmuştur. Çalışanların bakmakla yükümlü kişi sayısı açısından incelendiğinde %29,5’inin 1-3 arası kişiye, %69,2’sinin 4-6 arası kişiye, %1,3’ünün ise 7-9 arası kişiye bakmakla yükümlü olduğu gözlemlenmiştir. Görev durumu açısından incelendiğinde, çalışanların %92,7’sinin diğer personel olduğu, %7,3’ünün yardımcı eczacı olduğu görülmektedir. Eczanedeki personel sayısına bakıldığında %80,6’sının 1-3 arası personelden, %19,4’ünün ise 4-6 arası personelden oluştuğu görülmüştür. Maaş durumu açısından incelendiğinde %13,2’sinin 3000 TL ve aşağısında ücret aldığı tespit edilirken, %86,5’inin 3001-6000 TL arası maaş aldığı belirlenmiştir. Ayrıca iş deneyimi açısından yapılan analiz sonuçları incelendiğinde katılımcıların %30,3’ünün 16 yıl ve üzerinde, %26,7’sinin 12-15 yıl arasında, %20,7’sinin 8-11 yıl arasında, %12,4’ünün 4-7 yıl arasında ve %9,8’inin ise 0-3 yıl iş deneyimine sahip olduğu gözlenmiştir. Ayrıca, katılımcıların eğitim durumları incelendiğinde, %67’sinin lise mezunu,

%23,6'sının ön lisans mezunu, %2,1'inin lisans mezunu ve %7,3'ünün ise yüksek lisans mezunu olduğu belirlenmiştir.

Buna göre, TRC31 Mardin bölgesinde faaliyet gösteren serbest eczanelerde çalışan çalışanın çoğunluğunun Y kuşağı, erkek, evli, lise mezunu, 3001-6000 TL arası maaş aldığı, 4-6 arası kişiye bakmakla yükümlü olduğu, görev durumu olarak diğer personelden oluştuğu ve 10 yıldan fazla iş deneyimine sahip olduğu söylenebilir.

4.4.2 Güvenilirlik Analizleri ve Normal Dağılım Testi

Araştırmanın veri setinin çözümlenmesi işlemleri SPSS 22.0 istatistiki programı aracılığıyla yapılmıştır. Çalışmanın hipotezlerinin test edilmesi aşamasından önce etik liderlik ölçeği ve örgütsel bağlılık ölçeklerinin güvenilirlik analizleri yapılmıştır. Daha sonra, araştırma hipotezlerinin test edilmesinde hangi analiz yöntemlerinin kullanılacağına tespit etmek amacıyla normal dağılım testi uygulanmıştır. Veriler normal dağılım özelliği göstermediğinden ($p < 0,01$) dolayı, araştırmanın hipotezlerinin test edilmesinde non-parametrik analiz yöntemlerinden yararlanılmıştır.

Cronbach's alpha, araştırma projeleri için oluşturulan veya benimsenen testlerin ve ölçeklerin amaca uygun olup olmadığını belirlemek için sosyal ve örgütsel bilimlerde en yaygın olarak kullanılan güvenilirlik ölçütlerinden biridir (Taber, 2017; Bonett ve Wright, 2015).

Tablo 2: Güvenilirlik Analizi

Uygulama	Soru Sayısı	Cronbach's Alpha
Etik Liderlik Ölçeği	10	,986
Örgütsel Bağlılık Ölçeği	15	,689
Ölçek Sorularının Tamamı	25	,915

Taber (2017) tarafından yapılan çalışmada, alfa değerleri; mükemmel (0,93–0,94), güçlü (0,91–0,93), güvenilir (0,84–0,90), sağlam (0,81), oldukça yüksek (0,76–0,95), yüksek (0,73–0,95), iyi (0,71–0,91), nispeten yüksek (0,70–0,77), biraz düşük (0,68), makul (0,67–0,87), yeterli (0,64–0,85), orta (0,61–0,65), tatmin edici (0,58–0,97), kabul edilebilir (0,45) –0,98), yeterli (0,45–0,96), tatmin edici değil (0,40–0,55) ve düşük (0,11) şeklinde farklı şekillerde tanımlanmaktadır. Bu tanıma göre, Tablo 2'de yer alan bilgiler değerlendirildiğinde, araştırmada kullanılan etik liderlik ölçeğinin mükemmel düzeyde (0,986), örgütsel bağlılık ölçeğinin ise yeterli düzeyde (0,689) olduğu söylenebilir.

4.4.3 Korelasyon Analizi

Araştırmaya katılan serbest eczane çalışanın algıladığı etik liderlik düzeyi ile örgütsel bağlılık düzeyi arasındaki ilişkinin incelenmesi amacıyla korelasyon analizinden yararlanılmıştır. Ancak, verilerin normal dağılım özelliği göstermemesi sebebiyle Pearson korelasyon testi yerine Spearman rho korelasyon testi uygulanmıştır. Böylece, araştırmanın birinci ana hipotezinin konusu olan “etik liderlik ile örgütsel bağlılık” arasında anlamlı bir ilişkinin olup olmadığı incelenmiştir.

Tablo 3: Etik Liderlik ve Örgütsel Bağlılık Arasındaki İlişkinin Analizi

		Etik Liderlik	Örgütsel Bağlılık
Spearman's rho	Etik	Correlation Coefficient	1,000
	Liderlik	Sig. (2-tailed)	,261**
		N	386
	Örgütsel	Correlation Coefficient	,261**
	Bağlılık	Sig. (2-tailed)	,000
		N	386

** . Correlation is significant at the 0.01 level (2-tailed).

Spearman rho analiz sonucuna göre, etik liderlik ile örgütsel bağlılık düzeyleri arasında pozitif yönlü anlamlı bir ilişki olduğu görülmektedir ($r = 0,261$ ve $p = 0,000 < 0,05$). Buna göre,

serbest eczane çalışanının etik liderlik algı düzeyleri arttıkça örgütsel bağlılık düzeyleri de artmaktadır ya da serbest eczane çalışanının etik liderlik algı düzeyleri azaldıkça örgütsel bağlılık düzeyleri de azalmaktadır. Dolayısıyla, araştırmanın birinci ana hipotezi olan “1.H1: Serbest eczane çalışanının etik liderlik algı düzeyleri ile örgütsel bağlılık düzeyleri arasında anlamlı bir ilişki bulunmaktadır.” hipotezi kabul edilmiştir.

4.4.4 Farklılıkların Analizi

Araştırmaya katılan serbest eczane çalışanının algıladığı etik liderlik ile örgütsel bağlılık düzeylerinin cinsiyet, medeni durum, eğitim durumu, iş deneyim durumu, kuşak durumu, eş çalışma durumu, gelir durumu, görev durumu, eczanedeki personel sayısı durumu ve bakmakla yükümlü kişi sayısı açısından farklılık gösterip göstermediğine yönelik geliştirilen ana ve alt hipotezler, verilerin normal dağılım özelliği göstermemesi sebebiyle non-parametrik testlerden olan Mann Whitney U ve Kruskal Wallis H testleri ile analiz edilmiştir. Analiz sonuçları aşağıdaki tabloda özetlenmiştir.

Tablo 4: Farklılıkların Mann Whitney U ve Kruskal Wallis H testleri ile Analizi Sonuçları

Test Edilen Hipotez	Testin Türü	P	Hipotez Kabul /Red
2. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi sosyo-demografik özellikler açısından farklılık göstermektedir	Mann Whitney U ve Kruskal Wallis H	Ana hipoteze bağlı 10 hipotezin 7'si reddedilmiştir. Dolayısıyla, 2.H1 hipotezi az oranda kabul edilebilir.	
2.1. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi cinsiyet açısından farklılık göstermektedir.	Mann Whitney U	,669	Ret
2.2. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi medeni durum açısından farklılık göstermektedir	Mann Whitney U	,018	Kabul
2.3. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi eğitim durumu açısından farklılık göstermektedir	Kruskal Wallis H	,131	Ret
2.4. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi iş deneyimi açısından farklılık göstermektedir	Kruskal Wallis H	,058	Ret
2.5. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi kuşak durumu açısından farklılık göstermektedir	Kruskal Wallis H	,047	Kabul
2.6. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi eşin çalışma durumu açısından farklılık göstermektedir.	Mann Whitney U	,108	Ret
2.7. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi bireyin bakmakla yükümlü kişi sayısı açısından farklılık göstermektedir.	Kruskal Wallis H	,548	Ret
2.8. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi görev durumu açısından farklılık göstermektedir.	Mann Whitney U	,282	Ret
2.9. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi eczanedeki personel sayısı açısından farklılık göstermektedir.	Mann Whitney U	,983	Ret
2.10. H1: Serbest eczane çalışanının algıladığı etik liderlik düzeyi çalışanın maaş düzeyi açısından farklılık göstermektedir.	Mann Whitney U	,000	Kabul
3. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi sosyo-demografik özellikler açısından farklılık göstermektedir.	Mann Whitney U ve Kruskal Wallis H	Ana hipoteze bağlı 10 hipotezin 7'si kabul edilmiştir. Dolayısıyla, 3.H1 hipotezi büyük oranda kabul edilebilir.	
3.1. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi cinsiyet açısından farklılık göstermektedir	Mann Whitney U	,010	Kabul
3.2. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi medeni durum açısından farklılık göstermektedir.	Mann Whitney U	,024	Kabul

3.3. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi eğitim durumu açısından farklılık göstermektedir	Kruskal Wallis H	,165	Ret
3.4. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi iş deneyimi açısından farklılık göstermektedir.	Kruskal Wallis H	,000	Kabul
3.5. H1: Serbest eczane çalışanının örgütsel bağlılık düzeyi kuşak durumu açısından farklılık göstermektedir.	Kruskal Wallis H	,045	Kabul
3.6. H1: Serbest eczane çalışanının algıladığı örgütsel bağlılık düzeyi eşin çalışma durumu açısından farklılık göstermektedir.	Mann Whitney U	,107	Ret
3.7. H1: Serbest eczane çalışanının algıladığı örgütsel bağlılık düzeyi bireyin bakmakla yükümlü kişi sayısı açısından farklılık göstermektedir.	Kruskal Wallis H	,479	Ret
3.8. H1: Serbest eczane çalışanının algıladığı örgütsel bağlılık düzeyi görev durumu açısından farklılık göstermektedir.	Mann Whitney U	,035	Kabul
3.9. H1: Serbest eczane çalışanının algıladığı örgütsel bağlılık düzeyi eczanedeki personel sayısı açısından farklılık göstermektedir.	Mann Whitney U	,034	Kabul
3.10. H1: Serbest eczane çalışanının algıladığı örgütsel bağlılık düzeyi çalışanın maaş düzeyi açısından farklılık göstermektedir.	Mann Whitney U	.000	Kabul

Yukarıdaki tabloda verilen bulgular kısaca özetlenir ise, araştırmaya katılan serbest eczane çalışanının algıladığı etik liderlik düzeyinin medeni durum, kuşak durumu ve maaş durumu açısından farklılık gösterdiği ve ayrıca, örgütsel bağlılık düzeylerinin de cinsiyet, medeni durum, iş deneyim durumu, kuşak durumu, görev durumu, personel sayısı durumu ve maaş durumu açısından farklılık gösterdiği söylenebilir.

SONUÇ VE ÖNERİLER

Bu çalışma ile ülkemizin TRC31 Bölgesi'nde (Mardin) faaliyet gösteren serbest eczanelerdeki çalışanın algıladığı etik liderlik düzeyi ile örgütsel bağlılık düzeyleri arasındaki ilişki olup olmadığı incelenmiştir. Analiz sonucunda, her iki parametre arasında pozitif yönde anlamlı bir ilişki tespit edilmiştir. Ayrıca, serbest eczane çalışanının sosyo-demografik özelliklerine göre etik liderlik ile örgütsel bağlılık düzeyleri arasındaki farklılıkların istatistiksel açıdan anlamlı olup olmadığı da incelenmiştir. Çalışanın etik liderlik algı düzeylerinin medeni durum, gelir düzeyi ve kuşak durumuna göre anlamlı farklılıklara sebep olduğu belirlenmiştir. Bununla birlikte, özellikle örgütsel bağlılık düzeylerinin ise sosyo-demografik özelliklerin büyük çoğunluğunda anlamlı farklılık gösterdiği ortaya konulmuştur.

Literatür taraması sonucu etik liderlik ve örgütsel bağlılık kavramlarının birbirleri ile ilişkilerinin olduğu birçok çalışma sonuçlarıyla da (Dimitriou, 2012; Zhu vd., 2004) desteklenmektedir. Ayrıca, etik liderlik düzeyinin ve örgütsel bağlılık düzeyinin cinsiyet açısından farklılık göstermesi durumu literatürde yer alan diğer çalışmalar ile desteklenmiştir. Şöyle ki kadınların erkeklere nazaran etik liderlik algılarının ve örgütsel bağlılıklarının daha yüksek olduğu tespit edilmiştir (Topuzoğlu, 2009; Çakınberk ve Demirel, 2010; Bilgen, 2014). Bazı literatür çalışmalarında ise cinsiyetin etik liderlik algılamaları ile ilişkisinin olmadığı (Tuna ve Yeşiltaş, 2013) belirtilmektedir.

Çalışma evreni olan Mardin'de çoğunlukla eczane çalışanının eğitim düzeyinin düşük olduğu ve özellikle iş deneyim süresi arttıkça örgütsel bağlılık ortalama düzeylerinin de arttığı belirlenmiştir. Ayrıca erkek personelin kadın personele göre örgütsel bağlılık ortalama düzeyleri daha fazla olduğu görülmektedir. Diğer taraftan, kuşak durumu açısından incelendiğinde, X kuşağı çalışanın hem algıladığı etik liderlik düzeyi hem de örgütsel bağlılık

düzeıı kendisini takip eden Y ve Z kuşakı çalışanına göre daha yüksek olduđu gözlenmiştir. Buradaki ilginç olan sonuç, bir önceki kuşaktan daha yüksek etik liderlik hem de örgütsel bađlılık ile ilgili algı deđerinin bir sonraki kuşaktan daha yüksek olmasıdır. Bu üç bulgu birlikte deđerlendirildiđinde, iş deneyimi arttıkça yaşıın ilerlediđi ve dolayısıyla kuşak durumunun X kuşakına yaklaştıđı, eđitim düzeyinin de düşük olması sebebiyle yeni iş arayışına girmesinin ve özellikle iş bulmanın zorlaştıđı söylenebilir. Böylece, iş deneyimi artan X kuşakının eđitim düzeyinin de diđer kuşaklara göre düşük olması sebebiyle çalıştđı iş yerine yani serbest eczaneye daha bađlı olması olađan bir sonuç olarak görülebilir. Ayrıca çalışınların bakmakla yükümlü olduđu kiři sayısı arttıkça ortalama örgütsel bađlılık düzeyinin arttıđı da söylenebilir. Bunun sebebinin ise Mardin’de iş olanaklarının kısıtlı olmasından kaynaklandıđı düşünölmektedir. Eczanedeki görev durumu açısından, eczane çalışınlarının, yardımcı eczacılara göre örgütsel bađlılık ortalama düzeylerinin fazla olduđu belirlenmiştir. Yardımcı eczacıların bađlılıklarının düşük olmasının ise görev sürelerinin kısalıđından olduđu düşünölmektedir.

Serbest eczane çalışınının etik liderlik ve örgütsel bađlılık düzeylerinin artırılmasına yönelik, hizmet içi ya da hizmet dışı eđitim programları düzenlenebilir. Bu bađlamda hem işveren pozisyonundaki serbest eczacılar hem de bölge ecza odaları yöneticileri ile görüşölerek, eđitim programları planlanıp uygulanabilir.

Ayrıca, bu araştırma, Türkiye’nin en güneyinde yer alan illerinden birisinde yapılmış olup, ölkedeki tüm serbest eczane çalışını açısından genelleştirilemeyebilir. Ülkenin diđer bölgelerine nispeten TRC31 bölgesinin sosyo-ekonomik ve kültürel özelliklerinin oldukça farklı olabileceđi öngörüldüđünden bu durum araştırmanın bir kısıtı olabilir. Dolayısıyla, bu araştırma diđer il ve bölgelerde de yapılabilir ve sonuçlar karşılaştırılabilir. Bununla birlikte, serbest eczane çalışınlarının etik liderlik ve örgütsel bađlılık algı düzeyleri üzerinde etkili olabilecek diđer faktörlerin de incelenebileceđi yeni ve kapsamlı çalışınlar yapılabilir.

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A Sociological Study on Cardiovascular Disease among Men and Women in Kashmir

Research Scholar Nargis KHATOON

Department of Sociology, Lovely Professional University, Phagwara Punjab-144411
khatoonnargisali124@gmail.com
Orcid: 0000-0003-0841-3777

Research Scholar Nelofar ARA

Department of Sociology, Lovely Professional University-Phagwada Punjab-India
nelofarara2017@gmail.com
Orcid: 0000-0003-1366-1505

ABSTRACT

Cardiovascular disease is one of the major causes of mortality in the general population of both the developing and developed countries around the world. The prevalence of such a disease in the Indian subcontinent (Kashmir) is presently one of the highest and is further on an increase. In the territory of Kashmir, the population like in any other area is undergoing lifestyle changes but the unusual stress and strain since the last decades of the disturbing political unrest and violent situations there, apparently have contributed to increasing the prevalence of the cardiovascular disease. Heart attack-related mortality in the Kashmir valley has sharply increased, and the prevalence of these illnesses has increased in a concerning way. Due to the Covid-19 pandemic's mobility limitations on people, such as curfews, closures, and lockdowns, physical activity is lacking, particularly in the winter and summer. As previously reported by Excelsior throughout Kashmir hospitals, the Department Of health has significantly increased the surveillance and supervision of the emergency departments. The action also aims to effectively treat heart attack victims so that they can be sent to tertiary care facilities for additional treatment. The purpose of this study is to highlight the primary causes of cardiovascular death among Kashmiri people. The study is based on reviewing secondary sources of data.

Keywords: Cardiovascular Disease, Causes of Mortality, Kashmiri People, Movement Restrictions

INTRODUCTION

The cardiovascular disease is a major cause of mortality across the globe . Heart and blood vessel illnesses such coronary heart disease, cerebrovascular disease, rheumatic heart disease, and others are included in the World Health Organization's (WHO) classification of cardiovascular disease. It is a condition which affects the heart and blood vessels. It is related to damage the arteries in an organ such as kidneys, eyes etc. Cardiovascular disease is a major cause of death in India among men and women (Gupta R: 2008). A survey by the Global Health Research Institute indicates that 29.6% of deaths in Kashmir were attributed to heart attacks and that the majority of these deaths happened in people between the ages of 25 and 69. Out of them, 22.9% of deaths take place in rural regions and 32.8% in urban areas. Since a healthy lifestyle increases the risk of heart attacks, these percentages rise in the winter than to the summer because of the harsh weather restrictions on routine exercise and outdoor activities. Health experts have identified a number of contributing variables that may result in major consequences, including a lack of appropriate equipment, senior medical practitioners, a lack of access to emergency medical aid, and ambulances., Health professionals have listed a lack of access to emergency medical care and ambulances as one of the contributing factors that may cause major problems, including the death of a heart patient. in a recent article on the subject that was published in "The Lancet." Researchers have urged immediate action to enhance care and prevention, remedy knowledge gaps, and raise awareness to combat the global highest cause of death for women, cardiovascular disease (CVD), it was discovered that in 2019, there were over 275 million women suffering from CVD worldwide, with an estimated global age-standardized prevalence of 6,402 instances per 100,000 people. Ischemic heart disease accounted for 47% of CVD deaths globally in 2019 and was closely followed by stroke, which claimed 36% of CVD fatalities. Even while the frequency of CVD among women has decreased internationally since 1990, by an average of 4.3%, several of the most populous countries have seen an increase in the disease. Including China by 10%, Indonesia by 7%, and the 3% growth in India. These increases highlight the need for programs to promote CVD prevention, diagnosis, and treatment among women who reside in densely populated and industrialized areas. According to recent studies, women may be more negatively affected than males by the majority of cardiovascular disorders in terms of thinking and memory abilities. Researchers discovered that among women, the majority of cardiovascular diseases had a stronger correlation with cognitive performance. For instance, compared to males, women who had heart disease saw a drop in their composite cognitive test scores that was more than twice as large. Additionally, they observed that language score loss was solely connected with women's diabetes, heart disease, and excessively high blood fat levels. Congestive heart failure, however, was solely connected to a loss in linguistic ability in men. The incidence of cardiovascular disease is on the rise in India in general and in Jammu and Kashmir in particular which is a great concern to the nation. A renowned cardiologist from Kashmir said that *'life in Jammu and Kashmir has become stressful, leading to the rise in smoking, which is the cause of disease in Kashmir, including hypertension, stress, movement restrictions, obesity, diabetes, triggering heart attacks.'*

In one of the study by **M Kamili and collages** based on '*Prevalence of Coronary Heart Disease in Kashmir*' stated that;

'population in Jammu and Kashmir like any other state undergoing different lifestyle changes but the uncommon stress far the last 15 years of political unrest and violence, in the valley seemingly increased the prevalence of Coronary Heart Disease (CHD).'

(Kamili M, et al: 2007)

Further in the same study which was conducted in rural and urban areas of Kashmir revealed that; '*prevalence of CHD in rural areas is lower than urban areas*' (*ibid*).

Deaths due to Heart Ailments It has been observed that most women than men have chest discomfort (angina), heart palpitations (arrhythmia), shortness of breath, and acute exhaustion in Jammu & Kashmir. According to Rising Kashmir (Rising Kashmir-a News publication in Kashmir), Dr. Hamed Bashir, a consultant cardiologist at SMHS hospital, "heart disease is the country's greatest killer of women; paying attention to risk factors and living a healthy lifestyle will help keep heart disease at bay." Additionally, according to Dr. Bashir Ahmad, "Women may also feel symptoms of an attack such as back pain, generally on the left side, shoulder pain, a heaviness in the stomach, or nausea in addition to the "traditional" heart attack symptoms of chest pressure, discomfort in the chest, or shortness of breath.' He further said that "chronic stress seems to be another issue for women. It may result in actions and circumstances that have an influence on obesity, inactivity, increased blood pressure, and cholesterol. Cardiovascular illness is on the rise in Kashmir among both men and women, according to Dr. Khurshid Iqbal, a cardiologist, who spoke to Rising Kashmir. Up to the age of 50 to 60, women are not affected by cardiovascular disorders such as coronary artery disease. Compared to men, women are less impacted by this illness. Peripartum Cardiomyopathy (PPCM), a condition associated with pregnancy, is also present in women, but it is less prevalent in them than in men, he added. ' PPCM is an uncommon obstetric emergency that can strike women in their third trimester or up to five months after giving birth. Women can go for quick walks and should eat a balanced diet. People with co-morbid conditions, including women. People with co-morbidities, particularly women, need to exercise extra caution. According to Dr. Iqbal, these disorders are brought on by a variety of conditions, including stress, a sedentary lifestyle, diabetes, obesity, and hypertension. Even if they have diabetes, women are less likely than men to get heart attacks. Cardiovascular disease was once only prevalent in those over the age of 60. The younger generation now uses it often. It is all because of smoking.' In another interview, According to Dr. Tassaduq Hussain Itoo, "heart disease is usually referred to be a silent killer as many women do not exhibit any signs until they suffer a heart attack." Risk factors for heart disease include being overweight or obese, diabetes, eating poorly, being sedentary, drinking excessively, smoking, and having a family history of the illness.

However, it is undeniably true that a lot of such persons who experienced heart attacks perished across Kashmir despite prompt medical assistance, while more were unable to reach neighboring health facilities. The researchers determined that the optimal age for a person to have a heart attack is between 50 and 55 years old; nevertheless, they stated that they are increasingly witnessing young people suffering from heart attacks in hospitals across Kashmir.

While specialists have proposed a slew of potential causes for heart attacks in children, doctors who see most of such cases have said that smokers account for more than 70% of such occurrences. 'There is an increase in such occurrences, which is concerning because we witness such cases on a regular basis. While most of these patients are smokers, there might be other explanations,' said Dr Sayed Maqbool, Interventional Cardiologist at Super Specialty Hospital Srinagar. There is also another side to the story about drug misuse in Kashmir. According to the United Nations Drug Control Program, at least 70,000 persons in Kashmir are involved in drug usage, with 90 percent of them being between the ages of 17 and 35. According to Dr. Suhail Naik, a sharp increase in drug addiction may be one of the causes contributing to an increase in abrupt cases of health issues among youth in the Valley . Over the years, the Valley has seen a significant increase in drug misuse cases because of youngsters consuming drugs owing to unemployment, a lack of private sector jobs, failure in entrepreneurship or company due to months of shut-down due to political turmoil in the Kashmir valley.' Then due to drugs' easy availability, accessibility and affordability,' according to doctor's reports. Other reasons behind heart attacks, doctors said, could be high blood pressure, high cholesterol, and smoking.' According to Medical Department reports, 'there is a shortage of physical activities, especially in the winter; there is also a need to minimize stress, and individuals should focus more on keeping themselves active.' Notably, the Health Department has increased the surveillance and administration of emergency rooms throughout Kashmir hospitals, as previously reported by Excelsior, while also focusing on educating staff to handle such instances. The initiative also sought to provide effective first assistance to heart attack patients so that they may be sent to tertiary care facilities for further treatment without incurring serious complications. Winter months often see an increase in the number of heart attack and stroke patients being treated at Kashmir Hospital. Winter has a substantially greater incidence rate than summer, which results in a lot more deaths during the season. Elderly persons with underlying cardiovascular and diabetic concerns are particularly susceptible to these attacks in the winter when temperatures dip below 0 degrees Celsius, which constricts blood vessels and raises blood pressure. During extremely cold weather, particularly during chilla-e-Kalan in the valley, the blood of the senior population tends to be thicker, stickier, and more viscous, which makes it easier to clot. During the winter, even young and healthy people are admitted to hospitals with these problems, and many are brought to death. In Winter heart attacks might be up to 53% more common than summer heart attacks, according to experts working in Kashmir hospitals (Ahmad S U: 2020). Studies show that the frequency of strokes rises by 11% in the general population with every 2.9 degrees centigrade drop in temperature and may rise by 30% in those who are already at higher risk due to associated co-morbid conditions, such as those with metabolic syndrome. In the current year, Covid-19 is an added risk factor, in Kashmir valley in winters; firstly, because of the disease and secondly, by the moment restrictions among people as well as social isolation (Dhyani B and Biswas T: 2020). Acute and severe inflammation brought on by the SARS-COV2 virus causes blood arteries to accumulate fat deposits that, if they get dislodged, might easily become caught in the heart or brain and/or obstruct blood flow (Afshana S: 2021). Additionally, the flu in general poses a concern throughout the winter, and the lack of sunshine at this time of year causes vitamin-D insufficiency in people, which is linked to an increased

risk of dying from a heart attack or stroke. As a form of adaptation, people consume more calories and salty foods during the winter, which raises blood pressure. Extreme weather also prohibits routine exercise and outdoor pursuits. Sedentary behavior may raise the risk of heart attacks. The year of 2019 to 2020, Heart attack and stroke rates among Kashmir's youthful population have increased suddenly and unexpectedly. Different explanations are being offered, but the consensus is that the sudden drop-in physical activity over the past two years—primarily brought on by the government's back-to-back lockdowns in Kashmir and the restrictions imposed by the corona-virus pandemic—has brought everything to a standstill and may be a contributing factor in this deadly upsurge in the valley. This reality, together with the tension and worry brought on by COVID-19, cannot be ignored either. These events have had a significant negative impact on everyone's mental and physical health in Kashmir.

There are numerous risk factors involved. The following risk factors may contribute to the higher rate of heart attacks and strokes among young people in Kashmir. (Ahmad S U: 2020):

- **Stress and Depression**

According to studies, those who are depressed are more prone than the general population to have heart illness. Depression can have a variety of physical effects. Long-term bouts of excessive stress and depression can raise blood pressure and raise the risk of heart attacks. Due to problems with jobs, land, property, and even basic human rights to exist, the majority of Kashmir's young population has seen a considerable rise in depression and stress levels over time, especially in the last two to three years. Stress levels have been further exacerbated by a sense of unease brought on by different political and demographic developments. In healthy people who are otherwise disease-free, this is probably the main cause of heart attacks. Typically, the body reacts to stress. The body's natural reaction to stress is to defend itself against the harm it might do. However, if the stress is ongoing, the body will suffer. Studies show that prolonged stress results in the highest amounts of cortisol production, which boosts blood pressure, triglycerides, sugar, and cholesterol levels. These changes together considerably raise the risk of a sudden heart attack. (ibid).

- **Hookah/Cigarette smoking**

Due to widespread cigarette and hookah smoking, chest-related illnesses are most prevalent in Kashmir. As a long-term outcome of hookah/cigarette addiction, a large portion of Kashmir's population suffers from ESRD (End-Stage Renal Disease) and COPD (Chronic Obstructive Pulmonary Disease). Cigarette/tobacco chemicals promote swelling and inflammation of the cells that lining blood vessels. This causes blood more likely to clot, which can lead to a variety of cardiovascular problems. According to research, smoking affects the heart and blood vessels relatively rapidly, but the damage is swiftly healed if one quits smoking. Even individuals who had smoked for many years saw rapid changes in their health. Heart attack risk has been observed to decrease dramatically within a year, and most smokers may reduce their risk of stroke to virtually that of a nonsmoker within five years. Thus, smoking has a direct relation to chest-related diseases.

- **Obesity**

Obesity is a matter of concern among Kashmir's young people because of lifestyle changes connected to elevated bad cholesterol and triglyceride levels. This can result in excessive

hypertension, diabetes, and heart problems. A study published in 2017 in the journal *Annals of Internal Medicine* has collected evidence that long periods of sitting are a risk factor for early death.

- **Sedentary lifestyle**

A major risk factor for heart disease, high blood pressure can damage not just the heart but also other crucial organs like the kidneys and brain if it is not controlled. Since it typically has no symptoms, it is sometimes referred to as a "silent killer." Blood flow to vital organs is impeded by the buildup of Low-Density Lipoprotein (LDL), or high blood cholesterol levels, in blood vessel walls, particularly those of the heart. The majority of Kashmiris have cardiovascular issues, which may be related to the healthy lifestyle they have chosen as a result of the country's numerous lockdowns owing to the Covid-19 outbreak and shutdowns caused by political upheaval and bloodshed (ibid).

- **Diabetes**

Diabetes causes blood sugar levels to rise. Over time, high blood sugar levels deteriorate blood vessels and the nerves that control the heart. Adults with diabetes are more likely to experience heart attacks at a younger age, and if they have insulin resistance, they are more likely to experience several heart attacks. Additionally, diabetes is more frequently linked to other underlying medical conditions that raise the risk of heart disease. According to research, persons with diabetes are more likely than adults without diabetes to die from cardiac disease. Heart disease and stroke are twice as common in diabetics as in non-diabetics. Kashmir may share India's status as the world's diabetes capital if there has been a considerable increase in diabetes cases there, Kashmir could be the same as India as there has been a noticeable rise in diabetes patients over the past several years, particularly among young people Kashmir.

Types of Cardiovascular Disease

Cardiovascular disease or heart disease is of several types including congestive heart failure, High blood pressure, heart failure, and rheumatic heart disease. Congenital defect;

1. **Hypertension or High Blood Pressure:**

- Hypertension is the force of blood pressing against the artery walls. It is a silent killer. High blood pressure normally causes no symptoms, but it can lead to major complications such as stroke, heart failure, renal failure, and heart attack.
- When the heart cannot pump enough blood to fulfill the needs of the body it leads to congestion in various parts of the body and lungs. It is not a disease on its own but rather a consequence of underlying conditions.
- Atherosclerosis is the deposition of fat and cholesterol in arteries it is common in people who smoke or people with obesity.

2. **Myocardial infarction or Heart attack:** It happens when one of the arteries that feed blood to the heart becomes clogged. It is the abrupt death of a portion of the heart muscle due to a lack of blood supply.

3. **Rheumatic Disease:** is a persistent disruption to the heart valves caused by recurrent cases of acute rheumatic fever.

4. **Congenital Heart Disease:** Congenital heart disease refers to birth defects of the heart. It is the most frequent type of birth deformity. CHD (congenital heart disease) can be detected during pregnancy, but in some cases, it is not discovered until after the baby is born or later in life.

Risk factors related to heart disease

Here the risk factors; are the conditions related to the development of heart and blood vessel disease. There are many risk factors that can be controlled, and which cannot be controlled, some of them are as under.

Risk factors, which can be controlled

- High Blood pressure
- High cholesterol Diabetes Tobacco
- Obesity
- Physical inactivity

Risk factor, which cannot be controlled

- Age
- Family History
- Gender
- Ethnicity

Signs of cardiovascular disease

There are some signals through which one can identify the heart disease which are as under;

- Tightness, Pressure, pain in chest
- Pain spreading to arms, shoulders, jaw, neck
- Shortness of breath
- Weakness and fatigue

OBJECTIVES OF THE STUDY

1. To investigate the cause and factors of cardiovascular disease in Kashmir.
2. To find out the level of awareness about the factors causing cardiovascular disease.

Significance of the Study

The study lies in understanding cardiovascular disease through a sociological perspective in Kashmir. It will also help to get new insights regarding different problems faced by patients with cardiovascular disease.

RESEARCH METHOD

The present study is based on reviewing primary data sources (observations) as well as secondary sources of data such as newspapers, official reports, previous articles as well as book

chapters by keeping two objectives; to study the cause and factors of cardiovascular disease in Kashmir as well as to find out the level of awareness about the factors causing cardiovascular disease.

CONCLUSION

Cardiovascular disease has emerged as a significant cause of death, morbidity, and disability, In developing nations like India in general and Kashmir in particular. According to World Health Organization statistics, the large increase in the burden of CVD would have severe medical and economical effects on emerging nations (WHO). Most developing nations lack the necessary healthcare infrastructure to provide millions of CVD patients with the right clinical assessment and effective treatment. The human and financial resources that are available to people, families, and society as a whole will be severely strained if someone passes away or becomes disabled during their prime working years. Some people may not be able to afford, access, or get expensive treatments or interventions. The present study demonstrates the causes and factors of cardiovascular disease in Kashmir including the level of awareness about the factors causing cardiovascular disease. Therefore, it is important to start taking steps to increase public knowledge of these risk factors so that those who are at high risk for developing CAD in the future can be controlled. The following actions are suggested by medical experts as a way to lower the risk of CAD.

Reducing the risk of heart diseases

•Maintain a healthy weight

Being overweight raises your chances of developing high blood pressure, high cholesterol, cardiovascular disease, and diabetes. So, on most days, consume balanced food and engage in 30 to 60 minutes of physical activity.

•Limit fats and cholesterol

Each day, consume no more than 6 ounces of meat. Select dairy products with minimal or no fat. Avoid trans fats and limit saturated fats. Use monounsaturated and polyunsaturated fats in place of solid fats and consume omega-3-rich meals.

• Eat plenty of fruits and vegetables

Nutrients like potassium and antioxidants found in fruits and vegetables may help prevent heart attacks and strokes. Consume at least four servings of veggies every day and at least three portions of fruit.

• Reduce salt intake

Reducing your salt intake and changing other aspects of your lifestyle can help lower your blood pressure. If anybody previously, has it, further lowering salt consumption could assist to bring it down. (Rabiya B: 2020).

□ The health professionals in the Kashmir valley launched one of the largest programs under the name "Save Heart Initiative." Top Valley cardiologists provide guidance and recommendations to doctors at various district-level hospitals via WhatsApp groups as part of this effort. However, because the ambulance and the necessary technician are frequently not accessible, people with heart failure frequently need to travel more than 10 kilometers before

they can reach the hospital. They begin to decompensate before they arrive at the hospital, which finally causes them to pass away. Furthermore, cardiac death is often avoidable if heart attack victims get to the hospital in time for treatment, even if a patient survives a heart attack without dying right away. Delaying treatment, according to specialists, might have life-altering consequences, including cardiac diseases like cardiomyopathy and congestive heart failure. Because of this, immediate action is required. (Dhyani B and Biswas T: 2020). In this study, we analyze the cause and factors of cardiovascular disease in Kashmir as well as the levels of awareness about the factors causing cardiovascular disease. Then, using information synthesis from several research papers, we outline evidence-based strategies and paths to prevent CVD across the nation as a whole and in Kashmir in particular. The policy measures that would have a significant, long-term impact on preventing CVDs in Kashmir include increasing the accessibility, affordability, availability, and desirability of health-promoting foods (fresh fruits and vegetables, whole grains, fish, and nuts), increasing daily physical activity, and discouraging tobacco use among all societal segments. To prevent the CVD pandemic in future generations, marketing, and advertising must be regulated to protect children and youth, both male and female, from being accidentally misled into dangerous habits and being predisposed to such chronic diseases.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Beyond Economic Poverty: Imperative of Poverty Mentality in Achieving Sustainable Development Goals (SDGs) in Nigeria

James Tumba HENRY

Adamawa State University, Mubi-Nigeria

henry723@adsu.edu.ng

Orcid: 0000-0002-7418-9593

ABSTRACT

Over the years, the global effort to reduce multidimensional poverty has intensified, especially in low-income countries like Nigeria. Yet, poverty indices are increasing, with more people feeling persistently economically poor. This is because poverty mentality might be closely linked with consumption, income and wealth. However, policymakers unconsciously often time overlook the harmful implication of poverty mentality when initiating economic poverty alleviation programmes. From observation, this poverty mentality of the beneficiaries of poverty alleviation programmes in Nigeria makes them engage in deadweight spending. Thus, this article recommended that policymakers need deal with economic poverty alongside poverty mentality through value reorientation and investment education before promoting economic well-being.

Keywords: Multidimensional Poverty, Poverty Mentality, Value Reorientation

INTRODUCTION

The first fundamental objective of the Sustainable Development Goals (SDGs) is to end extreme poverty globally. Members of the United Nations adopted these goals in 2015 as a universal call to action to end poverty, ensure environmental sustainability and promote peace and prosperity worldwide on or before 2030 [United Nations Development Programme (UNDP), 2021]. The SDGs replaced the Millennium Development Goals (MDGs) adopted in 2000 as a global effort to tackle extreme poverty and hunger, expand primary education to all children, and prevent the scourge of deadly diseases. According to the UNDP (2021), the MDGs achieved remarkable results: (1) more than one billion people lifted out of poverty since 1990, (2) child mortality dropped by more than half since 1990, (3) the number of out-of-school children dropped by more than half since 1990, and (4) HIV/AIDS fell by almost 40 per cent since 2000.

Despite the achievements of the MDGs between 1990 and 2015, about 736 million people still lived on less than US\$1.90 a day (UNDP, 2021). Moreover, Southern Asia and sub-Saharan Africa, which accounted for 80 percent of those living in abject poverty, experienced limited economic progress and threats caused by climate change, food insecurity, and conflicts. Thus, the SDGs were adopted as a far-reaching approach to ending multidimensional poverty by targeting the most vulnerable, increasing the supply of basic needs, and supporting countries devastated by climate and conflict-related disasters.

The World Bank in 2015 set the international poverty threshold to \$1.90 per day under which an individual is considered to be living in poverty (World Bank, 2016). For Nigeria and other lower-middle-income countries, the new benchmark is set at \$3.2 a day (Silver & Gharib, 2017). This threshold is based on the cost of essential food, clothing and shelter required to sustain one adult. From the preceding, it is evident that economics and world development organizations have stereotyped the concept of poverty as income, consumption and wealth. Giurge and Whillans (2019) opined that these economic measures of poverty is narrow and have to be challenged. Thus, it could be said that non-economic factors such as poverty mentality might be essential in reshaping peoples' economic well-being and societal progress (Stiglitz *et al.*, 2009; Karademas, 2006; Helliwell, 2006).

Conceptually, poverty mentality is a mindset developed by individuals based on a strong belief that they will never have enough money. This mindset is driven by fear and can cause poor financial decision-making. This definition of poverty mentality further explains why government economic alleviation programmes have not yielded the desired results in third world countries. In Nigeria, for example, successive governments have adopted different strategies to reduce the incidence of poverty in the country. Poverty alleviation programmes before 1999 include: National Accelerated Food Production Programme (NAFPP) and Nigerian Agricultural and Cooperative Bank in 1972; Operation Feed the Nation (OFN) in 1976; Green Revolution Programme (GRP) in 1979; Roads and Rural Infrastructure (DFRRI) in 1986; Better Life Programme (BLP) in 1987; National Directorate of Employment (NDE) in 1987; Family Support Programme (FSP) in 1993; Family Economic Advancement Programme (FEAP) in 1997. Poverty alleviation programmes after 1999 include: Poverty Alleviation Programme (PAP) and Poverty Reduction Strategy Process (PRSP) introduced in 2000; National Poverty Eradication Programme (NAPEP) launched in 2001; National Economic Empowerment Development Strategy (NEEDS) in 2004; Seven-Points Agenda in 2007; The Transformation Agenda (TAN) in 2012; Anchor Borrowers' Programme (ABP) in 2015; N-Power programme in 2016; Government Enterprise and Empowerment Programme (GEEP) in 2016;

Unconditional Cash Transfer (UCT) in 2020; Presidential Youth Empowerment Scheme (P-YES) in 2020; National Youth Investment Fund (N-YIF) in 2020 among others.

These programmes were designed to financially empower beneficiaries (Nigerians) to establish small scale businesses and create a value-chain of opportunities for others. However, these myriads of poverty alleviation programmes have not produced the desired results as most Nigerians face multidimensional poverty. Data from the Nigerian Living Standard Survey (NLSS), as reported by the National Bureau of Statistics (NBS) in collaboration with the World Bank in (2020) showed that 40 per cent (83million) Nigerians live in multidimensional poverty and is projected to increase to 45 per cent (90million) in 2022. Moreover, from my observation, most beneficiaries, due to their poverty mentality, engage in deadweight spending like marrying more wives and buying cars, among others. These actions further impoverished and increased the incidence of poverty. Thus, this article argues that policymakers need to consider the influence of the poverty mentality as it can go a long way in hampering the socio-economic development of any society.

1. OVERVIEW OF ECONOMIC THEORIES OF POVERTY

In economics, many theories have been proposed and identify different factors responsible for poverty, emphasizing income, consumption, and wealth. Some of these theories, as highlighted by Ndiyo (2021) include:

- 1.1 Vicious Circle of Poverty Theory
- 1.2 Culture of Poverty Theory
- 1.3 Poverty Individualization/Democratization
- 1.4 Monetary Theory of Poverty
- 1.5 Classical Deficiency Theory of Poverty
- 1.6 Neoclassical Progressive Social Theory of Poverty
- 1.7 Geographical Disparity Theory
- 1.8 Cyclical Interdependence Theory
- 1.9 Theory of Social Exclusion/Cumulative Disadvantage

The central tenets of all these economic theories of poverty have focused on only the concepts of consumption, income and wealth accumulation. Conversely, subjecting these theories to a reality check in the Nigerian situation has shown that the multi-dimensions of poverty in the country are beyond the economic measure of poverty.

CONCLUSION

Over time, empirical evidence and macroeconomic policy efforts have always focused on economic poverty (consumption, income and wealth) ignoring poverty mentality. Observation has shown that beneficiaries of poverty alleviation programmes in the form of financial support engage in deadweight spending. This article argued that the poverty mentality is a serious threat to the government's effort toward reducing multidimensional poverty in Nigeria in line with the SDGs. This rife and precarious situation deserves the attention of policymakers as much as economic poverty.

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New Education Policy 2020: A New Paradigm of Dual Degree Program

Dr. Ashish JORASIA

Career Point University, Kota, Rajasthan-INDIA
ashishjorasia16@gmail.com
Orcid: 0000-0003-1774-253X

Mr. Ashutosh KUMAR

Career Point University, Kota, Rajasthan-INDIA
ashutoshk.rao@gmail.com
Orcid: 0000-0003-0256-497X

ABSTRACT

Many academics and policy-makers, joint degree and dual degree courses are welcomed as a natural extension of exchange and mobility programs. This article aims to clear up confusion about the differences between a joint, dual, and consecutive degree program by providing a conceptual framework of definitions. The variety and the categories of international joint, dual & consecutive degree courses have exploded over the past five years, showing that they have a role to play in today's higher education landscape. It presents highlights of recent surveys and research studies and discusses new developments and innovations in establishing such collaborative programs. For others, they are seen as a problematic development that leads to double counting of academic work and academic fraud. Finally, it examines factors that call into question the operability of programs and explores issues that raise doubts and dilemmas and require further discussion and analysis. There is a wide range of reactions due to the diversity of course models; the involvement of new (genuine & dishonest) and traditional suppliers; uncertainty related to quality assurance & recognition of qualifications. Finally, ethics when deciding on the academic load or new skills required for the granting of joint, dual or consecutive degrees.

Keywords: Double Degree Programs, Dual Degree Program, Joint Degree Program, Consecutive Degree Program, NEP, New Education Policy, Higher Education Policy, Higher Education Quality Assurance, Qualifications Recognition, Internationalization.

NEW EDUCATION POLICY - AN OVERVIEW:

In January 2015, a committee under former Cabinet Secretary T. R. S. Subramanian started the consultation process for the New Education Policy. According to the committee's report, in June 2017, the draft NEP was presented in 2019 by a panel led by the former head of the Indian Space Research Organization (ISRO), Krishnaswamy Kasturangan. The NEP 2020 replaces the National Education Policy of 1986. The Draft New Education Policy (DNEP) 2019 was later released by the Ministry of Human Resource Development, followed by several public consultations. The NEP T74 project had 484 pages. The Ministry commenced a rigorous discussion course in framing the draft policy: "Over two lakh suggestions of 2.5 lakh were received from gram panchayats, 6600 blocks, 6000 urban local bodies (ULB), 676 districts." International trends and situations are already influencing Indian higher education. Also, many foreign universities are offering to get their degrees without leaving India from their home. Degrees generating employment opportunities would be most likely to have opted in future. For the last number of years, India is attracting a good number of foreign students, including NRIs in bigger numbers; joining various skilled, tutorial, and academic programs. There are trends to liberalize university systems that enabled to reduction gap for private universities. The nature of the programs offered by HEIs is undergoing a massive transformation and the acquisition of master's level skills and competencies is increasingly in demand. In this prevalent scenario, NEP 2020 is brought to give thrust to the Indian education system and propel it to the next level.

REVIEW OF LITERATURE:

(Kalyani Pawan, 2020), Several changes are planned in the new National Education Policy 2020 that may affect all actors. is going to change the way India is going to study, this is the third amendment of education policy. Education plays a strong role in building a nation; education decides the future of the nation and the destiny of its people. The role of education and its importance can't be ignored in today's scenario. The impact is going to be lasting in terms of the growth and development of the state and the subject. The expansion and development can be seen if we compare the periods before and after independence. After 34 years of Indian Govt, the objective of the policy is to prepare the country to face the challenges of the next decades of the 21st century and make India a global hub in education with multidisciplinary and liberal education.

Aithal, P. S. et al, NEP 2020 emphasized promoting innovations and is expected to have varied implications on the Indian teaching system. In this paper, researchers highlighted important aspects of the new education policy and compared them with the existing conventional education system. It has also laid down the framework for its effective implementation.

Jha, P. et al (2020), has discussed the drawbacks of the New Education Policy, 2020. The policy has several relevant considerations on how to provide world-class quality education, achieve equality in education and increase the participation of private players. The present NEP is the third in its series that India is going to implement. It took 34 years to formulate it since the last one in 1986.

Suryavanshi, S. (2020), the proposal of operational and financial autonomy to HEIs is a futuristic step ahead. He stressed that college and university teachers should have the autonomy to decide their teaching methodology and that support for research and innovation should be provided. And stressed upon development of teachers in Indian universities on the Chinese university model.

Kumar, K., et al (2020), It should be implemented with great caution to address challenges that are required for fostering quality education for all. The National Education Policy 2020

will prove to be a milestone for Indian education. NEP-2020 provides a comprehensive framework for primary education which includes business education and technical education. The essence of NEP is access, equity; affordability, responsibility, and quality by United Nations sustainable goals. It also got provision for internet-based e-learning which is a paradigm shift from the conventional system. The NEP is not flawless, but it has taken a deep view of the world stage.

Deb, P. (2020), discussed Indian ethos and cultural values in education which have found their way into the National Education Policy (NEP) 2020.

NEP 2020-TACTICAL APPROACH:

1. **Teacher Availability and Training:** The policy creatively visualizes the redesign of the higher education curriculum. Moreover, in rural areas of the country where Internet connectivity is nearly absent, deploying digital learning tools is out of the question.
2. **Infrastructure:** The cost associated with building digital infrastructure might not be affordable for all higher education institutions across the country. Hence, deploying a continuous assessment framework is a challenging task in these higher education institutions. Therefore, the government must work to improve the basic infrastructure that will support digital infrastructure in all areas. However, continuous assessment requires higher education institutions and teachers to use innovative assessment tasks and approaches. According to a study, out of over 55 thousand higher education institutions, there were 1,043 universities in India, of which 513 universities are run by the government. The challenges in effectively implementing these modifications include altering the curriculum by the National Curriculum Framework.
3. **Examination Structure:** The NEP emphasizes formative assessment for learning rather than summative assessment. Hence, all aspects of the curriculum and pedagogy need to be restructured to attain these goals. Since teaching is one of the lowest-paid professions in India, experiential learning and concept-based teaching will be challenging tasks. The main objective of modifying the assessment system is to promote continuous monitoring of learning outcomes. Also, educationalists need to rethink the learning content rubric and update the textbooks accordingly.
4. **Technology:** The NEP 2020 emphasizes leveraging the advantage of technology in making the youth future-ready. Of the remaining institutions, nearly 51% are 'budget private' universities. However, to deliver the curriculum effectively, universities, colleges and concerned authorities need to train teachers and understand the pedagogical needs to make a smooth transition to the new education system. Moreover, the NEP 2020 emphasizes down-sizing the curriculum content to develop more provision for critical thinking and in turn, develop individuals with 21st-century skills instilled in them.

ISSUES & CHALLENGES:

- Early streaming of students into different disciplines.
- Lack of access to HE, especially in socio-economically disadvantaged areas which resulted in the current gross enrolment ratio (GER) of 25% only.
- Lack of teacher and institutional autonomy to make innovations in HE to attract many students.
- Insufficient mechanisms for career management and progression of faculty and institutional leaders.
- The lack of research and innovations at most universities and colleges.

- Suboptimal levels of governance and leadership at higher education institutions.
- A corrupted regulatory system allowing fake colleges to thrive while constraining excellent, innovative institutions.

NEP 2020: CHALLENGES

To identify the innovations in the new national higher education policy 2020. The objectives of this study on National Education Policy 2020 are:

1. Either way, getting there over 15 years requires the creation of about 50 higher education institutions each week. To highlight and overview the policies of the newly accepted higher education system (NEP 2020).
2. To predict the implications of NEP 2020 on the Indian higher education system. The National Education policy 2020 has many initiatives to improve the quality and the broadness of the education system in India.
3. To compare National Education Policy 2020 with the currently adopted policy in India. The National Education Policy 2020 envisages an increase in education spending from 4.6% to 6% of GDP, which amounts to around INR 2.5 lakh crores per year.
4. Inter-Disciplinary Higher Education Demands for A Cultural Shift: In higher education, the National Education Policy 2020 focusing on interdisciplinary learning is a very welcome step. This money will be well spent on the construction of higher education institutions and colleges across the country, for the appointment of teachers and professors, and on operating expenses.
5. Need to Create a Large Pool of Trained Teachers: In the teaching of higher education institutions, the policy calls for a radical structural overhaul of the curriculum, a very welcome step.
6. Opening Universities Every Week is a Herculean Task: India today has around 1,000 universities across the country.
7. The Numbers Are No Less Daunting in Reforms to Our Higher education institution System: The National Education Policy 2020 intends to bring more students who are currently not in higher education institutions, back into the higher education institution system.
8. Doubling the Gross Enrolment Ratio in higher education by 2035 which is one of the stated goals of the policy will mean that we must open one new university every week, for the next 15 years.

TARGETS & TIMELINES

Here are the policy's key targets as well as the deadlines set for some:

1. The entire policy will be implemented by 2040.
2. Teachers to be prepared for assessment reforms by 2030.
3. Mission to focus on foundational numeracy and literacy of all students by Grade 3.
4. Vocational training for at least 50% of learners by 2025.

NEP 2020: OPPORTUNITIES

New education policy begins with the unfinished agenda of NEP - 1986. NEP - 1986 was rooted in a very different India. Over the years, remarkable strides have been made in terms of access and equity. Near universal levels of enrolment at primary levels, and subsequent increases in enrolment at higher education levels (GER: 26.3%) have been achieved. However, there has also been a drop in the quality of learning in government higher education institution systems,

followed by an exodus of elite and middle classes. This also led to the weakening of accountability mechanisms. Despite poor returns on learning, the pay structures in public systems have seen a gradual increase.

HIGHER EDUCATION: THE DUAL DEGREE PROGRAM

In India, higher education (HE) multiple regulators are going to be united into the Higher Education Commission of India (HECI) as a single regulator for HEIs.

The certification establishments (NAAC and NBA) are going to be replaced and a sturdy National Certification Council (NAC) will be constituted. The research and innovation funding in higher education would be supported by National Research Foundation. NEP has mandated for multidisciplinary education model for higher educational institutions.

NEP also speaks about how to increase student enrollment in all forms of educational institutions. GER has been mattering of concern in India so; the present education policy has got a special focus on it. NEP emphasizes on holistic and multidisciplinary education approach and research now is encouraged from the UG level only.

The present policy stresses all development of a student with cross-disciplinary and outcome-based education. There is a proposal from the Academic Bank of Credit at the National level to provide flexibility in acquiring degrees and multiple entry-exit options at all levels of education. Several digital platforms will be either started or existing ones will be revamped to encourage online learning and the digitalization of libraries (NEP, 2020). Student-focused teaching & learning method is going to be enforced rather than the current teacher-focused teaching model. The evaluation model will be revamped from Choice-based to Competency-based. The evaluation and assessment model are also going to change from the End semester examination system to a continuous assessment system. All HEIs will have to focus on skill education. They also need to have provision for counselling centres with counsellors to take care of the mental well-being of students.

Conventional education is going for massive transformation as it will be market-driven henceforth. The Indian government has aimed to establish world-class educational institutions and attract a lot of international students. Further, the courses completed in foreign universities by a student will be given weightage and considered equivalent in India. This will provide students with the flexibility to start a degree abroad and later on complete it in India (NEP, 2020).

It's important to view the policy in the context of what has been happening in public universities, and the recent debacle of universities of eminence. There has been continuous erosion of university autonomy by the state. Perverse state violence unleashed upon one of the best public universities in India didn't happen in some distant past. Political appointments of university leaders who are at best the instruments of the state, as opposed to being focused on teaching, learning, research or administration. Though the document highlights regulatory autonomy, it would be worrisome if the document also meant financial autonomy.

1. This 'imagined' autonomy is envisaged through the replacement of UGC (University Grants Commission) and AICTE (All India Council for Technical Education). The new body Higher Education Commission of India is based on the idea of division of functions and separation of activities.



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2. Policy also argues against the commercialization of education. However, the same breadth allows for foreign universities to come to India. There has been a significant increase in several private universities by Indian providers. If the idea was to increase competition, it makes sense. However, the insertion of the statement doesn't.
3. Focus on a futuristic curriculum makes sense, and a separate body dedicated to focusing on integrating technology in institutions is a necessary direction.
4. National Research Foundation is another great idea. However, if these spaces get filled by individuals who are driven by ideological agendas, little could be expected.
5. Indian Universities will be allowed to set up campuses elsewhere in the world - there is a strong potential for this to develop in the gulf -markets. There is a massive demand for excellent education by the Indian diaspora.

“As announced in the new National Education Policy (NEP) and to enable students to acquire multiple skills, UGC is introducing new guidelines to allow a candidate to simultaneously pursue two-degree programs in physical mode”, said UGC President, Mr Jagadesh Kumar. Students will be able to pursue dual degree programs at the undergraduate and postgraduate levels starting this academic session, the Chairman of the University Grants Commission (UGC), Mr Jagadesh Kumar, announced on Tuesday. Detailed guidelines on this will be released this week, allowing universities to facilitate the same.

This helps students to simultaneously take two undergraduate or postgraduate physical courses or a combination with an online/distance learning course. Thus, a student pursuing a Bachelor of Science in Mathematics will also be able to simultaneously pursue a Bachelor of Science in Data Science.

Realistically, a student is more likely to opt for an online course alongside a physical course given the intensity of the latter, he admitted. The dual degree option is not mandatory for any university/college and will only come into effect once statutory bodies at the university approve the UGC guidelines and facilitate the new system. The “two degrees” option will apply to all courses and combinations of courses, where permitted by the statutory bodies of the university. The eligibility, admission and attendance criteria established by the university team must be respected. He said it was up to the universities to work out incompatible timetables and exam schedules in these dual degree programs. “The idea is to allow as much flexibility as possible to our students. It is also part of the broader framework of the implementation of the National Education Policy 2020 which advocates a multidisciplinary and flexible mode of education for all which opens up opportunities for students. We have had talks with the vice-chancellors of various universities and hope that this flexibility will be allowed for students,” Kumar told an online press conference.

These steps will help merge seamlessly with the plans for a national digital university proposed in the NEP and the Union budget, he added. UGC has taken steps to implement the NEP vision.

GUIDELINES FOR PURSUING DUAL PROGRAMMES

OBJECTIVE

- There is no strict separation between arts and sciences, between curricular and extracurricular activities, between professional and academic streams,
- Eliminating harmful hierarchies and silos between different areas of learning.

- Allowing the student to study one or more specialist areas of interest at an in-depth level. A student may take two full-time academic programs in the physical modality as long as, in such cases, the class schedules of one program do not overlap with the class schedules of the other program.
- A student can follow two academic programs, one in full-time face-to-face mode and the other in open and distance learning (ODL)/online; or up to two ODL/Online programs simultaneously.
- It is not a dual degree, but a student will get two different degrees. Based on these guidelines' universities can devise mechanisms for allowing their students to pursue two academic programmes simultaneously.
- The reform of multiple entrances and exits introduced in the National Education Policy 2022 will be applied either in physical modality or in online modality, whether it is to study a single degree or two degrees simultaneously.

In its attempt to provide the students as much flexibility towards holistic, integrated and learner-centric education HEIs can admit about 3% of the students on the physical campuses.

Many universities now offer online and ODL programs and with the amended regulations for online education, which we will announce in a few weeks, many high-quality institutes in India will also start offering online degrees. Maintaining the need for students to be offered multiple opportunities to acquire knowledge in several disciplines, the Commission at its last meeting held on March 31 discussed in detail and the Commission decided to issue guidelines that allow students to follow two academic programs simultaneously, adding that a combination of the physical model as well as the online mode should be used to give much more freedom to the students to acquire multiple skills.

A student may attend two full-time academic programs in physical mode as long as, in such cases, the class times of one program do not overlap with the class times of the other program or one in full-time physical mode and one in full mode Limited time physical mode.ODL/Online. or up to two ODL/online programs simultaneously.

- Explaining the scheme, if a student is doing let's say BA (economics) as a day scholar in the physical model, the student will also have the opportunity to do another degree programme of the same level in a nearby university maybe as an evening programme. Therefore, it will provide new opportunities for students. In addition, a student can follow two academic programs, one in full-time face-to-face mode and another in open and distance or online mode. This decision needs to be reviewed because there are options to achieve the desired goal without the need for this new policy to obtain two degrees simultaneously, said S Vaidhyasubramaniam, Vice-Chancellor of the SASTRA deemed university. However, some educators believe the same goals could have been achieved without a new set of guidelines. Multiple skillsets must be a subset of a single-tier and cannot cross between tiers. Degree or diploma programs under these guidelines will be governed by regulations notified by UGC from time to time and will also be governed by the respective statutory and professional boards, as applicable in various universities.
- Regarding the attendance policy for studying two degrees simultaneously, the head of UGC said that it will be decided by the respective universities while the scheme is adopted with the prior approval of the institutions' statutory bodies. Unless statutory bodies approve these

guidelines, universities cannot implement them. In terms of program and admissions structure, according to the guidelines, the multiple entries and exit reforms that UGC introduced as part of NEP 2020 apply to all programs, whether physical or online mode or as a single degree. or two degrees simultaneously. These guidelines will apply to undergraduate, graduate and graduate programs that have been taken concurrently.

- In the admission criteria, if it is an admission in physical modality, two simultaneous degrees. If the student is willing to go to two different universities, the admission policy will be decided by those respective universities. And if it is an online program, as in the Amended Online Programs Rules.

NEP 2020-Criticism:

Here is a list of criticisms which have been levelled, or which may be levelled, against the NEP 2020

1. This is not binding on the centre/state legally. The NEP 2020 is silent on the RTE Act and universalization of education will not be achieved without legal backing.
2. Political parties in the South see this as a move by the Modi government to impose Hindi in non-Hindi-speaking states. Therefore, there is no mandatory mechanism for union and state governments to make this a reality.
3. There is no mechanism to link primary and secondary education with the RTE. As the RTE forum said, in a statement: “The final policy talks about the universalization of higher education institution education from 3-18 years, without making it a legal right.
4. There is no comprehensive roadmap and coherent implementation strategy in place to execute this grand vision. Many milestones and a commitment to finances necessary to execute this plan aren’t clearly defined.
5. The way this is laid out is bound to bring to mind the anti-Hindi agitation of 1965, against the central government’s intention to make Hindi an official language.
6. This is also not the first time this has happened. Three Language formula: Though the policy does not compel this provision, it is crafted in a manner that leaves little choice and flexibility with the students/teachers/higher education institutions.
7. Members of Parliament have been repeatedly kept out of crucial discussions in the past 6 years, preventing them from examining policies critically or otherwise expressing their views and suggesting amendments. It is also in direct contravention with a Supreme Court Judgment.

CONCLUSION:

Higher education is an important aspect in deciding the economy, social status, technology adoption, and healthy human behaviour in every country. Improving the TBS to include all citizens of the country in the higher education offerings is the responsibility of the education department of the government of the country. India's National Education Policy 2020 is moving towards this goal by developing innovative policies to improve quality, attractiveness and affordability, and increasing supply by opening up higher education to the private sector while applying strict controls to maintain quality throughout higher education. establishments.

In dual degree programs, students will be able to complete the dual degree program in three following ways: -

- The two diplomas are in face-to-face mode, as long as the course schedules do not coincide.
- One in physical mode and one in Online or Open Distance Learning, ODL mode.
- Both in online or ODL mode.

The goal of introducing this program is to break down difficult separations between arts and sciences, curricular and extracurricular programs, and professional and academic streams. UGC's new two-degree program will also allow an individual to study one or more specialist areas of interest.

Allowing students to pursue two full-time degrees at the same time also helps in the implementation of the National Education Policy, NEP 2020, particularly in the field of interdisciplinary education.

Students must note that this scheme is not the same as a dual degree course. The scheme will allow students to pursue two different full-time degrees at the same time, as opposed to dividing the semesters as per the dual degree programme schemes

- In the consideration of all universities offering this type of scheme are quite clear., Once the official guidelines are made public, universities will have the opportunity to decide whether or not they want to offer the dual degree program. The eligibility criteria for admissions and availability to opt for two degrees will also be decided by the respective universities.

If universities intend on implementing the two-degree scheme in their colleges, they would be required to get approval from the statutory bodies of the institutions. Without this approval, universities will not be allowed to offer the two-degree programme.

- In the consideration of the streams mixing while choosing degrees. It goes with the interest/benefits of the students. Where students can opt for several courses in all fields. Students can choose their degree domains based on their interests. Sciences, Social Sciences, Arts, Humanities and more disciplines will be available for students to choose from.

However, the UGC Chairman, M Jagadesh Kumar has stated that the guidelines for the two-degree scheme will only apply to lecture-based courses of undergraduate, postgraduate, and diploma programmes. MPhil and PhD programmes will not be included in this scheme.

- Lastly in the consideration of the attendance criteria for these courses be decided, the attendance policy will be set by the universities if they decide to implement the scheme. Speaking about this, the UGC President said that the commission does not have any attendance requirements and that the criteria established for students to pass the exams and be able to administer the two courses will be decided by the interested universities.
- The details of the eligibility criteria for this two-degree course will be clarified once the guidelines are made public and universities review their criterion, especially with the coming of CUET 2022.

An impartial agency National Research Foundation will fund innovative projects in priority research areas of basic sciences, applied sciences, and social sciences & humanities. These transformations will start from the academic year 2021-22 and will continue until the year 2030 when the first level of transformation is expected too visible. All All-higher education

institutions with the current nomenclature of affiliated colleges will expand as multi-disciplinary autonomous colleges with degree giving power in their name or becomes constituent colleges of their affiliated universities. Faculty members also get autonomy to choose curriculum, methodology, pedagogy and evaluation models within the given policy framework. The system will transform itself as student-centric with the freedom to choose core and allied subjects within a discipline and across disciplines.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

Uniqueness Of Haider Ali and Tipu Sultan Among the Eighteenth-Century Indian Rulers

Mr. Arindam PARUA

Department of History
Presidency University, Kolkata
histoarindam55@gmail.com
Orcid: 0000-0003-1928-5694

ABSTRACT

In eighteenth century when Mughal Empire declined rapidly some regional province consolidated their regional bases of power though Mughal emperor was considered as a yardstick source of political legitimacy. The new states did not directly challenge his authority and constantly sought his sanction to legitimize their rule. In the same time European Trading companies had been domesticated into India. Around their coastal settlements, these Companies already had a considerable influence in politics and economy of the regional states. However Mughal systems, administrative institutions, culture and tradition were still followed in these states. Mysore is one of the regional states situated in south India at first ruled by Wadiyars then by Haider Ali and his son Tipu Sultan. These two rulers played a vital role in eighteenth century Indian politics. What policies differentiate them from other contemporary Indian rulers? What were the Modern policies they take? The current article will try to address how their policies were able to flourish Mysore and what key role they play in eighteenth century Indian politics.

Keywords: Mughal, Regional State, Mysore, Haider Ali, Tipu Sultan

INTRODUCTION

After The death of Aurangzeb in 1707 group politics in Mughal court, “jagirdari crisis” and the weakness of Mughal army declined the empire rapidly. War of succession among the successor of Aurangzeb further worsened the situation. The mighty Mughal Military became weekend day by day and encouraged internal rebellions and invited Persian, and later the Afghan, foreign invasions. In the aftermath of the Persian, and later the Afghan, invasions (1759-61) the Provincial governors in Awadh, Bengal and the Deccan began to consolidate their local regional bases of power. This new states did not directly challenge Mughal state’s authority. But they constantly sought emperor’s sanction to legitimize their regional rule. However these states continued the Mughal institutions and the administrative system; where changes occurred they did occur, of course they came rather slowly, to accommodate the altered power relations in the regions. These new states have their own diverse histories like some of these states were founded by provincial governors of Mughal Empire, some states were set up by the rebellion force of the Mughals; and some other states which asserted their independence were previously functioning as autonomous but dependent polities. From the early seventeenth century European Trading companies (Portuguese, Dutch, French and English) had been domesticated into India. These companies settled in coastal areas and they had already exercised considerable local influence in the wars and politics of the regional states. Their trades with local businessman’s had even begun to affect directly in the inland economy of these states in the eighteen century India. Decentralized state structure, population growth, external trade and the decline of Mughal power allowed the further development of powerful commercial forces in the regions and these gave a huge burst of entrepreneurship in states power and money. These new commercial and credit networks run by mercantile castes in both east and western India acted as creditors both to Indian rulers and to the British. These partly independent forces were known as merchant bankers – money lender started to affect the economy and political relation of regional powers in eighteenth-century India.

In mid-eighteenth century Mysore emerged as a significant regional power in south India. In sixteenth century it was ruled by Wodeyar dynasty, subordinate under Vijaynagara empire. Since the end of Vijaynagar Empire Mysore became independent and turned into an self-dependent principality. The Mysore ruler Chikka Deva Wodeyar had rendered allegiance to the Mughal emperor Aurangzeb when Mughal armies overran southern India. After became nominally part of Mughal Empire the kingdom of Mysore technically belonged to the large Sarkar of Sira.

Haider Ali was born in 1721 in an obscure family of a military officer served under Mysore. His father Fath Muhammad was an employ of Dargah Quli Khan, the Mughal Faujdar of Sira. He recruited In the Mysore Army as a cavalry officer. In second and third Carnatic war Mysore as a state joined on the same side of French. Haider Ali participated in this war as a commandant of *Dindigul*. In this occasion he deeply impressed and learned about European methods of fighting. In Mysore’s internal power struggle between the Raja and his powerful minister Nanjaraj who wanted king Chikka Krishna Raj as a mere titular head of Mysore, Haider took the side of Raja. Replacing the latter, Haider Ali acquired full power over the state in 1760-61,

but he did not seek to Substitute himself for the raja. But he looked for legitimacy from different source. In 1761 he obtained the office of Fauzdar of Sira from Balasat Jang claimant to the office of the viceroy of Deccan. Now he became superior to the Raja of Mysore. From the beginning of the establishment of his power, he waged war against Marathas, Nizam and the British. The first war against the British in 1767-69 he repeatedly defeated the British forces and reached the walls of Madras. He died on 7 December 1782 in the second Anglo-Mysore war which ended with a mutual restitution.

His elder son Tipu Sultan Fath Ali Khan succeeds to his father's office and he was able to end the second Anglo-Mysore war in advantageous terms by the treaty of Mangalore (March 1784). He treated himself as an independent sovereign. He dropped the name and title of Mughal emperor from his coins. But he did not put his own name in coins rather the coins named after *Haidari* or *Imami* the heroes of Islam. He used title of *Padshah* for himself. To legitimate his rule he named his government *sarkar-I Khudadad* the God given government. According to Kate Brittlebank he used Tiger as an emblem because it represents the sacred meaning of *Sakti* (power) both in Hindu and Muslim tradition. In his reign he wanted to make Mysore a modern mercantile state unique from other regional states. Though he wasn't succeeding in his goal. In Third Anglo-Mysore war situation was totally unfavorable to Tipu and he was ultimately compelled to accept British terms in the treaty of *Srirangapatnam* in February 1792. He lost half of his wealth and dominion in this treaty. His rule ended with a defeat at the hands of British in 1799 when he died defending his capital *Srirangapatnam*.

Before Haider, local hereditary potentates in Mysore, like *deshmuks* and *palegars* and other local subordinate holders like *goudas*, *patels* enjoyed various rights and the state's share in the produce taken in revenue was accordingly much constricted. These local chieftains also controlled the agricultural surpluses and local temples. Haidar, and later his son Tipu Sultan, introduced the system of imposing land taxes directly on the peasants and collecting them through salaried officials and in cash, thus enhancing enormously the resource base of the state. This land revenue system was based on detailed survey and classification of land; sometimes fixed rents and sometimes a share of the produce were collected from different categories of land, such as wet or dry lands, the rate of rent varying according to the productivity of soil. In previous system *Jagirdars* who collect revenues also maintain troops but Haider introduced new system. He mobilized European style large standing army. For such an army that had to be directly paid Haider collected revenue from the large part of domination and eliminated the intermediaries. Burton Stein argued this revenue system as a form of "military fiscalism", where land taxes were collected from a wide base directly by state officials to mobilize resources and to build up large army. Tipu ordered tax collectors not to collect revenue in wrong time because that could affect in peasant's life to compel them to sell their cattle. Resource less farmers were to given loans in from of cattle and grain. He was also wanted to modernize the agricultural economy, by repairing old irrigation systems and building new dams, canals. Sericulture industry was introduced by Tipu in Mysore. In his reign Twenty one centers for the culture of silkworms were established.

Unlike other contemporary Indian armies with contingents of varying size, each depending upon the size of resources of its individual commander, Haider Ali established the system of *risalas*, with a clear chain of command going up to the ruler. Each *risala* had a fixed number of soldiers, with provision for weaponry and modes of transport and a commander appointed directly by Haider himself. In 1767 he had 8000 regular infantry so armed, 4000 old style matchlock men, 5000 grenadier sepoy and 1000 Topasses with Musket. He employed rocketeers, a south Indian variety of throwing Gunpowder. However Haider remained convinced of the importance of cavalry for its tactical mobility and the Mysore army under Haider remained cavalry dominated force like Mughal army tradition. He took French help to establish his artillery and employed French officers in his army. But the French and other Europeans were employed in self-contained mercenary units of their own. Unlike most of the major Indian rulers of his time, Tipu did not establish his army along feudal lines, but appointed salaried officers to most of his commands. 10 workshops were set into Mysore where countless European style muskets were being manufactured. For further improvement he asked his ambassadors to Paris to request the French monarch to send him craftsman who could make Muskets, canon pieces. A founder with four master craftsmen came from France in consequence. His infantry was trained and equipped along European lines, mainly by the French, and used Persian words of command.

The rise of so powerful a military force in a span of thirty years is not surprising when one considers the fact that both Haider and Tipu were absolute monarchs who came to power and ruled by the sword. In the words of Sir Thomas Munro, it was “the most simple and despotic monarchy in the world.” With every aspect of governance under their direct control, Haider and Tipu were free to divert the considerable resources of the region they controlled to building up the army.

Witnessing European naval power both Tipu and Haider began to develop a navy. In 1766 Haider Ali had 2 ships, 7 smaller vessels and 40 gallivats strong navy. He employed a European officer to command this navy. Tipu developed navy into a full-scale project to imitate the British and wanted to make Mysore as a sea power based on naval strength and maritime trade. In second Mysore war previous navy was destroyed but in 1792 Tipu designed to build his navy with 7 warships each to be mounted with 30 to 50 guns.

The major interest of building ships was external trade. His ships already used to sail to Musqat where he established a trading factory. In 1785 he send embassy to Constantinople with three cargo ships, carried black peeper, sandalwood, cinnamon, and textiles to sell these goods in Basra. He wanted to make Basra a permanent depot for trade. He asked his ambassador to try to secure a farm (ijara) of the port from Ottoman monarch. Interestingly he acted like the European companies by establishing an overseas settlement of his own. After the defeat in third Mysore war Tipu’s overseas ambition failed but now he gave more concentration both maritime and inland trade. In 1793 he created state Commercial Corporation this corporation was headed by nine members with the designation of *Malikut Tujar*. Factories were established in thirty places including Srirangapatnam, Bangalore and Mangalore and seventeen places outside, including *Madras, Pondicherry, Mahe, Pune, Nagore, Kutch, Karachi* and *Musqat*. Much of the capital for this enterprise came from the state Treasury but also invited public to invest here

to raise its capital. Through this corporation Mysore began to participate in trading of valuable goods like sandalwood, rice, silk, coconut, sculpture etc. But Tipu's plans of modernization went far beyond his resources and therefore, Mysore remained, as Irfan Habib argues, "far away from a real opening to modern civilization".

Last four decades of the eighteenth century since the rise of Haider Ali's as head of Mysore south India witnessed constant warfare for the mastery over the province. During the resistance of British power Mysore need allies. Unlike other Indian rulers Tipu seek foreign help. He sends ambassadors to the French court to request French monarch to send him craftsman who could make Muskets. In 1787 he wanted to send a ship with 400 people to France. But his plan not came to Fruition. After French revolution a Jacobin club was established in his capital. On 15th may 1797 he planted the Tree of Liberty in the *Srirangapatnam* and republican flag hoisted in the presence of 'Citizen Tipu', with a salute of 2300 guns. However no great help came from French side. Only 99 Frenchman came from French island of Maritius. During the external trade of Mysore he correspondence with Afgan ruler Zaman Shah and Ottoman Sultan.

CONCLUSION:

As a ruler of eighteenth century when India was not modern in front of Europeans Haider and his son Tipu wanted to make their state a modern militaristic state. In their time Mysore flourished in many fields even his archenemies agreed that Mysore was agriculturally strong than any other states of eighteenth century. Though foreign policy of Tipu was not accurate and for these reason he suffered a lot. From a mediocre officer in Mysore Army to became the head of the state and successfully resist the British aggregation until the fall of Srirangapatan it was a vigorous tale which inspired our freedom struggle in upcoming century.

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Metaverse ve Çalışma Yaşamına Etkisi

Assoc. Prof. Dr. Senem NART

Bandırma Onyediy Eylül University
snart@bandirma.edu.tr
0000-0001-9675-5229

Lect. Dr. Cavit ÇOLAKOĞLU

Artvin Çoruh University
cavite@artvin.edu.tr
0000-0002-1107-7404

Lect. Arda TOYGAR

Artvin Çoruh University
atoygar@artvin.edu.tr
0000-0001-5548-7248

ÖZET

Teknoloji dünyasının yeni sloganı olan metaverse, gerek yaşam ve gerekse iş hayatı için beklenen etkileri ile önemli bir tartışma konusu olarak gündemde yerini almıştır. İş dünyasının dijitalleşmesi sürecini farklı bir boyuta taşıyacak olan metaversenin; genel olarak sosyal bağlılık, iş birliği, kültürel ve ekonomik bir üretim sunmasıyla, siber toplumsal bir düzen inşa edeceğine inanılmaktadır. Artırılmış ve sanal gerçeklik teknolojilerinin bir bilim kurgu vizyonunda birleştiği bu evrende, sanal bir kamusal alan yaratılarak, daha verimli iş akışlarını sağlamak, bu sürece adapte olan firmaların temel hedeflerini oluşturacaktır. Bu çerçevede iş dünyasının bir bölümü metaverse içinde iş modellerini uygulamak adına henüz erken kullanım senaryolarını araştırırken bazı sektörlerin, bu yeni dijital dünya içerisinde faaliyetlerini sürdürmeye başladığı görülmektedir. Dolayısıyla yavaş yavaş kendi ekonomisini yaratan metaverse teknolojilerinin iş yaşamına yansımaları anlamak son derece önemlidir. Bu çalışmada, iş yaşamında yenilikçi dönüşümü temsil eden metaverse teknolojisinin çalışma yaşamı için yaratacağı fırsatlar ve riskler, SWOT analizi yöntemi ile incelenecektir. Böylelikle bu çalışmayla, çağımızın son teknolojik gelişimi olan metaverse kavramı hakkında literatürün zenginleşmesine katkı sunulacaktır.

Anahtar Kelimeler: Metaverse, Artırılmış Gerçeklik, Sanal Gerçeklik, Çalışma Yaşamı

Metaverse and Its Impact on Work Life

ABSTRACT

As the new slogan of the technology world, Metaverse has taken its place as an important discussion topic with its expected impacts on both life and business life. Metaverse, which will take the digitalization of the business world to a different dimension, is believed to create a cyber social order through offering social cohesion, collaboration, and cultural and economic production in general. In this universe where augmented and virtual reality technologies intersect in a science-fiction vision, generating more productive workflows through creating a virtual public space will constitute the main goals of companies that adapt to this process. Within this context, it is seen that parts of the business world are examining early use scenarios for the implementation of business models in the metaverse while some sectors have already started to operate in this new digital world. Therefore, it is highly important to understand the reflections of metaverse technologies, which gradually create their own economy, on business life. In this study, the opportunities and risks created by the metaverse technology, which represents innovative transformation in business life, are investigated by using SWOT analysis. Thus, this study contributes to the body of knowledge on the concept of metaverse which is the latest technological development of this era.

Keywords: Metaverse, Augmented Reality, Virtual Reality, Working Life.

1.Giriş

Bilgi ve iletişim teknolojilerinin hızla gelişmesi, zaman mekân algılarının yeniden şekillenmesine ve yeni ekosistemlerin geliştirilmesine fırsat sunmaktadır. Bu sürecin önemli bileşenlerinden biri olan “Web” teknolojisi zamanla gelişerek, en kapsamlı küresel bilgi ortamını kazandırmıştır. İnternet sayesinde dünya bilgiye ve habere anında ulaşabilmeye başlamış en hızlı iletişim ağlarına sahip olmuş ve en önemlisi girişimcilik faaliyetlerini sürdürmüştür. Sunduğu tüm fırsatları ile yaşamın her alanını derinden etkileyen internetin ilk dönemi, “Web 1.0 (World Wide Web)” teknolojisi ile başlamıştır. “statik web siteleri” olarak tanımlanan ve “HTML” kodları içeren bu aşamada herhangi bir etkileşim kurulamamakta, sadece bilgiye erişim sağlanabilmekteydi (Berners, 2001). Hemen sonrasında “Web 2.0” teknolojisinin gelişmesiyle birlikte “etkileşim” kavramı Web’in merkezine yerleşmeyi başardı ve ikinci nesil internet dönemi başladı. “Dinamik web siteleri” olarak tanımlanan, “Web 2.0” ile internet kullanıcıları çeşitli araçlarla etkileşim geliştirerek, zamanla içerik üreticilerine dönüştü. Sosyal ağların devrimi olarak nitelendirilen bu gelişmeler ise dinamik ve çift yönlü bağlantı platformlarının kurulmasını sağladı. Tam da bu dönemde kurulan Wikiler, Youtube, Facebook, Twitter, Bloglar ve Instagram gibi web siteleri sayesinde sosyal ağlarda önemli derecede bilgi akışları oluşmaya başladı. Aynı zamanda geliştirilen akıllı telefon teknolojilerinin piyasaya sürülmesi ise kullanıcıların daha kolay etkileşim kurabilecekleri ortamları yarattı. Böylece Web 2.0 teknolojisinin kullanımı hızla yayılarak sanal kamusal mecraların gelişimine vesile oldu (Ersöz, 2020). Web 2.0 teknolojisinde içerikler sadece insanlar tarafından anlaşılabilir bir yapıya sahipken son yıllarda hem makinelerin hem de bilgisayarların tanımlayabildiği ve yorum yapabildiği bir sistem geliştirilmeye başlandı. “Web 3.0” teknolojisi olarak ifade edilen bu yapıda, internetin kişiselleştirilmiş sürümü geliştirildi (Kapan ve Üncel, 2020). Bu teknoloji ile herhangi bir aracı olmadan, merkeziyetsiz bir bağlantı kurmak mümkün kılınmaya çalışıldı. Özellikle blokzinciri gibi merkezi olmayan teknolojilerin geliştirilmesi, Web 3 teknolojisine zemin oluşturdu. Bu süreçte hızlı ve güvenilir iletişim kanalları oluşturuldu ve birçok işletme küresel faaliyetlerini blokzinciri tabanlı bu platformlar aracılığıyla gerçekleştirmeye başladı. Hızlı ve güvenli bir şekilde çift yönlü takip edilebilen bilgi akışıyla, yetkili paydaşların veri girişini yapabilmesine olanak sağlayan blok zinciri, özellikle COVID-19 süresince küresel firmaların bozulan tedarik zinciri bağlantıları için en önemli çözüm yöntemlerinden biri oldu (Toygar vd., 2022).

Tablo 1. Web 1.0, 2.0, ve 3.0’ın Özellikleri

	Web 1.0	Web 2.0	Web 3.0
Etkileşim	Okuma	Okuma – Yazma	Okuma – Yazma – Sahip Olma
Araç	Statik Metin	İnteraktif İçerik	Sanal Ekonomiler
Organizasyon	Şirketler	Platformlar	Ağlar
Altyapı	Kişisel Bilgisayarlar	Bulut ve Mobil	Blokzinciri Bulutu
Kontrol	Merkeziyetsiz	Merkezi	Merkeziyetsiz

Kaynak: Arvas, İ. S. (2022). Gutenberg Galaksisinden Meta Evrenine: Üçüncü Kuşak İnternet, *Web 3.0. AJIT-e: Bilişim Teknolojileri Online Dergisi*, 13(48), 53-70.

Anlamsal web teknolojileri olarak ifade edilen Web 3.0 teknolojisi, robot bilimi veya yapay zekâ konularıyla ilişkilendirilen bir teknolojidir. Temelinde ise, sanal hayattaki tecrübeyi

gerçek dünyayla ilişkilendirmek ve dolayısıyla Web'i yeni bir dünya olarak kurgulamak düşüncesi bulunmaktadır. Bu fikir ise metaverse teknolojisinin temelini oluşturmaktadır. Son yıllarda içinde barındırdığı fırsatlar çerçevesinde küresel merkezi şirketlerin de dikkatini çekmeye başlayan metaverse teknolojisi, en çok tartışılan konular arasında yerini almıştır. Özellikle Google ve Apple gibi teknoloji devlerinin metaverse teknolojisi ile ilgili projeler için önemli yatırım yapmaları ve 2021'de dünyanın en büyük sosyal medya platformlarından olan Facebook'un adının "Meta" olarak değiştirdiğinin açıklanması, bu kavrama yönelik ilginin hızlı bir şekilde artmasına katkı sağlamıştır (Arvas, 2022). Bu çerçevede metaverse teknolojisinin sunabileceği kültürel ve ekonomik fırsatların aynı zamanda oluşturabileceği risklerin tartışılması önem taşımaktadır. Dolayısıyla bu çalışmada, dijital bir strateji geliştirme adına metaverse teknolojisinin çalışma yaşamına olası etkilerini güçlü yanlar, zayıf yanlar, fırsatlar ve tehditler (GZFT) analizi ile belirlemek amaçlanmaktadır.

2. Teorik Çerçeve

2.1. Metaverse

Metaverse kavramının başlangıcı 1992 yılında basılan Snow Crash bir romana dayanmaktadır. Romanda bu kavram, kullanıcıların dijital avatar ve dijital kimlikleri aracılığıyla etkileşime girdiği, fiziksel dünya ile paralel devasa bir sanal ortam olarak tanımlanmaktadır (Lee vd., 2021). Evren (universe) ile ötesi (meta) kelimelerinin birleşimiyle oluşturulan bu kavram 'Meta evreni' tabiri ile literatürde yerini almıştır (Arvas, 2022). Buna göre metaverse, artırılmış ve sanal gerçeklik birleşenlerine sahip olmakla birlikte, üç boyutlu sanal bir evreni temsil etmektedir (Damar, 2021). 5G, nesnelerin interneti, bulut bilişim, yapay zekâ ve blokzinciri gibi gelişmiş teknolojileri bünyesinde barındıran Metaverse, dijital çağın bir ürünü olarak ortaya çıkmış olsa da oluşmasında ve gelişmesinde sadece teknolojik birikim yeterli değildir. Toplumsal, ekonomik ve kültürel unsurlarında gelişiminde etkili olması, metaverse'in yaygınlaşmasını sağlamaktadır. Dolayısıyla 21. yy'ın en gelişmiş sosyal uygulaması olarak nitelendirilen metaverse evreni için gerekli teknolojilerinin geliştirilmesi konusunda uluslararası firmalar, önemli yatırımlar yapmaya şimdiden başlamışlardır. Tablo 2'de bazı teknolojik girişimlerin örneklerine yer verilmiştir.

Tablo 2. Metaverse ve Şirketler

Şirket	Tanıtım Yılı	Vizyon	Kullanılan Teknoloji	Kullanıldığı Sektörler
Epic Games	1998	Döneminin en gelişmiş gerçek zamanlı 3D oluşturma aracını olan Unreal Engine'i oluşturdular.	Unreal Engine	Oyun sektörü, Mimari, canlı yayın etkinlikleri, simülasyon, dijital insan üretimi
Linden Research	2003	Second Life; bilgisayar video teknolojisi ile internetin birleştirilerek sanal dünyanın ilçe çevrimiçi oyunu	Linden Lab.	Dijital oyun, oyun geliştirme ve oyun içi alışveriş
Unity	2005	Unity 3D, Unity Asset Server; 3D oyunların bilgisayarlara kurulmasında ve oynatılmasında gelişmiş grafik kullanıcı arayüzü programı	Unity 3D, Unity Asset Server	Oyun sektörü, dijital ikiz oluşturma, simülasyon, havacılık, sinema, inşaat

Roblox	2006	Çevrimiçi oyun platformu ve oyun geliştirici	Roblox Studio	Oyun, oyun geliştirme ve oyun içi satış
Valve	2014	Oyun sektöründe öncülük yapan, Steam'i kuran ve HTAC ile ortaklığıyla VR teknolojilerini bulup geliştiren şirket	Steam, VR, HTC Vive	Oyun, oyun geliştirme, pazarlama, giyilebilir teknolojiler
Google	2017	Google Lens ile görsel analiz teknolojisini kullanarak nesnelerin tanımlanması ve detaylandırılması	Android Marshmallow ve üzeri, IOS uyumlu	Sosyal hayat aktiviteleri, barkod okuma ve hızlı çözümlenmeler
Nvidia	2020	NVIDIA Omniverse; 3D simülasyon, tasarım ve iş birliği için ölçeklenebilen, çoklu CPU kullanarak gerçek zamanlı referans geliştirme platformu	NVIDIA RTX grafik teknolojisi, NVIDIA PhysX, NVIDIA MDL, NVIDIA AI	Dijital ikizlerin oluşturulup hassas şekilde meta verileri kullanarak simüle edilmesi
Meta	2021	Metaverse dünyası için uyumlu VR teknolojili gözlük, ses algılama, görüntü işleme ve giyilebilir teknolojik ürünlere sahip olma	Project Cambria, Horizon meta dünyası ve sanal toplantı uygulamaları	Sosyal mühendislik, haberleşme, sosyal yaşam, dijital ikiz geliştirme, dijital vatandaşlık
Microsoft	2021	Micsoft Mesh; birden fazla cihaz arasında holografik görüntünün sanal iş birliğiyle birleştirilmesi	Hololens 2, VR ve mesh teknolojisine uygun ürünler	Siber iş birliği, holografik toplantılar ve eğitim
Apple	2021	Telefon kamerasıyla entegreli canlı metin ve görsel arama özelliği ile diller arası anlık çeviri ve görsel arama ile nesne tanımlama	IOS 15 ve sonrası için kamera güncellemesi	Metin içi çeviri yapma, görsel arama, anlık e-posta çevirisi ve gönderme
Samsung	2021	My House, Samsung'un Metaverse'de kullanıcıları için oluşturduğu meta dünyası	ZEPETO Studio iş birliği	Müşterilerini Metaverse dünyasına entegre etme, ürün geliştirme ve test etme
Sony	2022	Manchester City'nin stadyumunun dijital ikizini oluşturup Metaverse'e entegre edilme projesi	Hawk-Eye tarafından geliştirilen görüntü analizi ve iskelet izleme teknolojisi	Canlı maç izleme, Metaverse dünyasının inşası
Amazon	2022	Meta veri deposu oluşturma projesi	Lumberyard işbirliğiyle	Bulut tabanlı meta veri depo inşası

Kaynak: Yetgin, M. A. (2022). *Metaverse ve şirketlerde dijital dönüşüm*. Detay Yayıncılık

Günümüzde metaverse teknolojisinin ön plana çıkarılmasında; Endüstri 4.0'a adaptasyon sürecindeki firmaların politikalarını yeniden şekillendirmesi gerçeği yatmaktadır. Üretimde yeni bir paradigma olarak 2011 yılında Almanya'nın Hannover Fuarında dile getirilen Endüstri 4.0, diğer sanayi devrimlerinden (Sanayi 3.0, 2.0, 1.0) farklı olarak, teknoloji ile birlikte değer zinciri organizasyonlarının kolektif bir bütünüdür (Alçın, 2016). Bu bütünlük içinde yer alan tüm süreçlerin yüksek teknolojiyle donatılarak; insan-makine, makine-makine

etkileşimi çerçevesinde işlerin yürütülmesini hedef alır. Bu sanayi devrimi, bulut bilişim teknolojileri, blokzinciri, dijital ikizler, nesnelerin interneti, simülasyon, otonom mobil robotlar, dijital katmanlı üretim, artırılmış sanal gerçeklik, siber güvenlik, büyük veri gibi teknolojilerin gelişmeye gerçekteleşmiştir (Dombrowski ve Wagner, 2014). Bu çerçevede Endüstri 4.0 içinde yer alan yeni iş modellerinde tüm bu teknolojilerin kullanılmaya başlaması, metaverse teknolojisine zemin hazırlamıştır. Zamanla özellikle teknoloji devlerinin önderliğinde pek çok firma, Endüstri 4.0'ın yarattığı fırsatlar çerçevesinde metaverse'yi yeni bir yatırım alanı olarak görmeye başlamışlardır (Yetgin ve Baştuğ, 2022).

2.2. Metaverse ve Çalışma Yaşamı

COVID-19 pandemisinin tüm dünyaya hızla yayılması, dünya ekonomisini fiziki olarak neredeyse durma noktasına kadar getirdi. Bu süreçte firmalar yeni stratejiler geliştirmek adına çalışma politikalarını yeniden şekillendirmeye başladılar. Birçok firma evden çalışma modeline hızla geçti ve tüm iş süreçlerini evden yönetmeyi deneyimledi. Pandemi döneminde bir taraftan firmalarda yapısal değişiklikler meydana gelirken diğer taraftan bireylerinde tercihlerinde değişiklikler meydana geldi. Özellikle evlerinde kalan bireyler zamanlarının çoğunu internet ortamında geçirerek, kendilerini daha fazla dijital dünyanın içerisinde buldular. Bu dönemde çoğu internet kullanıcısı, çalışma, alışveriş, eğitim ve sosyalleşme gibi aktivitelerini sanal mecralarda yürüttü. Fiziki sosyalleşmenin ortadan kalkması ile birlikte insanlar sanal ortamlarda konser ve toplantılara katıldı.. Hatta sanal ortamlarda sergi ve müze ziyaretlerini deneyimledi. Tüm bu deneyimlerin pandemi sonrasında da sürdürülebilir olması ise firmaları bir dönüşüm içerisine girmeleri noktasında teşvik etti.Örneğin pandemi döneminde hibrit veya evden çalışma sürecinin başlaması bazı organizasyonlarda bu çalışma şeklinin karantina süreçlerinden sonrada devam etmesi; siber uzayın genişlemesine, yeni iletişim araçlarının ortaya çıkmasına ve sanal toplantıların sayısında hızla bir artışa yol açmıştır. Bu aşamada pek çok firma, ekonomik olarak tasarruf elde etmekle beraber çalışanlarından daha fazla verim aldıklarını da fark etmişlerdir. Dolayısıyla pandemi döneminde meydana gelen gelişmeler metaverse dünyasına olan ilginin artmasına vesile olmuştur.

Metaverse'de artan çeşitlilik ve yenilik çalışmaları, firmaların bir taraftan yapısal değişikliklere gitmesine neden olurken diğer taraftan yeni ürün ve hizmetlerin gelişimi için öncü olmuştur (Palmer, 2022). Metaverse'lerin ilerleyen zamanlar içerisinde daha aktif olması sanal dünyalar içerisinde bulunan 3B kullanıcılarının dokunma ve tepki alma hissine ihtiyaç duyması, giyilebilir teknolojilerin gelişmesine ve bu noktada büyük bir pazar payının oluşumuna katkı sağlamıştır. Günümüzde hali hazırda sanal gerçek (VR) gözlükleri kullanılmaya başlansa da metaverse teknolojisinin ihtiyaç duyacağı alt teknolojiler geliştirilmeye devam edecektir. Bu noktada metaverse yeni iş kolları, ekonomi koridorları, yeni iş olanakları ve yeni ticari gelirlerinin oluşumunu sağlayacaktır. Meta şirketinin burada gerçekleştirdiği proje ise yeni bir iş modelinin hayata geçirilmesidir. Bu bağlamda Meta şirketi teknolojik gelişmeler ışığında ve teknolojinin ilerlediği yönde yatırımlar yaparak; olanaklar ve gelirler için sanal dünyayı hedeflemiştir. Çünkü 2035 yılına kadar metaverse'nin pazar payının yaklaşık 260 milyar doların üzerinde olması beklenmektedir. Bu teknolojinin oluşturduğu ekonomik pazar ise geniş bir yelpazeye sahiptir. Doğrudan ekonomik olarak etkilenen sektörler olduğu kadar, dolaylı olarak da bazı sektörlerin etkileneceği düşünülmektedir. Metaverse'nin yaygınlaşmaya başlamasıyla birlikte özellikle bilişim sektörü doğrudan etkilenecek iken, uzun süre çevrimiçi kalan kullanıcılarda oluşacak sorunlardan dolayı sağlık sektörü, daha verimli eğitim ortamlarının yaratılacağına yönelik genel bir inanıştan ötürü eğitim sektörü, çok daha farklı bir alışveriş deneyimi sunacağı için perakendecilik sektörü, yine metaverse'de

gerçekleştirilecek alım satım işlemleri için bankacılık ve GSM şirketleri gibi sektörler de dolaylı yönden etkilenecektir (Yetgin ve Baştuğ, 2022). Dolayısıyla ilgili taraflar, metaverse'nin, ekonomik açıdan oldukça büyük bir alan yaratma ve yeni bir endüstriye dönüşme potansiyeline sahip olacağını iddia etmektedirler (Lee, 2021).

3. Metaverse'in Çalışma Yaşamına Etkisi: GZFT Analiz

Teknoloji çağının hızla ilerlemesi sonucunda kaçınılmaz olan metaverse'nin, sağlık, üretim, tedarik, eğitim gibi birbirinden farklı birçok farklı sektörde avantajlar ve fırsatlar oluşturabileceği beklense de geçmişteki teknolojik gelişmelere benzer muhtemel tehditleri ve riskleri de içerisinde barındırmaktadır. Dolayısıyla burada önemli olan husus çalışma hayatının önemli bir kısmını etkileyecek olan Meta evreninin doğuracağı fırsat ve riskleri belirlemek ve bu noktada dijital bir strateji geliştirmek çalışma yaşamı için önem teşkil etmektedir. Bu noktada çalışmanın amacı kapsamında incelenen akademik yayınlar, güncel haberler ve raporların değerlendirilmesi sonucu metaverse'nin çalışma yaşamında etkisini belirlemek adına GZFT analizi gerçekleştirilmiştir. Analiz sonucundaki değerlendirmeler ise Tablo3'te yer almaktadır.

Tablo 3. Metaverse'in Çalışma Yaşamına Etkisi: GZFT Analiz

Güçlü Yanlar	Yapay zekâ, bulut bilişim, nesnelerin interneti, 3D, artırılmış gerçeklik ve sanal gerçeklik teknolojilerindeki gelişmeler. Tüm bu gelişmelerin Metaverse dünyasına entegre edilmeye başlaması.
	Blokzinciri teknolojisindeki gelişmeler ve bu teknolojilerin kullanımının yaygınlaşması
	Çeşitli uluslararası şirketlerin bu alanı önemsediklerine yönelik açıklamaları
	Çeşitli uluslararası firmaların bu alanda yatırımda bulunmaları
	Akademi dünyasının ilgisi
	Metaverse teknolojisinin pek çok sektör ve alana uygulanabilirliği
Zayıf Yanlar	Altyapı yetersizliği ve erişim engelleri
	Yüksek maliyetler
	Metaversenin ihtiyaç duyduğu teknolojilerin entegrasyonunun henüz gelişim aşamasında olması
	Teknik aksaklık ve sistem sorunlarının önceden belirlenmesinin zorluğu
	Siber güvenlik için yeterli alt yapının sağlanamamış olması
	İnsanların teknolojik gelişme hızına uyum sağlayamaması
	Alanında uzman eksikliği
Fırsatlar	Yeni iş kollarını yaratması
	Yeni bir ekonomi koridoru oluşturması
	İnteraktif bir öğrenime zemin hazırlaması
	Çalışma saatlerinde esneklik sağlaması
	Ürün ve hizmet satışında etkileşim oluşturması
	Yeni gelir modelleri sağlaması
	Metaverse'e bağlı teknolojilerle ortaya çıkabilecek ekonomik fırsatlar
Tehditler	Siber suç, siber zorbalık, siber taciz gibi eylemlerin varlığı
	Kişisel verilerin korunmasında yaşanan aksaklıklar
	Fikri mülkiyeti korumanın zorluğu
	Dijital ortamlarda kanun koruyucuların faaliyetlerini yürütmenin zorluğu
	Merkezi bir yapının olmaması

Sosyolojik ve psikolojik sorunlar
Yasal sorunlar ve vergi meseleleri

Tablo 3’te yer alan kriterlere göre metaverse’ün öncülü olan teknolojilerin (yapay zekâ, bulut bilişim, 3D, Artırılmış gerçeklik ve sanal gerçeklik teknolojileri) çalışma yaşamında hızla yerini alması, metaverse’ye geçiş sürecini kolaylaştıracaktır. Özellikle sistem içerisinde nitelikli fikri tapu (NFT) kaynaklı sanal ticari faaliyetlerin gerçekleştirilebilmesi, blokzincir teknolojisi altyapısıyla gelişen yapısı, Metaverse kavramının daha fazla tanınmasına olanak sağlamaktadır. Yine metaverse teknolojisinin eğitimden sağlığa, üretimden pazarlamaya kadar pek çok sektör ve alana entegre edilebilmesi bu teknolojinin hızla yayılımını sağlayacaktır. Bu noktada çeşitli uluslararası şirketlerin bu alanı önemsediklerine yönelik açıklamaları ve bazılarının bu teknolojiye yönelik yatırımları metaverse kavramını güçlendirmektedir. Tüm bu güçlü yanlar ile birlikte; altyapı yetersizliği, yüksek maliyet, ihtiyaç duyulan teknolojilerin henüz gelişim aşamasında olması, siber güvenlik ve adaptasyonda aksamalar gibi çeşitli faktörler, geniş gelecek vaadi olmasına rağmen, metaverse’ün birçok açıdan henüz emekleme aşamasında olmasına yol açmaktadır. Aynı zamanda metaverse bileşenleri ile ilgili teknolojilerde çeşitli uzmanlık ve becerilere ihtiyaç duyulmaktadır. Örneğin blokzinciri, gelişmiş kriptografi, kripto para birimleri, sanal ve artırılmış gerçeklik alanlarındaki becerilere sahiplik son derece önemli olacaktır. Dolayısıyla bu becerilere sahip profesyonellere olan talep, nitelikli adayların arzından daha ağır basmaktadır. Sonucunda bu durum meta verinin kamuya açıklanmasını muhtemelen daha da geciktirecektir.

Metaverse evreninin tam anlamıyla oluşabilmesi için zamana ihtiyaç duyulmasına rağmen bu teknolojiye bağlı teknolojilerle ortaya çıkabilecek ekonomik fırsatlar dikkat çekmektedir. Metaverse bileşenleri ile birlikte gelecekte yeni sektörler, yeni iş kolları ve meslekler dolayısıyla yeni bir ekonomi yaratabilecektir. Tüm bunlarla birlikte çok daha esnek çalışma ortamlarının oluşumuna aracı olarak, çalışmanın tanımının yeniden yapılmasına neden olacaktır. Bir taraftan artırılmış ve sanal gerçeklik teknolojileri ile uzak mesafelerdeki çalışanlar arasında ortaklaşa çalışma alanları yaratılırken diğer taraftan firmalar yine bu teknolojiler ile müşterilerine ulaşma noktasında daha etkileşimli, kişisel ve özelleştirilebilir kullanıcı deneyimleri üretebileceklerdir. Ek olarak, firmalar yalnızca sanal dünyada var olan meta veri tabanında dijital ürün ve hizmetler üreterek de yeni bir ekonomi koridoru oluşturacaklardır.

Sunacağı fırsatlarla birlikte çeşitli riskleri de içerisinde barındıran bu teknolojinin sosyolojik ve psikolojik sorunları da beraberinde getireceği öngörülmektedir. İnsanın zamanın çoğunu gerçeklikten uzak sanal bir ortamda geçirmesi, toplumdan pasifize olmasına, gerçeklik algısı ve zaman kavramının yitirilebilmesine yönelik endişeler zaman zaman dile getirilmektedir. Bunun dışında Meta veri deposunu oluşturacak teknolojilerin henüz gelişme aşamasında olması güvenlik açıklarını kaçınılmaz kılacaktır.. Güçlü siber güvenlik kuralları ve en iyi uygulamalar olmadan, özellikle başlangıç aşamalarında, siber saldırılar meta veri tabanına taşınacak ve platformların en önemli tehditlerinden birini yaratacaktır. Metaverse, merkezi otoriteler olmadan özel olarak inşa edilmiş, halka açık bir dijital oyun alanıdır. Kuralları tanımlayan herhangi bir merkezi kuruluş/kuruluşlar hala kurulmamıştır. Metaverse geliştiricileri ise, sanal dünyada herhangi bir düzenleyici yetkilinin olup olmayacağı konusuna henüz bir açıklama getirmemişlerdir. Böyle olunca bu teknolojinin yarattığı iş dünyasında yasa ve hakların özellikle vergi konusunun nasıl düzenleneceği sorusu şimdilik yanıt bulmamıştır (Yetgin ve Baştuğ, 2022).

SONUÇ

İnsanları zamanın sınırlarının ötesinde yeni dünyalara götüren metaverse teknolojisi, günümüzde en çok konuşulan konuların başında gelmektedir. Çünkü çeşitli uzmanlar bu teknolojinin tüm sektörlerde bir dönüm noktası yaratacağına ve iş dünyasının buna göre yeniden şekilleneceğine inanmaktadır. İnanışa göre bireyler meta evrende iş başvurusunda bulunabilecek, tam zamanlı ya da yarı zamanlı çalışabilecek, alışveriş yapabilecek, seyahat edebilecek hatta yatırım yapabileceklerdir. Dolayısıyla iş dünyasının metaverse teknolojiye entegrasyonu ile beraber sanal ortamlardaki finansal değerler, fiziksel dünyadaki varlıklarının finansal değerine neredeyse meydan okumaya başlayacaktır. Bu teknoloji aynı zamanda yeni bir istihdam alanları yaratabilecektir. Çeşitli meslek gruplarına ihtiyaç duyulacak olan bu evrende, özellikle hem teknoloji hem de tasarım alanlarında çalışan iş gücüne ihtiyaç artacaktır. Öte yandan metaverse'ün çalışma şekillerini ve iş dünyasını nasıl yeniden tanımlayacağını anlamak biraz zaman alacaktır. Çünkü metaverse teknolojisi henüz oldukça erken bir aşamadır. Diğer bir ifade ile metaverse dünyası, çalışma hayatını yeni piyasa yapıları ve farklı para kazanma yöntemlerinin geçerli olacağı yeni bir modele doğru götürme aşamasının başındadır. Bu aşamada ise değişim için gerekli stratejiler oluşturmak ve bunun için hazırlıklar yapmak adına önemli adımlar atılmalıdır. Bu adımları atarken ise; iş hayatı, politikacılar ve sektör birlikleri birlikte hareket etmelidir. Dolayısıyla yaratacağı fırsatlar ile beraber uygulamada zorluklar ve engeller, içinde barındırdığı riskler ve tehditler konusunda pek çok alan ve disiplin iş birliği içinde olmalıdır. En başta metaverse teknolojilerinin geliştirilmesi ve kullanımının yaygınlaşabilmesi için geniş bir ağı oluşturulması ve bunun en uygun maliyetle gerçekleştirilebilmesi gerekmektedir. Bunun için pek çok organizasyonun birlikte çalışacağı iş modelleri geliştirmesi ve bir meta veri deposu oluşturması son derece önemlidir (Monier, 2021). Bunun dışında teknik kaygılar ile birlikte diğer tartışılan konu gizlilik ve güvenlik konusudur. Kurumsal kimliğin metaverse dünyasında gerçekte nasıl mevcut olacağı henüz netlik kazanmış değildir. Bugünün mevcut teknolojisinde bile firmaların veri güvenliğini tam anlamıyla sağlayamadığı gerçeği göz önüne alındığında meta evren ile geliştirilmiş güvenlik sistemlerine günümüzde olduğundan çok daha fazla ihtiyaç duyulacaktır (Aka, 2022). Öte yandan şimdiki teknik alt yapı bunu sağlama konusunda yetersizdir.

Kullanıcılar metaverse ortamında kendi statülerini, sosyoekonomik sınıflarını, kimliklerini, imajlarını kurgulayıp sanal bir yaşam yaratacaktır. Ancak blokzinciri teknolojisinin altyapısına sahip, merkezi olmayan bir sanal ekosistemde denetleyici bir mekanizma henüz belirlenmemiştir. Meta veri deposunu oluşturan teknolojilerin henüz gelişim aşamasında olması ve sistem içerisinde yer alan boşluklar çeşitli siber suçlara ortam yaratacaktır. Bu noktada bu teknolojileri uygulama aşamasına geçilmeden önce ortaya çıkabilecek mağduriyetler öngörülüp meta evrenini kapsayacak yasalar ve hukuki metinler oluşturulmalıdır. Diğer taraftan metaversenin yeni iş alanları yaratarak, farklı uzmanlık ve becerilere sahip nitelikli işgücüne ihtiyaç oluşturacaktır. Sanal emlak uzmanı, dijital alışveriş asistanı, kişiselleştirilmiş varlık yönetimi danışmanı, dijital eğitimler, risk yönetimi uzmanı, dijital dedektif, VR oyun tasarımcıları, dijital satış uzmanı, sanal mimar vb. çeşitli uzmanlık alanları gelecekte talep edilecektir. Dolayısıyla bu yeni tanımlanan işgücünün yetiştirilmesi için eğitim müfredatlarının güncellenmesi gerekmektedir. Bununla beraber uzun süre sanal ortamda yer almanın bireyde gerçeklik algısının nasıl etkileyeceği, psikolojik ve fiziksel ne tür etkiler yaratacağı henüz belli değildir. Kimi uzmanlar dijital platformların zaman içinde halk sağlığı üzerinde olumsuz etkiler yaratabileceğini öne sürmektedirler. Buna göre bu tarz teknolojilerinin doğru kullanımı ile ilgili bir farkındalık oluşturmak ve eğitim programları geliştirmek son derece önemlidir.

Sonuç olarak metaverse teknolojisi birçok farklı birey tarafından merakla araştırılan ve büyükten küçüğe birçoğunun bu teknolojinin bir parçası olmayı hedeflediği bir kavram olarak

ön planda tutulmaktadır. Bu teknolojinin eğitim, sağlık, üretim, pazarlama ve daha pek çok sektör ve alanda iş birliği, farklı çözümler ve fırsatlar sunacağı öngörülmektedir. Öte yandan başarılı doğru bir metaverse stratejinin geliştirilebilmesi için teknoloji, ticari altyapı, güvelik, (geleceğin) işgücü, sosyal altyapı, hukuk ve vergi düzenlemeleri gibi önemli başlıklar temelinde iş dünyası liderleri, politika yapıcılar, sivil toplum kuruluşları bilim insanları ve ilgili disiplinlerin temsilcilerinin iş birliği ile geliştirilen ortak bir metaverse yol haritası, insanlığı geleceğe hazırlayabilecektir.

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The Economical Geopolitics of China in Central Asia

Dr. Gulmira KERIM

Aydin University
Faculty of Economics and Management
Istanbul, Turkey
gulmiranamatova@aydin.edu.tr

ABSTRACT

While China is on the trajectory of gaining its own sovereignty in the financial, economic and technological aspects, it is relatively invisible. But there will come a time when China will become closely within its borders and will need reconfiguration of the world geopolitical space in the interests of China. Already now there is a subordination entry into the unconditional zone of Chinese interests of such countries as Vietnam, Bangladesh, Laos, Thailand and Indonesia and North Korea, tangible increase in influence in the Philippines and Malaysia, expansion in Africa.

Keywords: China, Central Asia, the Economical Expansion

INTRODUCTION

For at least three decades, the People's Republic of China - China in what follows - has undergone profound internal socioeconomic transformations and in its integration into the world market. This period of reforms and until 2022 year have been one of the pillars of the growing “re-orientation” of global production and commercial centers, with profound impacts on international politics. In just over three decades, China has become -with a population close to 1,400 million inhabitants, one of the most dynamic economies on a global level since then, as well as the massive reduction in poverty and the increase in of its population's standard of living (WB/DRC 2012) - in the second largest economy in the world and a general point of reference, both for its size and its dynamics. It is particularly relevant, and as will be analyzed later, that the Chinese socio-economy continues to undergo reforms until 2025 in the various social, economic and political fields, among many others. This dynamic insertion of China into the globalization process has not gone unnoticed in Central Asia and Russia, and China has also substantially increased its presence in the region, both through international organizations such as the United Nations.

Although the relationship between Central Asia and China has several centuries and reflects a rich exchange in multiple facets, including cultural, commercial, diplomatic, political and cooperation on issues of mutual interest in the international arena, among many others, this document , however, will not start from this rich historical experience, but rather from the “qualitatively new” relationship between Central Asia and China since the late nineties of the 20th century and, particularly, since the beginning of the 21st century.

Beyond political and diplomatic relations, currently the Central Asia-China relationship stands out for the new integration of China into the globalization process through trade and investment under new conditions and characteristics for the Eurasia continent.

Diplomacy is a set of tools that are provided to us by peaceful means to achieve the main goals of foreign policy. Among these tools, of course, the main ones are dialogue and negotiations. A coherent and useful diplomacy needs to be led by a clearly defined foreign policy. However, it is impossible to determine foreign policy without determining our main interests in the medium and long term.

National interests can often be compatible with the interests of others, and national interests - or the interests of a group of states - cannot be imagined without the definition of clear and realistic goals. In other words, there will be no foreign policy outside of a long-term geostrategic context. Each case is different, and each nation must be aware of its historical and geographical circumstances - important ingredients in developing a realistic national strategy.

In my opinion, this is the basis for determining foreign policy and the diplomacy of “soft power” corresponding to it. The world in which we live has already known several world orders in its history. But let's leave the discussion of this academic subject to focus on the world order in which we are currently inscribed. The end of the Cold War, the disintegration of the Soviet Union and its expansionist totality introduced a new “quasi-world order” that is characterized by a transitional character to one that we still know little about. In a sense, we can always consider each world order as a transition, more or less continuous, to a new order.

Regional multilateral relations

There is an inevitable fact in the international paradigm in geopolitical, geostrategic and geoeconomic terms. In addition to the Atlantic axis Europe-United States, the resurgence of Asia is creating an entity - controversial from a theoretical point of view - which we have agreed to call "Asia-Pacific". I do not question some of the statistical and business knowledge advantages of academic institutions more or less associated with APEC, but I am of the opinion that the breadth of the field, the political/cultural diversity and the number of countries that

make up this supposed entity means that it should not constitute, at least in the near future, an international player deserving of a special Portuguese foreign policy.

Let's not forget that the very name of the “APEC Forum” (Association of the Economies of the Asia-Pacific Region) is understandable since we are dealing with Southeast Asia, East Asia, including India, Russia, South Asia, North America and North and South America, Australasia and Oceania.

With globalization and inclusion in the international capitalist economy - especially after joining the World Trade Organization (WTO) in 2001 - China's economic attractiveness in the world has increased dramatically. At the same time, Chinese economic diplomacy has gradually become an important component of its diplomatic activities, which is a common mode of operation in current international economic relations. What is particularly relevant in the case of China, however, is the absence of “purely economic” Chinese diplomacy, at least in the sense that this expression usually has in Western market economies.

China economic and commercial activities are closely linked to and usually subordinated to public policy interests and are fully in line with the Chinese logic of a socialist market economy. It is hardly possible to define its nature as purely political or economic when trying to find a solution to these issues.

The particular configuration of Chinese economic diplomacy plays a central role in numerous initiatives related to the New Silk Road. This is the most ambitious project of his economic diplomacy, along with the Asian Infrastructure Investment Bank (AIIB), the first international financial institution, created in 2015 at the initiative of China, but on a different level. The overall commitment of the AIIB by Asian states, as well as to a large extent by non-Asian countries, among which several states of the European Union, including Portugal, testifies to the success of the AIIB and Chinese influence in the world.

The New Silk Road was opened in 2013 by Chinese President Xi Jinping and stretches to Europe, Central and Southeast Asia and Africa. This huge network of intercontinental rail links, seaports, airports, power plants and other infrastructures aims to (recreate) commercial links dating back to antiquity and the Middle Ages. But this historical reference is purely symbolic. In fact, this is a product of the globalized world of the 21st century and, in particular, China, which is increasingly trying to make its mark on this world. Chinese companies, funded by the country's state-owned banks, are the largest players in the ambitious project of an intercontinental network of interconnections and infrastructures.

Of course, foreign direct investment is a normal and necessary component of an open global economy. Notably, most states compete, sometimes fiercely, to attract foreign investors in order to create more jobs and wealth. From this point of view, Chinese direct investment abroad is a normal phenomenon for a player in the global economy.

But do Chinese companies behave in world markets like European and American “denationalized” transnational corporations? Do they also pursue purely private business interests? Or rather, do they directly or indirectly serve the political and strategic interests of the Chinese state? While these questions are difficult to answer, they are far from harmless. They are of great importance in the current economic and political international context.

Sino-Central Asian Economic Cooperation

Trade and economic relations between China and Central Asia have entered a phase of stable development with a rapid increase in bilateral trade and an increase in Chinese investment in this European country. Ties between China and Central Asia are at the highest level in history, and as 2016 marks the start of the second decade of a comprehensive strategic partnership between the two countries, these ties open up huge opportunities for China-Kazakhstan trade, as it currently accounts for only a small part of their respective total foreign trade volumes.

CHINA is accelerating its internationalization and global expansion through triangular cooperation and has become the second largest private energy company in Central Asia. As part of the Forum for Economic and Trade Cooperation between China and Turkic-speaking countries, China, Kazakhstan and Uzbekistan implemented a shrimp farming training project this year.

2022 is the beginning of the XIII Five-Year Plan, and China will continue to deepen reform and opening up in the next five years, in line with the five concepts of innovation, coordination, green development, openness and exchange. At the same time, Beijing will promote international industrial cooperation through its Belt and Road Initiative.

The China government, in order to adjust its economic structure, has developed strategic planning to stimulate economic growth, encourage investment and increase jobs. as an important partner of the Belt and Road Initiative and a founding member of the Asian Infrastructure Investment Bank, Central Asia can improve communication with China and cooperate with it in various fields through this initiative, both sides promote the export of agricultural and aquatic products from Central Asia to China , strengthening traditional trade and expanding services.

China and Central Asia hope to further expand bilateral investment, strengthen cooperation in energy, finance, infrastructure and offshore investment, and offer a favorable investment environment and favorable conditions for companies. China and CA will strengthen their cooperation mechanisms, such as the China-Central Asia Economic and Trade Cooperation Forum and the Joint Bilateral Economic and Trade Committee.

China and Central Asia at the current crossroads of globalization

The international system is going through significant transformations of a geopolitical, economic, financial and cultural nature. Both in the North and in the South, doubts and questions are raised about liberal values, free trade, global governance and the impact and scope of globalization.

The problems and challenges that the countries of the world are facing today, be it climate change, migration, unemployment, trade and investment flows, or the difficulties of multilateralism, seem to require ever greater cooperation and coordination between State. But the responses to these uncertainties and challenges reveal a growing weight of nationalism, protectionism, isolationism and unilateralism, in the attempt to address the problems of globalization based on responses that exacerbate singularities.

Phenomena such as the rise of China, the articulation around a unified Eurasia, the creation of the BRICS Bank, the BREXIT of Great Britain, the election of Donald Trump in the US, the strengthening of political groups and coalitions openly xenophobes in Europe, and the difficulty in achieving peace or a ceasefire in Syria, are elements that from different perspectives reflect the existing questioning about the globalization of the 90s and the international system to which it is linked.

There are different interpretations and narrative disputes about the intensity of these changes, as well as their determinants and possible consequences. From the perspective of China and Central Asia, there is a point that seems to be of unquestionable relevance: the reflection on the effect of these political, economic and normative transformations, for inter and extra-regional relations, for the evolution of regional institutions and for the implementation of the foreign policy of the States, to the extent that the external scenario of transformation is of such magnitude that it makes it difficult to use paradigms of international action from the past.

This scenario is marked, in part, by the expansion of Chinese action in Central Asia, the potential impact of the new policies of the US president towards the region (especially in his relationship with Afghanistan, Pakistan and in matters of migration, drug trafficking and

terrorism), the international retraction of Russia, and the economic difficulties of several of the countries in the region.

Oscar Villar Barroso, for his part, analyzes Russia's relationship with China considering the difficulties that this initiative faces with the greater institutional development in Russia. According to the author, as political and economic disagreements persist, their capacity for dialogue has diminished. Based on this condition, the relationship between China and Russia would have a double dimension: regional and bilateral.

From the regional point of view, dialogue does not develop at the highest level, but an understanding does. At the bi-regional level, there is evidence of a link that is more conditioned by the proposals of each country, in which long-term relations are promoted, since China recognizes the United States as the legitimate counterpart. The author identifies trade and access to natural resources as the central issue in the relationship with China.

However, he then analyzes the specificities of the different countries of Russia and Central Asia. He argues that they would see China from two different perspectives: one of a negative type, which considers China as a threat and a second – more pragmatic – in which within the hegemonic social forces there are sectors that recognize their own immediate interests.

Countries like Uzbekistan, Kazakhstan and Tajikistan would have a pragmatic optimism regarding the relationship with China; understanding that within what is feasible, relationships are yielding maximum results. Oscar Villar Barroso suggests the need to explore new areas of connection, based on concrete interests. In this sense, for example, the area of security and defense could be further explored.

Other fundamental factors in the bilateral relationship are agriculture and migration. China would be key to understanding the reorganization of the agro-food productive sector and the notable Chinese migration to Central Asia, which has developed over the last 20 years, would be key today in that country. However, beyond all these factors, China has become an alternative provider of financing for Central Asia and Russia. Kyrgyzstan already has 30 years of diplomatic relations with China, in two phases: from 1991 to 1995 these were fundamentally political and from 1995 the economic factor came into play.

The link with China was inserted from that moment in the strategy of open regionalism developed by Central Asia. China's gravitation in the Kyrgyzstan economy is such that one of the central concerns of the current authority is to attract investments from that country. Kazakhstan's relationship with China is connected to the development of its production chains. In general, since diplomatic relations were established in 1991, these have been healthy and the version has been linked to the energy sector. In practice, each country presents its particularities, prioritizing components such as politics, trade, cooperation or investment. In this framework, the challenge for China is to have more presence in cooperation and investment in projects of great importance and visibility. This would give it a greater opportunity to play a political and geostrategic role.

China's main geopolitical goal for the near future is to become a leader in East Asia. For two thousand years, China has been an exceptional force in East Asia. In 1842, the Nanking Treaty imposed on China was concluded, according to which China actually fell into dependence on the West and Japan. At present, China wants to regain its historical role, i.e. to become a leader in the region, and thanks to this status, to a greater extent participate in the formation of the geopolitical picture of the world. At present, China has powerful geopolitical resources, thanks to which it can achieve its goal: Demographic - more than 1 billion 300 million people, the territorial 9560 thousand sq. km. Is the third largest in the world second only to Russia and Canada. Geopolitical center: the possession of a large territory and a

convenient location in terms of solving geopolitical problems makes China a geopolitical center.

Economic resource: the economic growth rate is very high - 9% -10% per year. In 1950, China accounted for 3.3% of world GDP, in 1992 - 10%, and according to forecasts for 2025 - more than 20%. Since 2005, China has been ranked fourth in the world (ousted Great Britain from this place) after the United States (\$ 13 trillion), Japan (4.464 trillion dollars) and Germany. (2.890 trillion dollars) The volume of foreign direct investment in China is \$ 50 billion. If the growth rates of the United States and China remain the same, by 2050 China's economy will be able to break out in first place. China's currency reserves - 91 billion dollars, are inferior in the world by this indicator only to Japan and Taiwan.

Military resource: at the end of the 1980s, China revised its military strategy, moving from the concept of defense in a big war with the Soviet Union to a regional strategy, in which particular importance was attached to the prospective assessment of forces. The powerful economy of China creates a powerful military force. China is a nuclear power and gradually increases its nuclear missile potential. China now has 300 warheads for strategic missiles. There are about 6000 warheads in the Russian and American arsenals, but according to the agreement on the limitation of strategic offensive potentials (May 2002), their total number by the end of 2012 should be gradually reduced by about three times.

The number of Chinese warheads in the next decade will grow to 600-900 units, that is, China's nuclear arsenal will be comparable to the American and Russian ones. The number of armed forces of about 4 million people: between 1988 and 1993, defense spending rose by 50% in real terms. At present, according to the analytical services of the Pentagon, China's military expenditures amount to about \$ 90 billion a year. The annual growth of the military budget of China is more than 20%. As a country of an authoritarian regime, China naturally does not disclose the true annual volume of funds allocated by the republic for military purposes officially stating that it amounts to \$ 30 billion a year. Of course, the civilized world is worried about the insufficiently open build-up of military potential.

China is a permanent member of the UN Security Council, has veto power Included in various regional and global intergovernmental organizations.

China's desire for regional leadership is complicated by the following internal problems: Uneven development of 29 provinces and the possible tensions of interaction between the economy of China, its society and the political system as a result of globalization and rapid economic change. The Chinese economy has been steadily growing for a quarter of a century, but the gap between the poor and the rich is widening. GDP per capita of only 7,600 dollars is the 109th place in the world. According to Chinese data, the most affluent 20% of the population receive 50% of all income, while the poorest 20% are satisfied with 4.7%. Health care and education remain an inaccessible dream for many.

In 2004 in China there were about 74 thousand spontaneous popular protests, in 2003 - 58 thousand; Unemployment, the problem of external debt; China's major political challenge is Tibet and Xinjiang, over which China has gained control. Tibet was in fact an independent state until 1959, when Beijing eliminated this independence, brutally suppressing the uprising of the local population. Chinese troops are constantly in Tibet and the policy of Assimilation is being pursued ("Han" is the main nationality of China, making up 90% of its population). This is also the policy of Beijing in Xinjiang inhabited by the Uyghurs. This once nomadic Muslim people have always been to Kyrgyz Republic and Kazakhstan, where in the 1950s more than 2 million Uyghurs left the Chinese oppressors. Now, after the mass resettlement of the Han population in Xinjiang, the Uyghurs in their homeland are becoming an ethnic minority.

The main vectors of Chinese geopolitics: China, like Russia, is actively and persistently upholding the idea of a multi-polar world and is preparing itself for the role of one of the centers of the future multi-polar world. China acts very swiftly and consistently, putting its national interests at the forefront. China's geopolitics is independent and pragmatic. China is already challenging US interests and positions in East Asia. So in 1996-1999 they showed themselves in this direction during the dispute over the status of Taiwan, democracy in Hong Kong, the future of Tibet, the unification of Korea and control of the islands in the South China Sea. But at the same time, China is very actively cooperating with the United States in the economic and commercial sphere. The spread of the geopolitical influence of China will not necessarily contradict the realization of American interests. In Eurasia, there will be no stable balance of power without a strategic understanding between America and China.

China desired to gain influence in Central Asia primarily with the help of the Shanghai Cooperation Organization of which it is a key player. If earlier, Beijing was primarily interested in resolving disputed border issues and security problems with Central Asian countries, now, considering that these tasks have been largely accomplished, China has embarked on a large-scale economic development of the region, in connection with which it becomes a serious rival to Russia, currently quite firmly entrenched in Central Asia. China pays close attention to the rich energy resources of Central Asia. So far, only Kazakhstan supplies gas to China. However, Turkmenistan and Uzbekistan show interest in cooperation with China. Thus, after the construction of the pipeline, carried out by Turkmenistan together with a Chinese company, Ashgabat undertook since 2009 to supply Beijing with 30 billion cubic meters of gas annually. China managed to defend the decision to create in the region a zone of free movement of goods, capital for the next 20 years.

Between the PRC, Kazakhstan, Kyrgyz Republic, Turkmenistan and Tajikistan were implemented 87 new transport projects: The main of them is the construction of a “corridor” from the Caspian Sea to China (via Russia, Kazakhstan, Uzbekistan and Kyrgyz Republic). Beijing also secured the acquisition of a Chinese loan for joint projects and programs within the framework of the SCO. We are talking about loans for \$ 920 million, which the PRC provided in 2007 to Kyrgyz Republic, Tajikistan and Kazakhstan to finance imports from China. Cooperation with China is beneficial for the poor countries of Central Asia, but in the case of the implementation of all Beijing's economic initiatives, the region may well become a raw materials appendage to the PRC. Prevent neighbors (Russia, Japan and India) to unite against him; The Beijing alliance between Japan and the United States, which is now being transformed by the United States into the alliance of the United States, Japan and Australia, is particularly troubling.

Competition with Japan: As Chinese experts say, relations between Beijing and Tokyo are built according to the principle “cooling in politics, and warming in the economy”. China has a huge market, Japan has modern technology. Countries need each other. Japanese investors are one of the most active in China last year bilateral trade exceeded 170 billion dollars, exceeding the volume of trade between Japan and the United States.

But unlike businessmen, politicians are not ready to compromise. First, China is wary of Japan's desire to legally rehabilitate its military machine (Japan is not allowed to have armed forces to resolve international disputes). Secondly, the Chinese believe that Japan has not learned from history and distorts or ignores the facts of its aggression against Asian countries in the 20th century. For example, the Chinese cannot forgive their neighbor's history textbooks, which omit the details of the Nanking Massacre — the events of 1937 in the city of Nanking, when the Japanese army killed over 300,000 civilians and prisoners of war.

Thirdly, the Second World War created preconditions for both countries for territorial disputes. Among them is a dispute over the Senkaku Islands (Diaoyu) under the jurisdiction of Japan. Fourth, China and Japan are the world's leading importers of energy resources. The conflict over oil deposits in the East China Sea is already heating up. The desire to gain greater authority and influence in the developing world and China has always positioned itself as a protector of the oppressed African-Asian and Latin American peoples, as part of the third world.

It is geopolitically advantageous for China to formally remain part of the “developing world” because upon transition to the “golden billion” the organic link between it and the countries of the South can be destroyed. This ideological imperative, reinforced by the current Chinese capabilities, remains a means of global influence of today's China. China has openly announced its intention to make Africa a zone of influence. In November 2006, a two-day China-Africa summit was held in Beijing, to which representatives from 48 countries came from 53 countries of the Black Continent. As a result of the forum, Chinese companies received almost \$ 2 billion in contracts in Africa primarily in the energy sector (a third of the oil consumed by the PRC is imported from Africa). In addition, until 2009, China promised to double the amount of financial assistance to developing countries in Africa and provide loans worth \$ 5 billion.

In June 2006, China offered a fraternal alliance to 22 Arab leaders. China is the main arsenal of the Muslim world. China helped Pakistan create the foundation of its nuclear program and began providing similar assistance to Iran. China secretly built a nuclear reactor for Algeria. China is also actively working in the Latin American direction, successfully using for itself the anti-American sentiments on this continent (Cuba, Venezuela, Bolivia). The logic of China's geopolitics is simple: Beijing takes care of (fighting poverty, development assistance) any regimes without imposing a political model and not insisting on respecting human rights, and in exchange requires only one thing - guaranteed supply of resources for its growing economy. As a result, countries or entire regions that, for ideological or some other reasons, the West does not want to talk, will go over to Beijing.

Strengthening the strategic presence in Central Asia is not a new concept for Beijing. This region is very important for China, not only as a significant market for Chinese goods, a source of oil and gas for China's power plants, but also as an instrument of national security, especially in terms of the approach to resolving the Xinjiang problem. President Xi Jinping repeatedly over the past year has paid additional attention to the need to strengthen this policy as applied to enhancing security in northwest China. In particular, they directly emphasized that the successful participation of the PRC in economic development, political and military-strategic cooperation with the states of Central Asia should contribute not only to the settlement of the Xinjiang problem, but also turn Xinjiang into an “economic gateway” to Eurasia, as part of a grand vision of China's trade and infrastructure links to Europe.”

Cooperating with Central Asia through the Silk Road Economic Belt and the SCO, China builds long-term partnerships with each country of the region separately, due to unresolved intra-regional problems. In March, at the session of the NPC, a new PRC development strategy was promulgated, where the implementation of the Silk Road Economic Belt project and the concept of “going beyond its limits” occupied central places. This means that plans for an even greater transfer of Chinese enterprises to the countries of Central Asia will be carried out more actively in the near future. The G20 summit, planned in September 2016 in Hangzhou, will certainly also testify to the new, increasing role of China in Central Asia. In order to achieve these objectives, China has already invested heavily in the energy and transport infrastructure of the five Central Asian countries.

China National Petroleum Corporation (CNPC), a Chinese state-owned oil and gas company, built the Central Asia-China gas pipeline, which transports gas along the Turkmenistan-Uzbekistan-Kazakhstan-China route. In addition to the already existing three branches of the gas pipeline, ensuring the passage of 55 billion cubic meters, with the launch of the new line, gas volumes from Central Asia to China will increase by 30 billion cubic meters, which will amount to 20% of China's forecast consumption by 2020. The same company, CNPC, also participated in the construction and financing of the Kazakhstan-China oil pipeline. Both of these projects connect Central Asia and China through Xinjiang. China actively participates in the development of transport infrastructure in Central Asia, providing, in particular, a loan of \$ 280 million for the construction of the Dushanbe-Chanak automobile road in Tajikistan and implementing a new foreign policy concept called the Silk Road Economic Belt.

Of the accumulated by 2015 \$ 27 billion of Chinese direct investment in the largest economies of Central Asia, \$ 23.6 billion accounted for Kazakhstan, 98% of which are associated with the fuel complex - the extraction and transportation of oil and natural gas. The volume of mutual trade between China and Tajikistan and Chinese investment in this country are growing. In particular, such major infrastructure projects as the construction of the Dushanbe-2 thermal power plant, the Yavan-Vakhdat railway tunnel, the Khatlon

Agricultural Scientific and Technical Garden. China plans to use in the interests of strengthening its strategic presence in this country the complex relations of Tajikistan with certain neighboring Central Asian countries, which periodically turn into a transport blockade, intending to join the construction of a railway that will connect China and Tajikistan. China actively participates in the development of the transport infrastructure of Uzbekistan, partially financing a \$ 350 million loan to lay the Angren – Pap electric railway connecting the Fergana Valley with the main part of Uzbekistan.

The new road, as well as the 19-kilometer tunnel under the Kamchik pass, built with funds from the Chinese company China Railway Tunnel Group, will connect the global network of logistics routes in China and Uzbekistan, as well as the Xinjiang Uyghur Autonomous Region of the PRC with the countries of the Persian Gulf. However, in trade and economic and investment policies in Central Asia, Beijing is aimed at realizing its own interests in the region, and not at supporting local entrepreneurs.

The latter, in particular, is due to the fact that the leadership of Chinese companies operating in Central Asia, prefers to employ Han, rather than local residents. In addition, Beijing strengthens the lobbying of the interests of national business in Central Asia, by “encouraging” local high-ranking officials to give preference to Chinese business at the expense of domestic entrepreneurship, which leads to an increase in corruption in the Central Asian countries. In addition to economic relations, a very important part of China's strategic approach to Central Asia is the development and deepening of cooperation in security matters and the military-technical field.

China is concerned about any instability emanating from Central Asia that could affect the situation in Xinjiang, since Kyrgyz Republic, Kazakhstan and Uzbekistan have their Uyghur communities and organizations (in particular, such as “Ittipak” in Kyrgyz Republic) that advocate Uyghur rights . Such “solidarity” outside of China is seen in Beijing as a potential threat that inflames internal Uyghur activism. Militant organizations such as the Islamic Movement of Eastern Turkestan (IDTF) and the Islamic Movement of Uzbekistan (IMU) are also viewed as a direct threat to national security in China, fearing their military support for the Uyghurs who share their religion and its dissatisfaction with the current government of the PRC. Under these conditions, China seeks to deepen cooperation with the Central Asian

countries in the field of extradition of individual members of the Uyghur communities to China. In particular, such actions have already been undertaken by Kyrgyz Republic and Kazakhstan on the basis of China's claims that certain members of the Uyghur communities were involved in terrorist activities. However, such steps provoked protests by local and international activists, such as Human Rights Watch.

As a very important tool for strategic penetration and consolidation in the Central Asian region, Beijing views the development of cultural ties, in particular, teaching the Chinese language in the region through the actively expanding network of branches of the Confucius Institute. In addition to educational and cultural programs, the PRC in Central Asia is working to create a positive image through the media. The Chinese state channel CCTV broadcasts on the territory of a number of Central Asian republics, programs about China are regularly broadcast on state channels news blocks of the Chinese state news agency Xinhua are posted.

However, this very active rapprochement between China and the countries of Central Asia and the increase in the number of migrants from China cause concern among local residents of the region. As Chinese influence in Central Asia increases, local opposition to "Chinese domination" or "cynophobia" in some parts of the region becomes a key strategic challenge for Beijing. This is the result of China's attempts to get close to host countries when investing, including using corrupt leverage, combined with local fears of a "Chinese takeover". These concerns are also reinforced by the fact that infrastructure projects financed by Chinese companies are usually accompanied by Chinese contractors and management, which do not always take local rules into account. This often leads to local protests and attacks on Chinese workers.

There are several reasons for this. First, Central Asia has historically been the sphere of geopolitical and trade and economic interests of China. The busy Great Silk Road once passed through these territories, and hundreds of caravans with European goods were heading for Chinese silk and other unique products. In the 18th-19th centuries, conquering Xinjiang, the Qing rulers even pretended on some lands of this part of Asia, up to Lake Balkhash. In the 60s – 70s of the 20th century, in the period of exacerbation of Soviet-Chinese relations, at the suggestion of Mao Zedong in China, the question of "unequal" treaties and territorial claims of China against its neighbors, including the republics of Central Asia, was again discussed.

Secondly, China has a common border with three of the five Central Asian states - Kazakhstan, Tajikistan, and Kyrgyz Republic. After the conclusion of the treaties on the border with Kazakhstan and Kyrgyz Republic by the People's Republic of China, the disputed issues were resolved. With good neighborly relations, geographic proximity, regulated and open borders, as well as established transport communications naturally create favorable opportunities for the development of business and other contacts.

Thirdly, in Xinjiang, which borders on Central Asian states, there is a significant number of Uyghurs, Kazakhs, Kyrgyz, and Uzbeks who are related to their relatives in Central Asia. These ties may contribute to separatist sentiment in Xinjiang, which is constantly worried about in Beijing. The essence of the potential conflict is that Beijing could accuse the Central Asian states of providing territories as a base for Uyghur organizations conducting subversive activities against China. There are many publications in the Western press that the emergence of new independent states in Central Asia stimulates in the Xinjiang Uyghur Autonomous Region the struggle of the related Turkic Muslim peoples, mainly Uyghurs, for national liberation (there are large oil fields in the XUAR of the PRC).

Fourthly, Central Asia is viewed in Beijing as the most important economic partner, and on the cooperation with which the success of national economic development programs of the North-West People's Republic of China depends. China is showing a special and ever-growing

interest in oil and gas fields in Central Asia. Beijing's particular interest in Kazakhstan's energy carriers is not only due to the fact that this republic borders on Xinjiang, which allows the pipelines to be built directly to China, but also because Kazakhstan is a natural continental bridge leading to Iran and Iraq, i.e. the region where the Chinese are going to soon increase their influence.

And another important fact that cannot be ignored is that, according to calculations by the Chinese scientists themselves, the natural resources and economic opportunities of the PRC within its modern borders can provide, according to the most optimistic forecasts, a population of 1.5 billion people. Thus, China has become a major factor in the new "big game" in Central Asia and is throwing a frank challenge to other leading players - Russia, the United States, Iran and Turkey. By investing in the oil and gas industry in Central Asia, Beijing is concerned not only about easy access to energy resources to be fully armed in the 21st century, but also about building strong strategic ties with the countries of the region.

Over time, these ties can lead to the fact that Russia will no longer control the situation there, and the United States will face significant difficulties in trying to gain dominant influence in Central Asia. In addition, China is now creating a new zone of influence in the Middle East, developing close relations with Iran and Iraq, in the expectation of energy supplies. He hopes that he will eventually succeed in combining this zone with the Caspian Sea region and forming a third pole in the oil-and-gas-rich Middle East, where the Western and Arab countries have traditionally dominated. China is forced to take into account that the countries of Central Asia are currently oriented primarily towards Russia, then towards the West, the countries of the Islamic world and only then towards China. The essence of Beijing's strategy is as follows:

1. Prevent the dominance of any major power or political ideological force in Central Asia, including Russia, the United States, the rest of the West, and Islamic countries;
2. eliminate the negative ethnic impact of Central Asian countries on the Xinjiang Uyghur Autonomous Region;
3. to turn Central Asia into a key supplier of energy carriers and its most important economic partner in general;
4. to achieve in perspective the leading positions of China in the region as a whole;
5. Receive support from Central Asian countries on the issue of Taiwan and Tibet, restricting separatist nationalist activities in China.

In turn, the Central Asian governments expect to use China's prestige to establish closer ties with the world community, especially with countries in the Asia-Pacific region. Beijing is needed by Central Asia in order to balance the Russian and Islamic factors and another important factor - the experience and success of the economic reform in China - a kind of beacon for the countries of Central Asia.

Sustainable Development Goals

Chinese society will move towards a new stage where green technologies will be privileged, becoming one of the engines that will drive the Sustainable Development Goals, with which its international policy will be strengthened and will influence other regions, highlighting Russia and the Central Asia, where the investment in infrastructure that will be made in the countries of the subcontinent over the next 10 years will be in tune with the SDGs, so it will tend to influence the guidelines that governments adopt regarding green technologies. China's long-term goal is to raise productivity by relocating all the factors that play an important role in its economy to more profitable sectors.

A technological innovation of its own that is friendly to the environment is observed as the main concept. Such a premise will create two important phenomena: the breakdown of technological dependence and the reduction of carbon dioxide emissions. Thus, China not only

seeks to increase its productivity and competitiveness, but will also mimic the ecological balance.

Towards a new pattern of international production specialization over the last twenty years, technological development has changed the entire production process worldwide, leaving behind an obsolete industrial apparatus and giving way to a new industrial-technological system in which added value is the most relevant feature.

With this process, a new stage of production is entered. In fact, today the highly industrialized world is entering the era of post-capitalist society, where new technologies play a fundamental role, since they have become the real advantages, and leaving in the obsolescence of the classic competitive advantage. In the 21st century, lasting competitive advantage will come much more from new process technologies and much less from new product technologies. What used to be primary, such as inventing new products, is now secondary, and what used to be secondary, such as inventing and perfecting new processes, is now primary.

These two factors are what are developing the seven industries that will set the tone for international trade in the next three decades: microelectronics, biotechnology, the new materials industries, civil aeronautics, telecommunications, robotics, and information technology and computing to give way to telematics.

These characteristics emerge once technological change has been consolidated in an economy, and it is now that industrial science plays a prominent role. With the change in the international economy, the internationalization of production is being consolidated, and this allows those companies that have advantages such as capital and technology to participate, alongside companies that have a greater presence in international trade. The impact of high technology on the international division of production is specific to each of the processes at work in the formation of a new world economy.

Four basic processes seem to affect the conditions of competition and development between countries and between units in an economic system characterized by increasing interdependence across national borders:

1. The productive decentralization of multinational corporations and their dependent networks, in a worldwide search for comparative advantages in production costs and market penetration.
2. The diversification of competitive actors in the world market, with the participation of the newly industrialized countries in the international economy.
3. The rise of protectionism in some economies and strategies, and the existence of countries and companies that want to counteract the protectionist threat.
4. The growing importance of technology transfer in international economic relations, considered as a competitive instrument and as a negotiation of strategic alliances.

With the specialization of the tertiary sector, a new technological pattern has been promoted that has consolidated new sectors based on electronics, biotechnology, genetics, telematics, telecommunications, information technology, among other items. On the contrary, we are witnessing a structural decline in basic industries and a relative decline in the demand for primary products.

Likewise, this productive restructuring process has affected the sectoral dynamics of international trade, since while some branches such as mechanics, chemistry, electrical material, the wood-paper group, and textiles had a significant prisoner in the decade from 1960-1969, today they experience significant changes in international trade transactions. On the other hand, three branches are characterized by suffering a clear setback: steel, non-ferrous metals and agri-food; while two show a clear progression: electronics and the automotive industry.

Undoubtedly, in the last twenty years the world economy has undergone great transformations motivated by technological innovation and the internationalization of capital,

with which international trade today is dominated by the export and import of products, merchandise and services with greater added value, and those countries that have failed to transform their production process have lost their presence in international markets. In fact, from the decade of 1950-1959, the sector that has grown the most in international trade is manufacturing, in which the technological innovation of recent decades is reflected.

Technological change and global competition also reveal some differences between countries, since those that are in the first level are the ones that will carry out scientific research and technological innovations; while the nations that are on the second rung carry out a decentralized technological production; and those in the third line are the countries considered “cheap assembly zones”. The success of these countries lies in the link they developed between their external sector and their internal market. It is there where the joint partition of the State and the company was consolidated, through competitiveness policies.

The company-State binomial not only consolidates the exports of an economy, but also internationalization, based on the specialization of its industry, which permeates the entire production of a country as a whole.

2. China's technological development

The long-term goal of China's technology policy is to raise productivity by relocating all the factors that play an important role in its economy to more profitable sectors. A technological innovation of its own that is friendly to the environment is observed as the main concept.

Such a premise will create two important phenomena: the breakdown of technological dependence and the reduction of carbon dioxide emissions. Thus, China not only seeks to increase its productivity and competitiveness, but also contribute to the ecological balance. In December 1978, during the Third Plenum of the 11th Central Committee of the PCC, the reformist guidelines presented by Deng Xiaoping were approved, which were concretized in the program of the Four Modernizations -agriculture, industry, defense and science and technology- and in the Open Door Policy, which was outlined as the only way to place China among the great world economic powers.

China's new technological policy is mainly designed in the Five-Year Plans (2010-2015), (2015-2020) and (2020-2025), and it is important to point out that the achievements of the ix Five-Year Plan are shown in several areas to develop: industry, business, foreign trade, population, science, technology and education. In industry, the modernization and technological transformation of priority companies was carried out, as well as the reduction of surpluses.

The growth of high industry and new technologies is exemplified in information technology, in the construction and improvement of infrastructure; in aid to energy, transport, telecommunications, raw materials and construction materials. In industry, the modernization and technological transformation of priority companies was carried out, as well as the reduction of surpluses. It was also reflected in the growth of high industry; in new technologies, such as information technology; in the construction and improvement of infrastructure; in aid to energy, transport, telecommunications, raw materials and construction materials.

This plan shows important areas to develop. Also, in the Five-Year Plan for the Development of Science and Technology 2020-2025, it emphasizes key technologies for strategic industries, such as biotechnology, information and communication technologies, and other high-tech fields, all in order to relieve pressures on energy, resources and the environment, as well as to meet the needs of an aging population with pharmaceuticals and medical equipment. With this plan, China aims to boost domestic consumption and reorient technological development to raise the quality of its products.

To comply with the proposed strategies, in 2011 the Chinese government invested 1.84% of GDP, equivalent to 7.46 billion US dollars, in research and development (R&D), in various areas in which the new potential that will catapult to China as the world economy. The World Bank China 2030 Report foresees for the Asian country an evident boost to green technologies and some benefits that they will bring, among others that of employment. In 2012, 26.6 billion US dollars were invested to strengthen the Science, Technology and Innovation system, based on the development of high-tech groups and support for companies and universities.

For example, the Technological Innovation Action Plan of the Chinese Academy of Sciences includes “construction pilot programs, such as a wireless broadband media network, and commercial application of major science and technology results”. Regarding this stratagem of China, various international organizations, such as the World Bank, the International Monetary Fund, the Organization for Economic Cooperation and Development, the International Energy Agency, among others, draw attention to the long-term technological planning policy.

In this area the World Bank China 2030 report, as well as the OECD China 2013 study, predict that the investment in science and technology that the Chinese government is making will position the Asian giant as a knowledge exporting power. In this regard, the World Bank, in the publication China 2030. Building a Modern, Harmonious, and Creative Society, states that this country is determined to become, in 2020, a global and innovative power. (World Bank, 2012: 83), and to achieve this, it has focused on protecting the following strategic industries: renewable energy, biotechnology, information technology, high-end industry and high technology, which this international organization considers to be among the main sectors of future economic growth.

Thus given the technological advances in renewable energies, the potential for high added value and the export of green technologies. The World Bank forecasts a much more competitive Chinese economy. For its part, the Organization for Economic Cooperation and Development indicates that since 2009 China is the second country that invests the most in Research and Development (R&D). A year earlier, to deal with the international financial crisis, the Chinese government established a US\$1 trillion economic recovery plan, of which US\$392.7 billion was earmarked for infrastructure. Investments focused on fixed infrastructure and light industry; in manufacturing machinery, electronics, information and petrochemicals.

With this investment, in the 2020-2030 decade a greater increase in dependence on domestic technology will be possible, such a situation must be accompanied by a technological exchange of multinational Chinese firms and other national companies so that through international networks foreign technological models can be copied and improved. In the end there will be a greater consolidation of those Chinese industries that are currently emerging, such as wind and solar photovoltaics.

In 2025 the progress of science and technology will contribute with at least 60% of the country's development. Meanwhile, the country's dependence on foreign technology will be reduced to 30% or less (State Council, 2015). In the same way, it is expected to increase national patents and enter the Top 5 of academic essays worldwide. To achieve these goals, it is planned to extend public spending to 2.5% of GDP by 2025. With this percentage, China will be equaling the rate that the leading technology economies perform. But the size of the Chinese economy will make net spending the largest on the planet.

The OECD indicates that by 2025 China will be the country that transfers most resources to R&D activities, and this is because its economy is the largest in the world (in terms of purchasing power parity) and the international crisis continues to reduce United States and

European Union spending on R&D. In this way, in 2025, China will disburse 440,000 million dollars in R&D, while the disbursement of the United States will be 430,000; that of the EU is 315,000 and that of Japan is 130,000 (oecd, 2014). The long-term goal is to raise productivity by relocating all the factors that play an important role in the Chinese economy to more profitable sectors. A technological innovation of its own that is friendly to the environment is observed as the main artifice. Such a premise will create two important phenomena: the breakdown of technological dependence and the reduction of carbon dioxide emissions. Thus, China not only seeks to increase its productivity and competitiveness, but also to act in favor of the ecological balance.

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Evaluation of Sustainable Development Goals in Terms of Democracy, Participation and Governance

Res. Assist. Dr. Sinem ŞAHNAGİL

Balıkesir University
sinem.sahnagil@balikesir.edu.tr
Orcid: 0000-0003-0920-6948

ABSTRACT

Sustainable development is a concept that is expressed as meeting the present needs of society through the use of resources at a level that will not deprive future generations of their ability to meet their own needs. The 17 goals, which were planned to be realized by the United Nations in 2015, under the name of Sustainable Development Goals, planned to be implemented until 2030, still contain the most important policies in the world. Sustainable development, which has goals such as sustainable city and life, peace and justice, and reduction of inequalities, needs planning with a common mind, a multi-faceted organization and most importantly an effective participation mechanism in order to achieve the desired goals. The architecture of this organization is undertaken by the concept of governance. Because the higher the level of governance in a society, the easier it is to achieve sustainable development goals, thanks to the implementation of a participatory approach.

From this point of view, in the study, it was argued that the sustainable development goals were developed within the framework of democratic governance principles, and it was acted on with the thesis that these goals can be achieved in an atmosphere where participatory governance practices are widespread in local, national and international areas for a behavioral transformation on a global scale. In this context, first of all, sustainable development is discussed conceptually and theoretically in the study. In the second part, the concepts of democracy, governance and participation were evaluated holistically and their positive effects on sustainable development were analyzed. In the third part, it is aimed to evaluate this effect on the basis of sustainable development goals.

Keywords: Sustainable Development, Democracy, Governance, Participation

INTRODUCTION

Since the beginning of the 20th century, the view that the steps taken by countries individually and globally is not limited to the increase in economy, income and production. The World Commission on Environment and Development expressed this view in the report it prepared in 1987 and named as "Our Common Future". The Commission emphasized that sustainable development should be handled with its economic, social and environmental dimensions. In other words, the report underlined that economic welfare, social justice and environmental sustainability should be considered as a whole and interrelated. The report explained the basic philosophy of sustainable development as ensuring that present and future generations benefit equitably from the opportunities brought by development. For this purpose, global "Sustainable Development Goals" have been established. It was decided to initiate an intergovernmental process that is open to all stakeholders, comprehensive and transparent, in order to realize the 17 determined targets. Therefore, the concept of governance came into play as the important driving force of the process. Governance, which establishes a complementary relationship with participation and democracy within the scope of globalization, creates the appropriate environment for the realization of sustainable development goals with its multi-actor structure. Because one of the most important issues foreseen for the realization of these goals is local, national and international cooperation.

In this context, in the first part of the study, the concept of sustainable development is explained with its various dimensions. In the second part of the study, the effect of governance on sustainable development as an important power that can make common sense and multi-faceted planning necessary for sustainable development is evaluated. In the last part, the mechanisms that ensure the functionality of governance within the scope of 17 objectives determined by the United Nations are expressed and suggestions are made on how these mechanisms can be used more functionally.

1. Sustainable Development with its General Framework

Within its broadest sense; sustainability refers to the ability of a society, ecosystem, or any such ongoing system to continue to function in the unclear future without being forced to decline through depletion or overload of essential resources (Gilman, 1992). Sustainable development is explained as an environmentalist world-view which aims to ensure economic development without sacrificing the principle of using environmental values and natural resources with rational methods, considering the rights and benefits of the present and future generations (Keles, 1998:112). The concept of "sustainable development" (Guney, 2015: 349), which advocates that today's resource-use should be at a level to cause the least harm to future resource use, gained its most common definition under *the Brundtland Report*, prepared by the World Environment and Development Commission in 1987.

The World Environment and Development Commission, established by the United Nations in 1983, was followed by *the Stockholm Conference* in 1972, which is accepted as the first step taken at the international level to find solutions to environmental and ecological problems that threaten the future of humanity, and the concept of sustainable development was officially first introduced in this period. The report, called *Our Common Future* which was published in 1987 and also known as the "Brundtland Report", opened the concept to be discussed on the international platform (Torunoglu, 2004). Sustainable development, according to the Report, is defined as 'development' that meets the needs of today without compromising the ability of future generations to meet their needs (Yeni, 2014: 184). In this context, the concept of sustainable development means "development by preserving the delicate balance

between human and nature, and by observing the rights of future generations on the environment” (Kalaycioglu and Goymen, 2010: 113). In order to achieve sustainable development, it is first of all required an economic system which can provide sustainable surplus production and technical information. A political system follows it to ensure effective participation of the public in decision-making processes. A production system respecting the protection of the environmental basis necessary for development, a dynamic technological system continuously seeking solutions, an international system supporting sustainable orders in trade and finance, and finally, a management system capable of adapting to changing conditions are important requirements for the healthy actualization of sustainable development (UNWCED, 1987).

For Munasinghe (2009: 34-35), sustainable development consists of various dimensions interrelated. Sustainable development, which describes the balance of the society in terms of economic, social, and environmental aspects, includes such important topics as social dimension when considered from the human point of view; economic and cultural dimensions when considered for society; ecological dimension when considered for the environment. Therefore, sustainable development has three basic dimensions as economic, social, and environmental (Holmberg and Sandbrook, 1992; Kates, Parris, and Leiserowitz, 2005; Ozmete, 2010: 79). Sustainable development, which focuses on empowering human welfare by increasing the consumption of goods and services within its economic dimension; in other words, on maintaining growth and consumption at the highest level under natural resource constraints, focuses on protecting the integrity and flexibility of ecosystems within its environmental dimension, and the quality and quantity of the natural environment. The social dimension of the concept, on the other hand, emphasizes the enrichment and strengthening of human relations, as well as ensuring that people reach their goals in individual and group (Munasinghe, 2009: 34-35; Yeni, 2014: 192). Since the study mainly focuses on the relationship of sustainable development and its goals with the concepts of participation and governance, it is emphasized the social dimension of sustainable development.

Especially since the 1990s, the popularity of socio-economic issues such as poverty and unemployment, as well as social exclusion, gender inequality, democracy, participation, and empowerment of society in terms of political rights draw attention to the social dimension of sustainability (Wise, 2001). Because the completion of the sustainable development chain is closely related to supporting social capital as well as ensuring economic growth and development; in other words, ‘social sustainability’.

The social dimension that focuses on social sustainability is concerned with the extent to which social values, identity, relationships, and institutions will continue into the future. Social sustainability requiring preserving the integrity of the society and the ability to work towards common goals (Moldan et al., 2012) should ensure that social services including equality, political responsibility, and participation are carried out at an adequate level (Harris, 2000). In order for the social dimension of sustainable development to be operational, it is of great importance that equality, diversity, commitment, quality of life, and particularly democracy and governance are implemented as basic principles. Equal opportunities should be ensured for all members of society, especially those who are financially incapable and vulnerable, and it should be established systems and structures within the society to enable interconnection at the formal, informal, and institutional level. Addedly, it should be ensured to meet the basic needs of all members at the level of the individual, institution, and society and developed a good quality of life. Ultimately, it should be provided democratic processes in addition to transparent and accountable governance structures for the community (McKenzie,

2004). Because the concept of sustainable development gains meaning together with other indispensable concepts of democracy, human rights, participation, transparency, efficiency, accountability, and governance.

Increasing interdependence and change in the world with the effect of globalization leads to a new form of relationship between the state, community, and civil society in many countries (Goymen, 1999: 75). According to Guney (2015: 349), this new form of relationship, called “governance”, constitutes an important power that can make the common mind and multi-faceted planning that are necessary for sustainable development.

2. The Effect of Participation and Governance Relationship on Sustainable Development

The concept of participation generally means that the public becomes effective and active in the policy-making process. The concept of participation, which emphasizes the public’s participation in the public policy-making processes that consists of stages such as the determination, implementation, and supervision of policy, also expresses the ability to influence decision makers. Participation, among the determinants of democracy, explains the ability of organized or unorganized segments of the public to direct the administrative or political processes of decision (Kazanci, 1978: 85; Citci, 1996:10). While Eroglu (2006: 192) defines participation as the ability of individuals to have a say to solve the problems arising in their own living spaces, Uysal (1984: 63) based the concept on the process of forming and sharing the authority.

Governance is at the forefront of the important mechanisms that make participation action functional for the actors at local, national, and international levels. According to Bozkurt et al. (1998: 274), governance that first came to the fore with the World Bank Report in 1989 means a *structure* or an *order* formed by the results obtained by the joint efforts of all relevant actors in a social political system, while according to Parlak (2011: 865), it is necessary to provide more frequent and predominantly contribution and participation of local governments, non-governmental organizations, and private sector organizations, as well as central governments, to the identification and solution processes of social problems. Addedly, Demirci (2013: 29-30) evaluates the actors in the society as “partners” and defined governance as a process emerged by the interaction between these economic, political, and social actors on the other hand.

Although the number of definitions on *governance* can be increased, we see there is consensus on some common points in general. The definitions on ‘governance’, which focus primarily on administrative functions and processes rather than administrative structures, are formed with a polycentric rather than a monocentric perspective. Governance, which is built as an administrative dimension to enable the multi-faceted interaction of public administration, citizens, non-governmental organizations, private sector organizations, and similar actors against the claims of inadequacy that representative democracy faces at the point of representation (Eryilmaz, 2012: 60), envisages the participation of all local, national, and global actors in the managerial process through various democratic mechanisms. Governance, which reveals an *effective, accountable, transparent, open, and efficient* public administration in terms of its administrative dimension, shifts the balance of responsibility in directing and managing the society from the state to civil society (Guler, 2003:106-107; Aydin, 2010: 68). Governance includes the concept of ‘participation’ with its features such as providing information to the citizens, seeking the opinions and knowledge of the citizens, and involving the citizens in the policy process through various mechanisms. Therefore, in order for participation to take place;

the state should be transparent and open and also continuous and consistent in the mutual informational flow, and there should be the existence of effective ways for citizens to obtain information about participation mechanisms (Bozkurt, 2014: 233). Governance, according to Guney (2015: 351), is an important variable having an impact on sustainable development due to the features that are described above. Because sustainable development needs planning and organizing to be made with a common mind in order to achieve the desired goals.

“*Agenda 21*” constitutes one of the most important steps in the presentation of the concepts of *governance* and *participation* into the global agenda as elements to support sustainable development. *Agenda 21*, as one of the main documents, emerging as a result of the Environment and Development Conference organized by the United Nations in Rio in 1992, has the feature of being an action plan that defines the activities that governments, development organizations, the UN organizations, and independent sectors should do in all areas that affect the environment and economy throughout the 2000s (Keles et al., 2009: 450). Governments were primarily held responsible for the successful implementation of *Agenda 21*, as the highest-level expression of global consensus and policy commitments in realizing the concept of sustainable development. In addition to the governments, the active participation of the public and non-governmental organizations in the process was also among the points that *Agenda 21* especially emphasizes. In other words; although stated that governments play a role as the main actor for the implementation of *Agenda 21*, the elements of multi-actorship and global partnership have emerged as indispensable (Emralp, 2005; Bozkurt, 2014: 233; Celik, 2019: 37).

3. Evaluation of Sustainable Development Goals with the Dimensions of Participation and Governance

The 17 goals, planned to be implemented by the United Nations in 2015 under the name of *Sustainable Development Goals*, designed to be implemented until 2030, still contain the most important policies in the world. These targets include such topics as ending poverty and hunger and ensuring a healthy and quality life, quality education, gender equality, accessible and clean energy, decent work and economic growth, industrialization, innovation, and infrastructure. Additionally, such titles as reducing inequalities and supporting sustainable cities and communities and ensuring responsible production and consumption, climate action, life on water and land, peace, justice, and strong institutions and ultimately, partnerships for purposes are among the sustainable development goals. What is aimed with the sustainable development goals to be universally applied for everyone is to ensure that no country is left behind in the development process with the slogan of not leaving anyone behind (Ustun, 2020: 4; Celik et al., 2016: 337; Eskinat, 2016: 268). The existence of economic, financial, and ecological principles alone is not sufficient to achieve the goals in mention. In this context, decisive steps and mechanisms to increase civil society cooperation and participatory governance practices in local, national, and international fields are required primarily for the realization of democratic governance principles and for a behavioral transformation on a global scale.

It is seen that the main needs come to the fore, when the sustainable development goals are evaluated as a whole. First of all; it is necessary to provide customized aids for the fragile sections of society, to increase the support for the integration of individuals into the labor market, to produce more data on relative poverty and so, to develop disaggregated policies under the light of these data. In addition, increasing the number of health personnel per population, facilitating access to pre-school education, preparing the education system for digital transformation, and determining like this curriculum, and training the manpower suitable

for future competitive business lines are among the needs. Particularly, it is important emerging requirements to deal with the policies of strengthening policies to eliminate gender inequality in such areas as political representation, participation into labor force, education, and use of technology, adopting an integrated approach in the development of water resources management, continuing the efforts to reduce inequalities on the basis of regional, sectoral, and fragile groups, improving income distribution, and reducing discrimination understanding, with a whole understanding. While the number and scope of policies and measures that need to be implemented in line with the targets can be expanded more, it is important to provide the economic environment, financial resources, and international cooperation necessary for the implementation of the targets (Ministry of Development, 2017). Taking the steps of sustainable development in line with sustainable development goals depends on a strong institutional capacity and an effective coordination. When examined these targets, it is seen that each target is in the field of activity and responsibility of one or more organizations in terms of scope. That is; the issue of increasing the coordination between the institutions and making them permanent emerges as an area of development. In this context, it is considered there is a need for an institutional framework to increase inter-institutional communication and interaction for each objective and make this coordination of public institutions more defined and effective (Ministry of Development, 2017: 14). The framework, built by the development goals, enables the establishment of policy processes both locally and nationally. On the other hand, for Erbay and Ozden (2018: 261); it serves for establishing this cooperation between the local governments and the central government through this framework, ensuring that stakeholders are included in the managerial process, and providing a maximum benefit in favor of society.

In the realization of sustainable development goals, city councils are at the forefront of the mechanisms that are established to take an executive role. The city councils, which aim to expand democratic participation at the local level and to develop citizenship law and awareness of common life, undertake the function of ensuring the local adoption approach of governance with multi-partner and multi-actor. Moreover, the city councils cause an atmosphere of participation for many actors involved in the realization of sustainable development goals from municipalities to non-governmental organizations and universities to representatives of public institutions and organizations (Emrealp, 2005: 176; Gorun, 2006: 168; Akman, 2018). The city councils, which are established on the basis of *Local Agenda 21* aiming to achieve the goals of *Agenda 21* at the local level, acts in line with such purposes as managing problems at the source, raising awareness of local people on environmental and developmental issues and actively participating in solution groups, tackling problems, and finally, making the local governments personally a part of the solution in line with sustainable development goals (Soyguzel, 2015: 79; Celik, 2019; Karakuzulu, 2021).

Long-term strategic plans are prepared for the solution of sustainable development problems, and the preparation and implementation of these plans are accompanied by universities as well as central and local actors in line with the objectives of the relevant development goal. While the relevant ministries are involved in the center with the offices and boards formed by them within their own structure, the formations led by the local government units at the local level carry out the process. In order to ensure that the public is a part of this process, many local governments form working groups, research groups, round tables, and organize conferences (Carter and Darlow, 1997: 49). Civil society groups, which carry out activities specific to the problem and solution area of each development goal, also contribute greatly to the governance dimension of the process. Foundations and associations formed in various fields such as education, health, environment, city, and democratic participation support the process with the working groups that they form. These organizations provide activities on

such issues as ensuring the active participation of women and youth, representation of disadvantaged compatriot groups, and framing a common mind to put forward both local and national solutions in line with sustainable development goals.

CONCLUSION AND RECOMMENDATIONS

Sustainable development is a systems-based approach requiring holistic and long-term thinking. The aims and objectives of the new global agenda approach the three pillars of sustainable development, *-environment, society, and economy*, at an equal distance, and establish a direct relationship between each issue. Development is no longer considered only through the issue of economic growth but also in a way that includes environmental and social concerns. In this context, the social dimension of sustainable development constitutes an important stage to achieve the goals determined. This dimension, which can also be expressed as social sustainability, means increasing the capacity of stakeholders at different levels and institutions at all levels to interact effectively and developing a dialogue environment between them in direction of the same goals and objectives. At this point, the concepts of participation and governance come into play.

As a result, the understanding of governance, which is shaped on the relations of the ruling and the ruled in which participation is an important element, assumes a structural function for the social dimension of sustainable development with its prediction of a multi-actor process of participation. Then, achieving the goals, which are planned to be implemented by 2030 and built in a very broad perspective, requires a cooperation among international organizations, governments, private sector, and voluntary organizations, which are related to the goals. Sustainable development goals focus on a global development for sustainability, and their formation as a result of a participatory policy process is considered an important call in terms of ensuring a more solid basis for the decisions. In line with the importance and priority that are given to the formation of partnerships at various levels for the sustainable development in this context; some mechanisms have been established at both national and local levels besides the international organizations. In particular, such formations as city councils, foundations, associations, and working groups make great contributions to the establishment of sustainable development awareness and the socio-economic analysis stages in which the related sources are determined. Therefore, in order to increase the effect of these mechanisms for the process of making the sustainable development goals effective, a simultaneous democratization process involving the state and the civil society should be observed, and a technological and technical infrastructure should be provided for facilitating the network communication of the actors. In addition, it should be avoided from the practices to cause the relevant mechanisms to function as ‘consulting’. Finally, it should be cared that the legal and administrative regulations that will enable these mechanisms to participate as stakeholders in the plans, programs, and strategies, prepared under the supervision of the central government in line with the sustainable development goals, are inclusive and binding.

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Sufi Shrines: A Spiritual Space for Women in Kashmir

Gulzar Hussain

Research Scholar, History Department
Presidency University, Kolkata
gulzar.presiuniv2018@gmail.com
Orchid: 0000-0001-8755-5970

ABSTRACT

When it comes to more formalized forms of religion, the spiritual independence of women may be used to re-establish social inequities and power imbalances. Unquestionably, the Sufi tradition offers an alternate method of spiritual empowerment for Muslim women, and this is unquestionably true today. It encourages individuals to participate in spiritual development and knowledge gained through personal experience. Women's presence at shrines, a topic that has been examined extensively across the Muslim world, provides a number of other advantages in addition to spiritual ones. However, although it is useful to emphasize the motives of women for shrine visits in Kashmir, ethnographies of gender and religion in the context of Islam and South Asia tend to present female religiosity as occurring exclusively inside female realms. While women status and role in Muslim societies has gained substantial scholarly attention, in Kashmir, a little work has done on women's participation on the public sphere. It is critical to investigate the Nature of space offered to Kashmiri women by shrines as public institutions.

Keywords: Women, Spirituality, Sufi Shrines, Shared space, Rituals, Gender

INTRODUCTION

With the advancement of knowledge on Sufism, as well as the availability of previously hidden and inaccessible source has pushed issue of women's visibility, status and involvement in Sufism to the forefront. Despite the fact that both women and men followed Sufism, the representation of women in Sufi literature remain minimal and continued to be negligible. Many Sufi scholars, such as Sayyid Athar Abass Rizvi (1994) and Carl Ernst (1997), have confirmed the presence of various significant women Sufi traditions throughout history. A similar approach for women mystics and their shrines in South Asia has lately been offered by other researchers, such as Kelly Pemberton (Khan S. A., 2018).

In addition, Ernst (2003) claims that increasing visibility and engagement of women has led to a feminist interpretation of Sufism. Gender studies in Sufism have produced a rich tapestry of debate regarding its ultimate ephemerality in the search of God (Pemberton 2013). It is important to investigate and examine the theoretical understanding or philosophical foundation regarding gender and women with Sufism, as well as the relationship between Sufism and society and the influence of Sufism on society. Sufism offers a safe haven for women to advocate for their full rights (Khan S. A., 2018).

There has been a growing body of ethnographic research undertaken since the late 1970s that suggests a significant gap between discourses about active involvement of women in ritual life and women's actual experiences in the world of Sufi shrines. Women have always participated in Sufi ritual life; Pemberton argues that women have always participated in Sufi ritual life in ways that challenge or contradict prevalent religious and cultural ideas about gender segregation and women's subordination to male authority.

Bounded with the socio-cultural tradition, women have not yet been regarded equal to men in the society whether as spiritual leaders or a follower. This inequality is rooted not merely in socio-cultural institutions, but more specifically in the levels of awareness that underpin spirituality and beliefs. In Kashmir most research on gender revolves around conflict or mainstream political narratives. The Sufi order currently serves as a voice of tolerant Islam that opposes many forms of religious extremism (Haitami, 2015). While women status and role in Muslim societies has gained substantial scholarly attention, in Kashmir, a little work has done on women's participation on the public sphere. Few studies have deliberated upon women's participation in the public sphere and underlying structural limitations (Batul, 2021). It is critical to investigate the Nature of space offered to Kashmiri women by shrines as public institutions.

The Alcoves of the Sufi and Saints

Studies related to Kashmiri Sufi tradition and women's role are mostly focused on aspects related to women's visitation to shrine and performance of Shrine related rituals. Kashmir is a Valley dotted with Sufi Shrines, some centuries old and some recent origin, including are, visited by a large number of women of different religion come to seek blessing and intercession of the Sufi, mostly male Sufis, to redress their everyday woes. Shrines Commemorating Sufi women are rare. Those that exist, with few exceptions, are little known. Most have local devotees. Sufi texts', including hagiographical accounts, says, little or remain silent about the presence of Sufi women and their shrines. The shrine attracts people from all beliefs and faiths, as many visit the shrine for mental peace. Visit to local shrines and engagement in Sufi traditions to acquire blessings and spiritual help in times of sickness, death and mental distress are popular in Kashmir. Sufism has preserved the Kashmir's socio-cultural fabric for centuries and has always attracted members from different social group based on genders, social class and ages.

Kashmir is famously known as ‘Pir Vaer’ or the alcove of the Sufi and saints. Shrines become an integral part of Kashmiri society and culture and the importance of the shrines reflected in the everyday life of people of the Valley.

Female Mystics

Kashmir is generally famous and for its beauty and the beautiful and lofty shrines dotted all over the valley. “Sufism in twenty first century South Asia remains a spiritual teaching tradition- mediated in the intimate exchange between master and disciple and experienced through ritual performances” (Rozenhal, 2016). If the Sufi shrine holds a key place in several women live in Kashmir, it is also because of the sway of the Kashmiri women mystic ‘Lal Ded’. The Sufi Tradition which entered Kashmir from Central Asia and Persia has been very instrumental in recognizing the importance of women in Mysticism or Sufism. So, in spite of the Saivite disposition of Lalleshwari (Lall Ded), the Sufis, because of her monistic leanings, included her in the mainstream of Sufism. That is why she was given the names like Lalla 'Arifah, Maryam Makani, etc. Moreover, the local Mystic Order or Brotherhood, Rishism had women members from its very outset. The patron-saint of Kashmir, Shaikh Nuruddin, paid due attention to the spiritual nourishment women and recognized the spiritual attainments of women Rishis like Bahat Ded, etc.

There are many female saints, including Lal Ded, Bibi Baria, Taj Khatoon and other. Because of the scarcity of information about them, it is difficult to gather information about these women saints. An important source on the life of Sufis particularly women mystics, is local folklore and oral narratives. However, there is barely any work dedicated to women mystics in Kashmir except Lal Ded (Batul, 2021). The role of women sponsoring Sufi activities deserves special attention (Schimmel, 1975). In Kashmir we have seen large number of small shrines, ‘where more or less-historical women are buried’ (Schimmel, 1975). There are various shrines in the valley which were very less known or given little importance. Women's contributions to Sufi culture, which often assimilates indigenous cultural norms, have not been completely studied, leading to ambiguity concerning Sufi women's lives and responsibilities. To make sense of modern religious situations, efforts have been made to reinterpret religious texts, deconstruct gender dimensions within religion, and recreate gender conceptions. In Kashmir most research on gender revolves around conflict or mainstream political narratives. Few studies have deliberated upon women’s participation in the public sphere and underlying structural limitations (Batul, 2021).

Besides from the early days of Islam, female mystics, who were ascetics and celibate, were prominent in Sufism and many of their tombs became place of pilgrimage, of these shrines of Bibi Baria in Kralpora were the men are excluded. Bibi Baria's shrine, situated a few miles from Srinagar in Kralpora Village, is a women-only shrine (Hayat, 2015). The shrine, which is believed to be of the 14th century, prohibits males from accessing the tomb. It's a rare opportunity for Kashmiri women in the region to engage in a spiritual space that as their own. Here, however the opposites hold true. In downtown Srinagar, Bibi Baria’s father-in-law Mir Sayyid Ali Hamdani’s shrine in downtown Srinagar, who promoted Sufi-oriented Islam and came to fruition in the valley of Kashmir, women are permitted to pray outside the shrine, but if they attempted to enter the sanctuary, they are instantly chastised.

Women and the Shrines

Women visit to the welcoming atmosphere of the shrine, where they gather, share stories, and sing song about the prophet and the saint. Many people come to the shrine in the hopes of finding spiritual or bodily healing. Many women enter into the world of Sufi shrine to activate their relationship with the saints. By Knotting a piece of clothes to the handle of the door or the

part of the shrine is the participant, what Michelle A. Rein called, ritually “activates” a relationship with the saint (Najmabadi, 2007).

In shrines women often come to ask from God through the saint, with help conceiving a child or curing an illness. In South Asia that usually do not have accommodation for or even allow women to enter the worship site. While women are permitted to worship on the grounds of several other holy sites and mosques in Srinagar, in the Sufi shrine women are not confined to the periphery at the Sufi shrine, but rather behave as if they own the space. It is curious and interesting to see that women devotees collectively raise their hand before a shrine, tears rolling down their cheeks in the hope of receiving the boon and bliss. Dozen, of multi-colored thread and ribbons are tied to the door handle, representing the prayer they hope are answered. The shrines are the only visiting place for their spiritual nurture, women speak and cry her heart out and their sorrows, women gather around each other at the tomb and feel directly in contact with a sacred source of power that reflects their own energies (Khan S. A., 2018).

Looking at the role and status of women within a Sufi shrines’ milieu in South Asia, Kelly Pemberton (2006) highlights the significance of women’s presence in spaces, which otherwise are constructed as patriarchal spaces (Khan S. A., 2018). Women of nearby villages visit the shrines regularly with their children to seek blessing. Women devotees who visit shrines seek saints blessing to solve their day-to-day worries. Shrines in Kashmir are the only place of refuge for women. Some have developed strong affiliation with the shrine. Women at this shrine not only feel secure under the care offered to them at the shrine but also spiritually guided by older caretaker.

The Shrine gives women a safe space to connect, share and empower. Visiting shrines and gathering at the sacred shrines not only to carry tradition or come to ask to fulfill their wishes but also to form a community to celebrate the feminine. These shrines welcome all ages and bring together the generation and we all have a need to spiritually grow and heal and to seek inspiration and motivation, since women are not allowed into the mosque they come here and ask the buried to intersect between God and them. Some women often retire to local shrines for spiritual solace to compensate for the lack of such place, with the special section reserved for women, even so, the issue remains far from resolved.

Kelly Pemberton argues in her study that, ‘there are different kind of shrines associated with the deceased and living Muslim saints, many of these are not Sufi, strictly speaking’. She argues that in local parlances the term Sufi is associated with a number of individuals and phenomena that have little or no connection with the institutionalized forms of Sufi Islam that emerged in the 10th century (Pemberton 2004).

Shrines of Sufi saints in Kashmir are an important public space in the larger vacuum of spatial avenues for Kashmiri women. Shrines provide an alternate spaces and roles for women. While the relation between women and the shrines are essentially based on piety and devotion. It provides women a recreational space where they can socialize with the other women. At the shrines women tends to construct more of a personal relationship with the saints, one that is emotional and devotional. Unlike mosque which is predominantly male space, shrines offer primarily a space for Kashmiri women’s piety. Therefore, the Sufi shrines offer a unique opportunity for the analysis of women’s religious and social space outside of the domestic sphere in the contemporary Islamic world.

Shrines are the only ‘public’ gathering places for women participants to visit that are socially acceptable. The importance of shrines can also be seen in terms of women’s participation in sacred practices. Women are the major participants in the shrines rituals while also contributing financially both for shrine maintenances and priestly incomes. Women flocked to the Sufi shrines to enjoy their pristine and spirituality. Mostly, the women population that usually come

to the shrines asking for intercession in Kashmir consist of over the age of 18, with majority being way older than 40 with many wishes and intention. Women visit shrine for spiritual comfort, peace of mind, to make a vow, to celebrate the fulfillment of vows, to gain relief from household pressures, for leisure and recreation.

Female Spiritual authority is recognized as an accepted part of Sufi faith (Pemberton, 2004). The unwavering belief of the Muslim women has played and continued to play a significant role in the development of the Muslim community. At the shrines women define and construct a different relationship with the saint, one that is deeply personal, emotional and devotional (Mazumdar, 2002). “They weep, beg, cry and plead with the saints to intercede on their behalf (Mazumdar, 2002).

Women come to them to express their special wishes concerned with their marital life, children and other issues. In shrines the practice of Islam by women takes on a more expressive quality. Occasionally, women go on pilgrimage to distant, ritually significant mosque either in the company of other women and accompanied by their husband.

At the level of everyday social practice, Sufism is often equated with “popular” worship at shrines. The graves of Sufi saints provide an alternative place for devotion and pilgrimage in South Asia, particularly for women who are typically excluded from the public, gendered arena of the mosque (Rozenhal, 2016). Friends are expected to meet at the defined place of keep in touch, thus shrines are manifestations of relations of friendship, religious sisterhood and local identity. Sufism, as a mystical dimension of Islam, serves as a unique nexus of Islamic authority, devotion, and practice (Rozenhal, 2016).

Conclusion

Visit to and involvement with the saints and sanctuaries are two of the rare options left to women to be, to shape their own world and their lives. She may go into a considerable detail about her losing son to return, the traumatize mind of her and her family to deal with or even to help in their daily life. The relationship of women with the saints is very expressive and cares a wide range of human emotion; love and affection, happiness and ecstasy, pain and sorrow and even at times frustration and sorrow. Mernissi (1989) suggest that it may be therapeutic to share the problem with the saint as well as other women. The shrine is a gathering place for women to interact with one another, making and sharing ceremonial meals as well as discussing their joys and sorrows. Through shrine visitation women propose their own version of Islam, one which intersects with their needs as mother, wives, sisters, and members of women’s community. There are specific shrines connected with specific women concern, such as marriage, childbirth and fertility.

Women eventually gathered around and talk for long and share their problems with each other. “Undeniably therapeutic, the sanctuaries stimulate the energies of women against their discontent and allow them to bathe in an intrinsically female community of soothers, supporters and advisors”. At shrines women are constrained in a defined area, here they move freely from the courtyard to the tomb to the rooms, initiate interaction with the saints, participate in group ritual with other women or even disengage from it all by quietly prating or meditating in a corner. For some women, the shrine is a sanctuary, a place for refuge from domestic difficulties, an escape from the oppression.

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Virtual, Classic or Both?

Dzenita DELALIC

Bachelor of Business Administration

Kocaeli University

dzenita.delalic@gmail.com

Orcid: 0000-0002-5275-4272

ABSTRACT

The background of this paper started in the period of and after the pandemic when a lot of companies were closed and couldn't adjust to a new sort of work (virtual work). Our study research especially questions COVID-19 impacts on the virtualization of work in companies and transformation from classical to virtual way of work. Our aim is to integrate insights from virtualisation theory into business empowerment research on the sources of empowerment failures in periods of crisis within organizations. First, we argue that managers should pay greater attention to the complexity of human motivation, avoiding the simplistic view of compliance-based approaches. Second, we discuss the importance of developing a conversation around values within organizations, enabling healthy individual growth and limiting the emergence of neurotic processes. In conclusion, we discuss the possibility to develop both virtual and classical work in today's business world.

Keywords: Virtualization, Covid-19, Impact, Human Resource

INTRODUCTION

Virtual sort of work started to get attention, especially during the period of pandemics. Before the pandemic, most people believed that nothing can't replace the classic way of work in the organization and didn't get full attention as a topic to be considered in the context of the way of work. During the period of the pandemic (2019-2022) a lot of companies have tried "something different".

"Something different " was nothing more than a different way of work and organization. Actually, these ways (digitalization, virtualization etc.) represented something new for "classic" companies and for their workers and customers.

Restricted social interactions imposed by the pandemic aggravated the over-use of digital devices for socializing which included virtual dates, virtual tourism, virtual parties, and family conferences (Pandey and Pal, 2020).

On another side, this way of work already existed, just didn't get enough attention. The right question is "Why?".

Why the virtual organization or work was something new in 21. century, and why nobody didn't get enough attention to this topic before? Why the adjustment to the new conditions of work(virtual work) was so hard?

A virtual world is a computer-simulated representation of a world with specific spatial and physical characteristics, and users of virtual worlds interact with each other via representations of themselves called "avatars." (Chen and Richards).

Virtualization Leadership was born from 40 years of experience throughout the history of z/VM, IBM's ground-breaking virtualization software for System z, key design principles formed the backbone or DNA of the family of z/VM products (Bitner and Greenlee)

Virtual work has become a big challenge for everybody: workers, companies, families, mental health etc. but the main problem is accepting it as a normal as a classic way of work.

It is hard to transfer from one to another way of work we can see that from the number of closed companies during a period of and after the pandemic.

Including all these previous reasons the aim of this study is to evaluate changes and work of organizations in periods of pandemic (Covid-19) or any other unexpected conditions.

Distinctions between virtual and classic work in organization

The concept of VR could be traced at the mid of 1960 when Ivan Sutherland in a pivotal manuscript attempted to describe VR as a window through which a user perceives the virtual world as if looked, felt, sounded real and in which the user could act realistically (Sutherland, 1965).

Virtualisation was first developed in the 1960s to partition large, mainframe hardware for better hardware utilization. Virtualisation was first implemented more than 30 years ago by IBM as a way to logically partition mainframe computers into separate virtual machines. These partitions allowed mainframes to "multitask": run multiple applications and processes at the same time. Since mainframes were expensive resources at the time, they were designed for partitioning as a way to fully leverage the investment.

Virtual teams are often the group structure used in virtual organizations.

The leader of a virtual organization demands a new set of skills unlike the skills required in a traditional hierarchy.

Another critical element to the success of the virtual organization is the ability of the organization to create world-class learning systems. These learning systems help leaders sustain or create world-class competencies (Thomas).

The advent of virtual work simultaneously provides immense opportunities and challenges for workers in the new digital economy (Hof 2007).

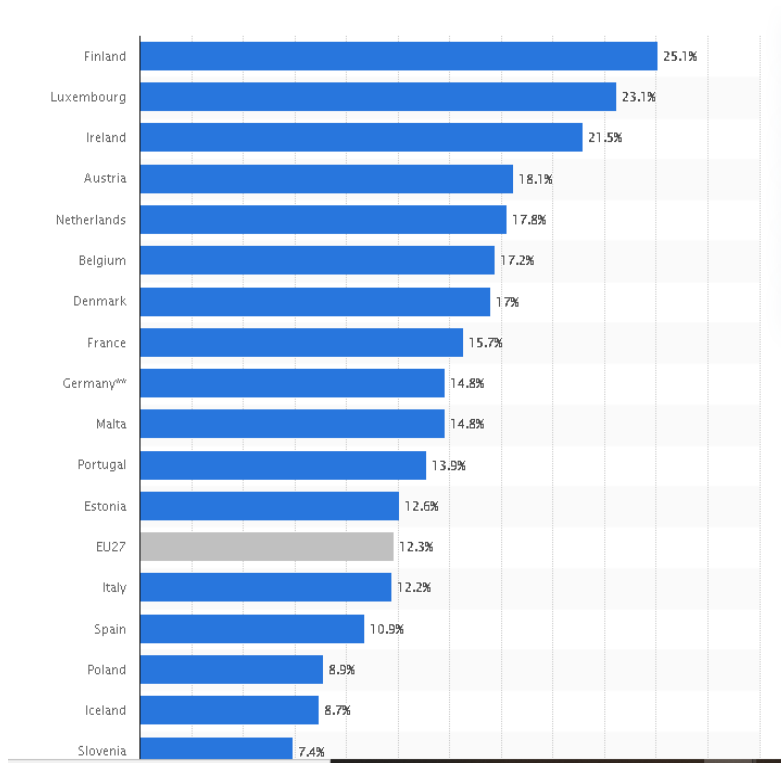
Years	January	February	March
2022	▲ %7,8	▲ %0,5	▲ %39,8
2021	▼ %55,1	▼ %19,2	▲ %27,3
2020	▲ %9,91	▲ %31,84	▲ %19,22
2019	▼ %12,84	▼ %9,89	▼ %8,59
2018	▲ %14,62	▼ %18,50	▲ %9,89
2017	▲ %0,73	▼ %2,43	▼ %5,79

Table 1. Number of closed company –Turkey (2017-2022)

A survey was web-based on the comparative method of The Union of Chambers and Commodity Exchanges of Turkey where we compared how many companies were closed as a result of the pandemic and reasons why they couldn't transform their business from classic to virtual, and why the last solution was closing the companies

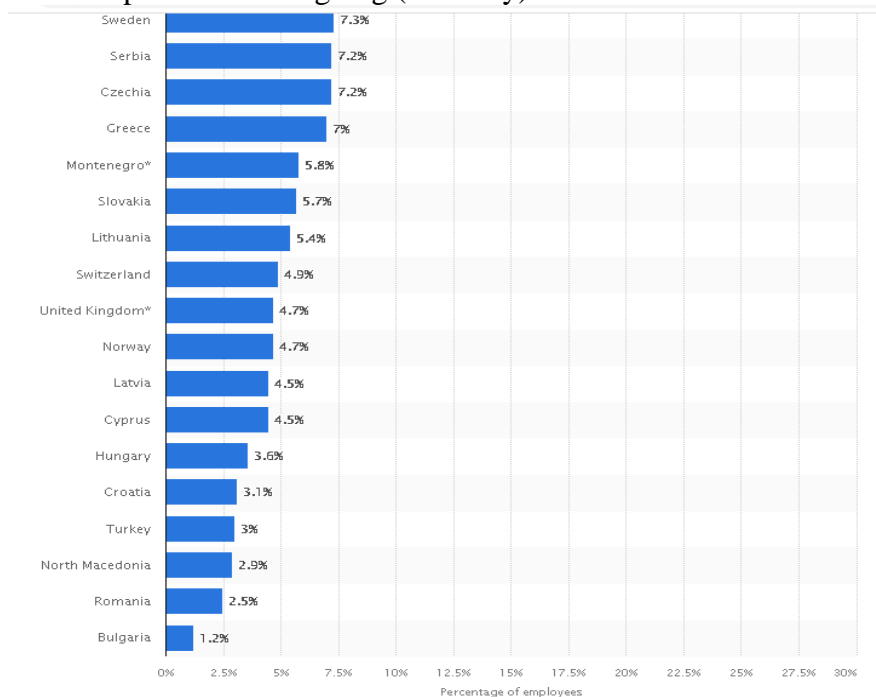
If we follow the statistics from Table 1. We can see that there is a significant increase of closed companies when we speak about Turkey as one example of countries in Europe which are in development.

A 100% virtual organization, on the other hand, is a whole different challenge — a challenge that many business leaders are ill-equipped to deal with (Knotts)



Graphic 1. Countries who most effectively adopted virtual work by %

The pandemic has thrown a curveball to all industries, bringing the global economy to a near standstill. The goal posts have been moved, and now all we can do is stretch our workplace policies further to keep our business going (Anthony).



Graphic 2. Countries who relatively adopted virtual work by %

It is hard to make the relation between virtual work, classic work and talent and there is starting problem with our research, especially in Turkey. If we look at previous research we will find that Virtual as a word was always connected in Turkey in accordance with an education system and education generally. There are rare situations when you can find more information about virtual work

As a result of the pandemic and during a period of pandemic lots of company in Turkey which wasn't ready for a completely virtual way of work were closed. In accordance with the research of The Union of Chambers and Commodity Exchanges of Turkey from the period of 2020 including all months and from 2021 including January and February

Organizational strategies to mitigate consequences

During the period of the pandemic there was a lot of publications on the context of COVID-19 and how did it affect business life and what will be consequences but what was more interesting is the fact that some company talk about consequences for workers and how costs had lowed in and after a period of a pandemic like it was said: "Robots do not get the coronavirus" and people does.

During that period lot of companies think about what to do to mitigate consequences.

Many companies from European countries, regardless of how the situation develops, action steps have to be taken now to help mitigate the impact of COVID-19 on your company and prepare it for further crisis developments (Softic)

- Wherever possible, set up a home office, and enable your employees to work actively from home
- Assess the impacts of the pandemic on your organisation from the operational and financial perspectives
- Manage cash flow across the supply chain
- Address the impact of the pandemic on obligations arising from contracts with your business partners
- Address key risks and ensure business continuity

But of course, it wasn't completely effective and all countries didn't completely adopt this type of work and as we could saw a lot of companies were closed for example in France 50 000, Germany 23 180, United Kingdom 20 250 and Turkey 17 850.

If we look at our research we can find out the three most important steps to mitigate consequences:

- +be ready for every sort of change because the World is changing every minute
- +develop humane resources so that they can
- +take both virtual and classic steps but never stop to take steps, because if you stop it means that you give up

CONCLUSION

After all, research which included the last five years we can conclude three most important things. First, today there is no completely successful company that aimed virtual work. In accordance with our research, we have found that most of the virtual companies all around the world have the same problem Human Resources (HR) and how to control it in the era of virtual



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work it was even hard for a classical way of work and now we surface another type of problem “isolation”.

Classic work makes people work together and connected in the same or relative same conditions in the workplace, but virtual work makes people isolated from each other and there starts the main point of work problems and work for the organization.

It is hard to talk about what is the right choice for an organization: Virtual or Classic type of work because every organization is different and works in different circumstances, but what every organization need to do is to adapt to new circumstances.

Lots of countries didn't integrate into this virtual way of work especially countries in development as a Turkey.

Today nobody guarantees that one day we won't need a classical method of work and that we would need to adopt them.

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Effects of Climate Change on Coastal Landforms

Souryabrata PAL

Vidyasagar College

University of Calcutta

souryabratapal@gmail.com

Orcid: 0000-0003-2697-4404

ABSTRACT

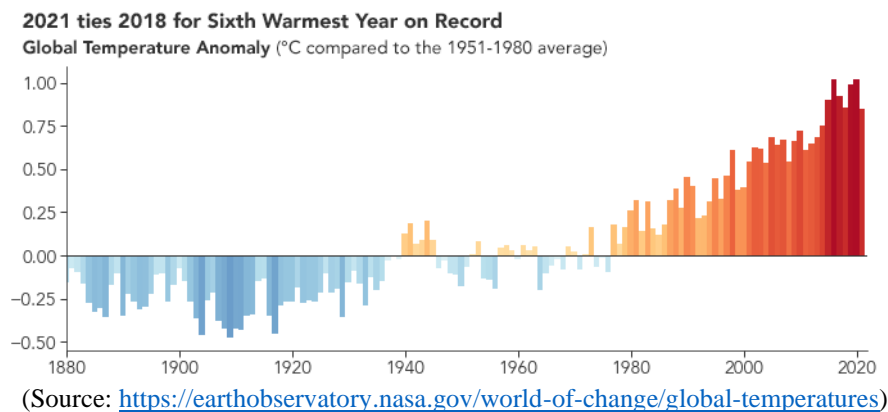
Humans are currently living in the Holocene epoch, quaternary period of the Cenozoic era, through years of evolution. Though not much with respect to the timeline of this universe, the civilization still managed to heighten their level of intellect over time, and utilised their knowledge for the advancement of its kind. But gradual extension of the needs forced them to exploit the resources and create an unsustainable situation for future generations. The most distinguished problem we are currently facing is the Global Warming and the Climate Change. Studies have been conducted from my side on how the coastal landforms are effected by the changing climate due to several reasons. This paper offers a logical and systematic approach over the geomorphological changes already happened or possible consequences that may happen because of the gradual rise of mean sea level. The change in climate may cause the geomorphic agents for the development of landforms to alter or work differently over time to create new relief patterns. Here the landforms, like beach, hook and spit, cliff, tombolo, barrier islands, fjords etc. are discussed thoroughly with both their positive or negative contingents. Observation of data, from various sources, helped to interpret the legitimate and rational outcome caused by the global climate change on the different coastal landforms. It is hoped that this study will help to be aware about the possible future of the components of coastal geomorphology and how they are probably going to be evolved. Thus, we have to do the needful to curb this situation within a restricting limit and build a world based on Sustainable Development.

Keywords: Coastal Landforms, Geomorphology, Climate Change, Sea-level Rise

INTRODUCTION

Among all the challenges human civilization is facing from the dawn of mankind, the most difficult and prominent one is often against the nature. With the growth of human empowerment, so called development had always come from utilising the resources according to their knowledge. However, the demanding nature of humans gradually started to exploit the resources and affected the nature and its various components. As a result, the main concern nowadays is the change of climate and global warming, which does not anymore fall under a negligible sacrifice for the purpose of development. The more this era is depending upon technological production, the more we can see that wastes and emissions are now irresistible things around our environment.

After the Industrial Revolution, the mean global temperature has increased in total by 1 degree Celsius, or approximately 2 degrees Fahrenheit. Between 1880, from when the accurate recordkeeping started, and 1980, it rose on average by 0.07 degrees Celsius (0.13 degrees Fahrenheit) every 10 years. Since 1981, the rate of increase in temperature has more than doubled. The most important consequences of the increase in global mean temperature will surely be the inevitable rise in the sea level. Mountain glacier and melt water will not only contribute to this expansion, but also to increased flooding in floodplains. The Intergovernmental Panel on Climate Change has estimated that if the emission of greenhouse gases continues, by the year 2100, this rate of increase in temperature will cause the rise of mean sea level between 30cm to 100cm, which corresponds to maximum rates 3.5mm-15mm per year. Even if the CO₂ concentration stabilize around the year 2030, sea level would continue to rise through at lower levels.



During the next few decades monitoring of sea level changes, using the Global Sea Level Observing System (GLOSS) will clarify the pattern of upward and downward movements of the sea relative to the land, and is likely to demonstrate a worldwide sea level rise resulting from predicted global warming by the enhanced greenhouse effect.

The ocean absorbs 30 percent of the carbon dioxide in the atmosphere — and when that carbon dissolves into the water, it forms carbonic acid.

Due to these change in sea level, the obviously affected areas are the coastal areas around the world. There are various coastal landforms which might be destroyed by the raised water levels, and also, they can be altered by marine processes and create new landforms.

METHODOLOGY

To predict the future, we must need to analyse the bridge on which the past had changed to present. We could assume at least close to what possible yet to come if we can collect the data and monitor the changes already happened. Establishing the importance of morphological changes also regards their possible outcome on the living organisms and their behavioural changes. For this purpose, various approaches to secondary source of data are used to conclude to the hypothesis of possible changes of coastal landforms could experience.

Firstly, numerous other research papers, which are about individual landforms, are studied thoroughly and referenced as needed to justify the outcomes. Based on statistical data, observations are included in the conclusions of the papers from which these hypothetical changes can be backed by facts.

Secondly, recent articles on climate changes and its effects, published by different governments around the world, helped to state the already changes these landforms are having. Their individual statistical data (for example, the average annual sea level rise, the changes in ocean currents directions etc.) represents how rapidly these could affect the consequences.

Thirdly, critical thinking, deductive reasoning, logical reasoning and more importantly cause and effect reasoning are used to select the specific areas of the hypothesis to be most concerned about. This helped to see the patterns of changes and identify the sectors or chain of fields which will be affected orderly.

Fourthly, this paper tries to not only state the cause of the problems and changes performed by them, but also to suggest a cure or preventive measure to stop the further alteration. In other words, whether it is a degradation of environment or unavoidable changes of nature, we should come to a moral agreement, i.e., will not exploit the nature and its resources and use them economically, fulfilling our needs. We must save them for the future generations, and this is known as Sustainable Development.



Coastal areas of world in the map 'Blue Marble: Next Generation' published by NASA, 2004

LANDFORMS: CAUSES AND EFFECTS OF CHANGES

As an exogenic geomorphic relief feature, marine landforms are developed through erosional, transportational and depositional works. The processes and mechanism of hydraulic action, corrasion or abrasion, attrition, corrosion or solution and water pressure erode the backshore zone and coastal land to create erosional landforms, whereas, different types of waves are the

agents of transportation and depositional landforms. Here, different landforms and their probable effects and morphological changes because of the climate change is discussed.

BEACH - The most popular and famous coastal landform is Beach. According to Savindra Singh, “Temporary and short-lived deposits of marine sediments consisting of sands, shingles, cobbles etc. on the seashore are called Beaches.” In simple words Beach is the interconnecting place of land where the shore and the sea meets. The major source of supply of beaches are the eroded materials brought by the rivers at their mouths, mass wasting and mass movement (landslides and slumping) of cliffs, scouring of the off-shore zone by storm waves, erosion of pre-existing beaches etc. However, the possible outcome of rising sea level on the beaches all over the world could be a matter of concern.

1. The excess supply of sea water would engulf the dry land portion, so there would be a massive loss of land by the back swash waves. The sand and all the minerals present on the shore would be diluted in the water and this will cause a loss of composite lithosphere.
2. The dissolved minerals in the water will gradually increase the salinity of the water. Moreover, the saline variation of the sea water of the world would change the density, which can influence major ocean currents that transport heat through the ocean, stimulating more climatic changes.
3. The gradual loss of the beach will change the territory of the land breeze and sea breeze. This will also cause a minor yet not negligible change in climate.
4. The intrusion of the salt water under the places along the coastline may contaminate the drinkable water sources (generally known as Aquifer) and the groundwater, used in various activities such as agriculture, industry, and urbanization will also be affected.
5. The area and the settlements along the coast would be in a danger of being engulfed by the water sooner or later. Besides that, in the regions where cyclone, hurricane, tsunami etc. occurs frequently, will cause a regular calamity over a large portion along the coast. Over time, this will compel the dwellers to settle down or forcefully migrate into remaining land resulting disbalance in human to land ratio.

BEACH RIDGE – Beach ridges are successive wave-deposited craggy landforms created by constructive waves parallel to coastline, and below the level of high spring tides. Beach ridges are also known as Berms.¹² The rise of the sea level will cause a serious change in the structure of ridges.

1. The ridges will permanently be under water and will no longer be a part of the land i.e., again the loss of land and its containing components. Besides that, acidification of the sea water will erode the land faster if it has various salts within it.
2. Being submerged into the water, the top of the ridges will be eroded by undertowing currents and swash, whereas it can also be eroded by strong backwash in sloping beaches.
3. Because of the sedimentation caused by the calm depositional waves, the downward places between the ridges may gradually fill up and the Shoreline will reconstruct as Backshore, Foreshore and Offshore.

BEACH CUSPS - Beach cusps are formed along the shoreline and is made of various grades of sedimentary materials in generally consecutive arc pattern. The horns consist of coarser material and the embayment contains finer sediment. Palmer (1834) noted the ability of waves

to drive loose materials up a beach and observed the winnowing effect of Backwash.¹³ The effects of gradual increase in the sea level may also alter this landform,

1. As water will flow over these cusps, the finer sediments in the embayment will be unorganised while the coarse materials will tend to be in place as they are agglomerated.
2. The cusps may also be elongated in length due to the waves flowing over them, this can form beach cusps larger than usual.
3. The waves flowing over them and the finer materials being washed away, the cusps may form a longitudinal landform parallel to each other but in perpendicular to the shore.
4. The climate change also increases the frequency of cyclone and storms on coastal areas in general. The storms can have result in considerable erosion of the beach face. The cusp morphology across the lower beach face is destroyed, but a subtle remnant of the pre-storm cusp morphology can be preserved on the upper beach face. When cusps reformed after the storm, under the influence of declining wave conditions, they appear at the same location and with the same dimensions as the pre-storm cusp morphology.
5. COVE - Under the wave attack the shoreline tends to retreat landward. During this, with respect to the various rock lithology, structure and its position to the wave attacks, the cliff retreat proceeds at different rates. Where hard and soft rocks lie alternately, differential erosion will create lesser indentations on the coast. These are known as Coves. If the sea level changes –
 1. The intrusion of excess water will further erode the softer rock beds and expand the cove and a larger cove may develop. There is also a chance of cove being completely vanished as longshore drifts has a chance of washing away the materials.
 2. The cove can be evolved to a bay if a larger portion is eroded by the water.
 3. We can see various vegetation cover along the cove boundary. Plus, there can be some coral reefs which encloses the narrow portion of the cove. Which can be harmed by the acidic salt water, thus not only the landforms but also coastal ecology will be in danger.

BAY - Bay is a coastal water body that directly connects to a large main water sources such as the ocean, a lake or even another Bay. Effects of climate change are as follows.

1. Sometimes bays are the place where inland river estuary forms, as a result of excess supply of water the estuary will expand. Tidal waves will flow through the riverbed causing the river depositions back again in the riverbed. This will cause flood possibilities in the lower stage or delta flow of the river.
2. The ecology of the bay is very much important for its existence as a landform for its wildlife habitat. Estuaries are an important stopover for migratory birds. If the change of climate, that is, the pollution, acid rains, acidification of sea water etc. happens, then the bay and its components will be in danger of extinction.
3. Often there exists mangrove forests along the banks of the bay. The frequent occurrence of cyclone and sea storms will surely cause massive damage to the forest.

LAGOON - Offshore bars are ridges of sand or shingle, parallel to the coast in an offshore zone. They generally develop from the sediments which is eroded by destructive waves and later carried seawards by backwash currents. The shallow water cut-off by an offshore bar connected only by a tidal inlet to the open sea is converted into Lagoon. Different effects of climate change on lagoons are,

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1. Increasing sea levels will breach the barrier and thus increase the flushing effect. Inundation will cause the change in salinity of the lagoon water. This change of salinity and other nutrients carried by freshwater flows will cause eutrophication and cause degradation of the components of the landscape.
2. As the oxygen solubility decreases with increased temperature, it will affect the ecosystem of the backwater.
3. Frequent and increased number of storms will cause rapid sediment redistributions and as well as the rate of sedimentation will also increase.
4. The coral formation and its dependent ecology would be seriously affected as they often form around Lagoons.

SALT MARSH - Salt marshes are coastal wetlands that are flooded regularly and drained by salt water brought in by the tides. They are marshy because the soil may be composed of deep mud and peat. The changes in environment will also cause serious harm to the salt marsh.

1. Coastal squeeze will reduce the total area of salt-marsh, reduce primary productivity and reduce the time that is available to birds for feeding, roosting and nesting.
2. “Bertness and Pennings (2000) suggested that climate plays a major role in saltmarsh community structure by changing soil salinity. Climate change may increase the rate of evaporation on the soil surface and hence increase salt concentration ... because the salinity remains high and the pans remain or increase in size as these areas of unprotected sediment are more susceptible to physical erosion than the surrounding vegetated marsh.”
3. With time, if the rise in sea water continues to rise, then the marsh could be completely disappeared i.e., submerged into the water.

CUSPATE FORELAND

The possible effects of climate change on this landform could be interesting.

1. If there is an aquifer under the cusplate foreland, chances are there that the sea water may intrude the water reserve and contaminate it. Acidic water could cause the loss of vegetation of the area. This will further disintegrate the soil composition.
2. Depositional materials may be washed away from the shore; thus, the inland can be exposed to coastal cyclonic storms. This can cause further erosional activities to the shore.
3. The deposited materials on the cusplate foreland could move inwards due to the gradual sea level rise.

SPIT AND HOOK - If the sandbars are formed in such a way that their one end is attached to the land while the other end projects or opens out towards the sea, they are called spits. The spits, when bent by powerful sea waves, assume the shape of a hook. Such curved spits are called hooked spits or simply hooks. Spit differs from offshore bars in that they spring from the coast and are supplied with material mainly by longshore drift and not from the sea floor. The effects on them are,

1. With the increase of water supply, the oblique waves will be more powerful and the spit can be elongated in length.
2. The river having more water in its stream, due to climate changes, would carry and deposit more sedimentary materials which will feed the spits to grow.

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3. Finally, the refracted waves on the convex bank of the spit will tend to bend the spit to form a hook over time.
4. The opposing current could be more powerful or dominant than the littoral currents, thus the hooks can bend to such extent that they are attached to the mainland and create a Loop. The loop traps a water body in the centre of it and creates a lagoon.
5. Rapid increase in sea level can submerge above mentioned all landforms and the foreland would be exposed to the seashore.

TOMBOLO - A bar connecting two headlands or a headland and an island is called tombolo, which acts as a bridge between the coast and an island. The climate change would affect it as follows,

1. Due to the rise of water a tombolo could be submerged under water.
2. If there is any construction exists on the off shore island which was connected to the coast by tombolo, then the extinction of tombolo would cause a major problem.
3. If the tombolo is permanently under water, the shoreline may be reconstructed by new sea water level and it is applicable geomorphic processes.

BARRIER ISLANDS - Barrier islands are long, low offshore islands of sediments, lying parallel to the shore. They are basically remnants of offshore bars in which tides have made inlets called tidal inlets ... Where offshore bars are long and continuous, they form barrier beaches. Due the change in atmosphere,

1. The tidal inlets will gradually increase and the strong longshore currents may wash away the sediments.
2. “As storm intensity increases as a result of climate change, beaches along barrier islands will erode at an increasing rate, which will further aggravate the damage that sea level will have for barrier islands (Houser et al., 2018). Inundation in this region will also result in an increase the salinity content in rivers, bays, and aquifers (Scavia et al., 2002).”
3. “Global temperature rises due to climate change causes an increase in storm frequency and intensity, according to past studies (Munger and Kraus, 2010). These storms not only lead to more inundation and overwash, but will cause extreme wind speeds, flooding, wave attacks on the upper beach areas and infrastructure, and erosion, further damaging beaches and barrier islands (Munger and Kraus, 2010).”

SAND DUNES

Winds blow sands inland during dry periods to produce Dunes, which are stabilised by dune grasses.

The possible alterations are,

1. The frequent occurrence of storms due to change in climate will cause the dunes to disintegrate and may reorganise in new formats.
2. The dunes could rapidly grow in land and the vegetation cover of the coastal area would be in danger.

NOTCH - A notch is a recess, indicating the point of wave attack on the coastline. Notches generally form by the erosional work by regular hit of the waves.

Due to sea level rise, the notch could be rapidly eroded and the rock-beds could collapse because of lack of support on the water.

CLIFF - Steep rocky coast rising almost vertically above sea water is called sea cliff which is very precipitous with overhanging crest. The steepness of true vertical cliffs depends on variations of lithology and geographical structure and relative rate of subaerial weathering and erosion of cliff face and crest and marine erosion of cliff base.

1. The rise in sea level would mainly affect the cliff as it would erode the cliff rapidly.
2. However, again change in sea level could affect the backyard landforms and change in salinity of the land. If the inner rock-beds are made of softer rock materials, then the erosion takes place more easily.
3. Due to rapid erosion, cliffs may retreat more often creating a wave-cut platform behind, which consists of various new platforms.

WAVE CUT PLATFORM - As the cliff retreats, the debris are broken up and removed by waves. The repetition of this process gradually leaves a platform at its base and front, called wave-cut platform.

1. The most possible thing to happen if the water level rises, is the platform can be submerged in the water.
2. Again, sedimentation will take place on the new shoreline. Thus, the beach morphology will reconstruct.
3. However, apart from sea level rise, the sea level could possibly temporarily fall because of the events, known as El Niño and La Niña. This creates the possibility again to erosion, abrasion and weathering of the platform.

RAISED BEACH - A raised beach is a pre-existing beach which tends to rise above the level of the current coastline as a result of endogenic processes or from a relative sea level fall. In other words, raised beach or coastal terrace is an old abrasion platform which has been lifted out above or from under the current sea level.

1. Glacial activity can play a great role in the formation and modification of raised beaches. Because, as the glaciers melted with the change in climate, the compressed land recovers from the weight of the ice. As a result, according to theory of isostasy, the land tends to rise upwards, based on the materials of its rocks. This process is known as Isostatic Rebound. This can be a reason for increasing height of the beaches in high latitudinal areas.
2. Most weathering processes will be modified and marine organisms will migrate longitudinally and altitudinally with corresponding changes in the nature and degree of their bio-erosional and bio-protectional activities. As a result we may see different types of geomorphological processes based on the changed atmosphere.

HEADLAND - A headland is a portion of hard rock that stretches out into the sea. Headlands form in areas of adjacent and parallel harder and softer rock-beds, where the softer rock is eroded by wave attack and form bays.

The formation of bay on the both sides of a headland cause the wave attack to form a weakness in the rock. Eventually, rise of sea level will surely increase the rate of erosion. The higher saline and acidic water will cause the minerals of the rock to disintegrate and erode away

by waves. However, this weak area is eroded away rapidly by water and creates a cave in the wall of headland. This is known as Sea Cave.

SEA CAVE - When the weak wall of a headland is breached by the wave attack and creates a cave, it is known as Sea cave. Caves develop as waves erode the faults and fractures near the edge of the water.

1. The sea level rise would cause the cave to submerge and invisible from above the water. However, this can increase the rate of erosion.
2. There would be a new level of wave attack and that would form a notch there, following a cliff. Having a cave under it, the cliff will tend to collapse easily and this will lead to a faster cliff retreat forming a new wavecut platform.

NATURAL ARCH - The Cave can gradually increase in size and create a through way beneath the headland, forming an arch. With continuing erosion, the cave becomes open at both ends forming a natural bridge or arch.

The wave attack will weaken the pillar portion standing in the sea. Different rate of erosion could cause it to collapse faster. If the coastal area becomes prone to storms, the finer materials of the debris may help in wind erosion. Thus, the erosion is increased again causing the landform cease to exist.

STACK - The bridge or arch can breakdown because of the weakening of the construction with respect to the increase of erosion. Abrasion-induced preferential erosion can cut a channel through a headland, separating it from the mainland to become a sea stack.

Varying sea level can cause differential erosion of the stack and form various pattern on the pillar. Seasonal rise in sea level caused by El Niño and La Niña could cause a significant change in the shape of stack. A highly asymmetrical wave climate decreases sea stack size and discourages stack formation through rock-sediment interactions.

FJORD - Fjords form when glaciers making their way to the sea, scooped out deep troughs like valleys (glacial troughs). When these troughs were submerged due to eustatic changes, the lower end of these troughs were filled with water and became inland stretches of sea.

1. The increase in water temperature gives up its heat with the contact of ice to stimulate the melting processes of the sea ice as well as near-shore snow and ice cover. This again circles the process of sea level rise and intrusion of water through the trough.
2. The trend of glacial trough and fjord could change because of this rise of water level.
3. Sea storm and river sedimentation could cause the fjord to be shallow in depth.

CONCLUSION

The morphological processes could change in terms with the change of climate. This could end up being a massive factor for the effects the landform could be experiencing. There are some common things that would happen in rocky coastal areas, however, there also exists some landforms that may be modified especially by the also altered processes. Beach cusps, ridges, natural arch, stacks, hook and spit etc. landforms are affected individually and changes the beach morphology due to the causes of climatic changes and its obvious effects of them. This paper tries to concentrate on the fact that this change in coastal morphology is indeed a matter of concern. It is not only a subject to be discussed in paper-works but also proper measures have to be taken to find a solution for these issues. If we can try to control various types of pollution and the global warming, we surely could hold this climate change to a certain limit.

Because, after all the marine ecology would be greatly affected by any slight changes in their habitations. This may turn into a positive side or into a negative outcome, such as loss of biological diversity. As we don't know what could be the possible outcome for these changes, we must try to protect the ecology and reserve the remaining for a better future with the hope of Sustainable development.

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Innovative Reforms and Digitalization in Public Administration of The Republic of Azerbaijan

Assoc. Prof. Dr. Murteza HASANOĞLU

Azerbaycan Devlet İdarecilik Akademisi

m_hasanoglu@yahoo.com.tr

Orcid: 0000-0003-3734-4045

Sara MAHMUDOVA

Azerbaycan Devlet İdarecilik Akademisi

sara.mahmudova.99@gmail.com

ABSTRACT

The concept of innovation in public administration can be defined as a progressive change including new processes, new technologies, creation of new products and adoption of new values. Innovative reforms are needed to overcome negative aspects of traditional approaches that including the ingrained biases and historical prejudices to achieve improvement of high-quality public service. In 2015 United Nations organization promoted 17 Sustainable Development Goals touch different social, economic and environmental areas that mainly focused on the “digital revolution”. Through this agenda digitalization started to be accepted as a part of an innovative process driving social transformation. In the context of Azerbaijan, since the first years of independence, important steps have been taken to digitize public administration. The President of the Republic of Azerbaijan signed several legislative frameworks and established The Ministry of Digital Development and Transportation that aim to achieve quality and accessibility of public services, minimization of communication between officials and citizens in public administration, increase the level of implementation of e-services in public administration and the fight against corruption in the civil service. As a result of successful reforms, Azerbaijan has been ensured the formation of "e-government".

As a continuation of the process in the country, On June 3, 2019, a decree was signed on measures to create a "government cloud" (G-cloud) and provide "cloud" services for the development of "e-government", ensuring the transition to "digital government", optimizing public spendings on information technology for creation and provision of e-services, organization of information systems in a quality, sustainable and secure infrastructure based on more modern standards for the free use of these opportunities and the application of "cloud" technology. All this, of course, will contribute to the application of advanced and high technologies in public administration, the prevention of expenditures in the creation and use of information systems, the optimization of the demand for human resources and their professional development.

Keywords: Azerbaijan, Digitalization, Innovative Reforms, Public Administration, Public Policies, Reconstruction of The State, Evolution of The Public Administration.

INTRODUCTION

Today, the development and proliferation of technological innovations has contributed to the field of digitalization, as well as to any field. As a result, every innovation in the field of digitalization has led to the expansion of its scope. In modern times, we can clearly see that every area, from everyday life to public administration, is digitalized. The application of governance through new technologies has become a global trend, not only in developed countries but also in developing countries. For this reason, various countries are implementing scientific, theoretical and practical measures and specially designed programs to accelerate the integration of digitalization into economic and social life.

The development of technology has had a parallel effect on the rapid change of traditional life on earth. Thus, the rapid growth of large-scale production and consumption of mobile devices, the fact that the longest distances to the Internet are close at a glance, social networks have become a part of everyone's life from 7 to 70, the expansion of advanced "cloud technology" and so on. it is an indicator of the level at which this process is progressing. As a result of the expansion of digitalization, the global economy is growing rapidly.

1. CHAPTER – DIGITALIZATION IN THE WORLD

According to research, the application of advanced digital technologies is expected to increase global GDP by \$ 3-6 trillion by 2025. If in 2018 the volume of the global information sphere was 33 zettabytes, by 2025 this figure is expected to reach 175 zettabytes, which is a fivefold increase. Currently, the world's largest annual growth in the global information sphere is led by the world giant China. The country also does not recognize a competitor in the application of cloud technologies. The next places are shared by the countries of Asia-Pacific, as well as Europe, the Middle East and Africa. The European region ranks third in the acquisition of transformational technologies, after the United States and China. This growth in the field of digitalization has led to different approaches to the application of digital technologies in countries around the world. In particular, countries such as Singapore, South Korea, New Zealand and Denmark are constantly innovating and introducing innovative solutions and applications to the world market.

2. CHAPTER – HISTORY OF PUBLIC ADMINISTRATION OF THE REPUBLIC OF AZERBAIJAN

If we have to look at the example of Azerbaijan, we must first look at the historical facts. Thus, the history of statehood of our country is very ancient, but also has an ancient and rich culture of governance. When we regained our independence in 1991, the foundation of our state was laid, based on the ancient traditions of statehood and rich experience in this field. Over time, our experience of statehood has increased, and our management culture has become increasingly rich.

Our state successfully implements its domestic and foreign policies that meet modern requirements in the new historical conditions. The main task was to protect and preserve our moral values and develop them and pass them on to future generations. The reforms implemented after gaining our independence have played a major role in the proper fulfillment of this task. By building an independent and sovereign state, carrying out a number of cultural and economic reforms, our people are returning to their moral values, national and moral history, as well as using the experience of democratic countries.

Although our country tried to implement governance reforms after declaring its sovereignty, the first attempts in this area did not yield the expected results. Of course, this situation was related to the social, economic and political situation in the country at that time.

However, with the coming to power of national leader Heydar Aliyev, this situation gradually came to an end. Thanks to his ability to unite the population of the country, over time, the country began to develop stability and new successes were achieved. Since then, the country's efforts to build a state based on democratic principles have turned into confident steps, and in a short time have led to great achievements in many important areas. Heydar Aliyev's rich experience in this field has strengthened many positions of our state. In short, he laid the foundation for the country's success strategy.

The legal framework important for the democratic development of the Republic of Azerbaijan, which is rapidly integrating into the modern world, has already been created. Broadcasting of television and radio channels in the country, free activity of mass media, free functioning of political parties, freedom of opinion, etc. Such cases are a clear consequence of the prevailing atmosphere of democracy in Azerbaijan. Freedom of conscience and speech, the inviolability of the individual, the protection of fundamental human and civil rights and freedoms, and the establishment of an atmosphere of tolerance, which play an important role in the formation of a real civil society, were among the necessary steps taken to achieve this goal. (AZERBAIJAN CUMHURİYETİ ANAYASASI)

2.1 Development Of Digitalization In Public Administration Of The Republic Of Azerbaijan

The strategy of success, founded by our national leader, is successfully pursued by President Ilham Aliyev in modern historical conditions. In accordance with this political course, the widespread application of the world's most advanced technologies and innovative innovations in the life of the country, the expansion of the scope of "e-government", digitalization in governance are among the main achievements in this area. In addition, on October 11, 2021, President of the Republic of Azerbaijan Ilham Aliyev signed a Decree "On some measures to improve governance in the field of digitalization, innovation, high technology and communications in the Republic of Azerbaijan." (<https://e-qanun.az/framework/48447>) According to the decree, the expansion of digitalization and innovation, development of radio spectrum management, communication and information technologies, improvement of regulatory mechanisms and the formation of a healthy competitive environment, thus improving quality, innovation, investment attractiveness and protection of consumer interests of the Republic of Azerbaijan. , The Ministry of Communications and High Technologies has been renamed the Ministry of Digital Development and Transport of the Republic of Azerbaijan. At the same time, public legal entities such as the Agency for Information and Communication Technologies, the Agency for Innovation and Digital Development have been established under the Ministry of Digital Development and Transport of the Republic of Azerbaijan. These changes reflect the state policy pursued in our country to expand the scope of digitalization (MECEK, Mehmet 2018: ss.51-77).

Our country is a state that builds and implements its policy in accordance with the changing requirements of the times. In accordance with the political will of President Ilham Aliyev, our state has set a goal to ensure the growing dynamism of development through the application of advanced technologies in governance, economy and social spheres. As a result of the formation of "e-government" in order to increase the efficiency and effectiveness of public administration in our country, government agencies now widely use information systems and resources, e-services created on their basis. For the first time in the South Caucasus region, a Data Center of the Republic of Azerbaijan was established and operated in accordance with TIER III level, ISO 20000 and ISO 27001 standards. At the same time, on June 3, 2019, President Ilham Aliyev signed a decree "On measures to create a" government cloud "(G-cloud) and provide" cloud

"services." Thus, the creation of a "government cloud" in our country is associated with factors such as reducing costs in public administration and increasing coordination between government agencies through the effective organization of the formation, maintenance, maintenance and integration of information systems and resources. (<https://e-qanun.az/framework/42560>) Our state began its activities in the direction of digitalization in the early 2000s. The main purpose of this activity is to increase activity, productivity, transparency between the state and the citizen in the field of services, to pay more attention to citizen participation, as well as to simplify them and ensure more comfortable relations. One of the most important steps in this direction is the "Azerbaijan Digital Hub" program implemented by AzerTelecom, which connects our country to the global Internet. The program consists of three main blocks - the creation of a global fiber-optic infrastructure between Asia and Europe through Azerbaijan within the framework of the Digital Silk Way project, Google, Amazon, Alibaba, Tencent, Apple. , The creation of a global Data Center for Netflix, Facebook, Microsoft, Baidu and other global providers, and the formation of a digital ecosystem in Azerbaijan and the region as a whole. It should be noted that the successfully implemented "Digital Silk Road" project creates opportunities for development not only in Azerbaijan, but also in Europe and Asia through the territories of the new telecommunications corridor connecting the continents.

In general, the implementation of the program will allow Azerbaijan to become a center of digital services not only for the South Caucasus, but also for the Middle East, Central Asia and South Asia. As a new Internet exchange point, along with more developed centers such as London, Frankfurt, Sofia, Istanbul, Moscow, Amsterdam and Dubai, Baku will improve access to various digital services for 1.8 billion people.

2.2 The Role Of E-services In Public Administration Of Azerbaijan

Widespread use of e-services by government agencies, increasing their number and quality, increasing the satisfaction of citizens with services are the main means to achieve this goal. This activity began in 2003 with the approval of the "National Strategy for Information and Communication Technologies for the Development of the Republic of Azerbaijan" by the Order of the President of the Republic of Azerbaijan. This laid the foundation for the creation of "e-government" and e-services. Also, a new legislative framework was created and a number of legal regulations were made.

Today, e-signature, which is one of the main attributes of e-government, is successfully used in Azerbaijan. The main purpose of an electronic signature is to verify the authenticity of the person preparing the information and to allow a third party (court or other authority) to identify the person who created the information. The e-signature is for the person preparing the e-document to confirm the document and send it to the other party, as well as to use e-services that require an e-signature tool. An electronic signature can be used to sign not only a document, but also an image, audio, video file, or files of any format. According to the legislation of the Republic of Azerbaijan, electronic documents signed with an electronic signature are equal to documents signed and sealed by hand. Implementation of the electronic signature is entrusted to the Ministry of Digital Development and Transport of the Republic of Azerbaijan as the central executive body (HASANOĞLU, Mürteza, 2008: ss.73-90).

Using modern information technologies, e-government creates conditions for government agencies to provide information and e-services to all citizens, legal entities and individuals, foreign citizens and stateless persons living in the territory of the Republic of Azerbaijan. The number of users of the e-government portal based on the personal account "myGov" in our country has already exceeded 700,000. It should be noted that at present, along with integrated

systems, myGov provides access to 710 services. In 2021, COVID-19 vaccine and immunity certificates will be integrated into myGov. Citizens can easily enter the institutions and enterprises that require a COVID-19 passport by reading the QR code of the document placed in their personal cabinets.

When talking about the e-government system, we must not forget about the ASAN service and its centers. They are one of the most important components of the e-Government system. ASAN service is a unique model that provides many public and private services to the population. Because of the reduction of citizens' time loss through these centers; raising the level of professionalism; strengthening confidence in the state; increasing transparency in the state; strengthening the fight against negative situations; wider use of e-services, etc. participates in the solution of such issues.

The first activity of this service center started in 2013. At present, it has 20 centers, 5 of which operate in Baku and 15 in other regions. These centers also provide various services to citizens along with government agencies, as well as many companies and enterprises. At the same time, the number of these centers is expected to increase in the future.

However, it is committed to serving citizens living in areas where there are no centers. Services are provided to the population through large special buses to deliver services to people living in these areas and to ensure that citizens have access to many services without having to travel anywhere. Through the application of these innovative methods and new ideas, the state aims to improve the quality of services provided to people.

At present, the Ministry of Labor and Social Protection is one of the institutions that has achieved good results in the field of digital governance in our country. In recent years, large-scale measures have been taken to provide social services to the population in a transparent and efficient manner using modern technologies. Today, 105 out of 170 services of the ministry are provided electronically, including 44 in a proactive form. At the same time, it is planned to computerize another 56 services in the future, of which about 20 services will be provided in a proactive form.

The e-social.az portal, established by the Presidential Decree dated September 5, 2018, allows citizens to use more than 100 types of social services in a flexible mode. This year alone, 7,400,000 appeals have been registered on the e-social.az portal. Since the beginning of this year, 11.5 million people have applied for the services of the Ministry posted on the e-Government portal.

As an important electronic platform, the Labor Relations and Employment Subsystem (LRES) is being established. LRES will include all functional areas of labor relations, employment, labor and employment control, accountability and analysis. "Register of busy people", "BACAR", virtual information resource, "Electronic labor exchange and fair" system, "Virtual DOST Center" platform are among the important e-innovations.

CONCLUSION

The maximum use of innovative reforms, modern technologies and new tools in the regulation and implementation of public administration has always been in the spotlight. Thus, proactive steps are being taken to introduce and develop e-services in government agencies. As a result of these steps, our country has created a unique profile of development in the political, economic and social spheres and has reached its period of intensive development. The implementation of innovative reforms has a key role to play in the successful implementation of this policy.

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A Statistical Method to Estimate An Unkonown Price in Financial Markets

Shkelqim Hajrulla

Computer Engineering Department
Epoka University, Tirana, Albania
shhajrulla@epoka.edu.al

Dritan Osmani

Department of Economics and Finance
Epoka University, Tirana, Albania
dosmani@epoka.edu.al

Vasil Lino

Department of Economics and Finance
Epoka University, Tirana, Albania
vlino@epoka.edu.al

Daniel Avdiu

Department of Economics and Finance
Epoka University, Tirana, Albania

Desantila Hajrulla

Department of Economics and Finance
Epoka University, Tirana, Albania
desihajrulla@univ.edu.al
Orcid: 0000-0003-0803-8268

ABSTRACT

In the previous work, we used probability distribution models to fit the data and predict the outcome in the stock market and crypto market. We deal with the use of interpolation processes in the financial field. On the other hand, we will focus on using interpolation processes to generate an equation that will roughly fit all the points of the stock market graph. The purpose of this method is to use numerical analysis methods to try to predict the state of different markets.

One of the ways of using interpolation is to extract a finite number of points from the stock market graph. we deal with the use of Numerical Analysis methods in the field of Machine Learning and Deep Learning. By the use of the interpolation process we create a continuous function of discrete data. Lagrange Interpolation is a foundational building block for the gradient descent algorithm which is used in the training of just about every Machine Learning Technique.

We use Lagrange interpolation to find an approximate value for any given data sets and based on it we make prediction based on those values. We use python scripts to construct the graph of the given functions of the machine learning algorithms and evaluate the similarities of using different order (first, second) to evaluate the most correct value of a function.

Thus, the main idea is to generate an interpolating polynomial, which will describe the behavior of the stock market within an appropriate period.

Keywords: International Affairs; Economics Instruction, Predict; Time Frame, Training; Interpolation Process, Stock Market.

1. INTRODUCTION

This article will focus on financial markets and numerical analysis methods by which their behavior can be predicted. The financial market has been at the center of the debate of whether mathematical models can be used to predict their behavior in the near future. When mentioning financial markets, we are considering the crypto market and the stock market. We use a Lagrange method for estimating the approximations. Lagrange Interpolation polynomial finds a single polynomial that goes through all the data points. This polynomial is referred to as a Lagrange Polynomial $L(x)$ and as an interpolation function it should have the property $L(x) = y$ for every point in the data set.

Regardless of the stability and type of financial market, we will put effort on using numerical analysis to predict the market value of both cryptocurrency and stock.

One method that will be used in this article is interpolation of the given stock data using matrix method, probability knowledge from previous article and some numerical results with approximations as well. Another option is using linear regression on the given data provided financial market websites and then use the extracted information to visualize the data and predict certain values, again using MATLAB for graphs and python, as it is convenient to use python for data analysis. The necessary data will be parsed to the required data type. Then, by importing the python libraries we may use either interpolation, or linear regression, as we see fit. One of the purposes of using numerical analysis methods with stock data is to fill in the missing data.

This comes because of using interpolation, which makes it possible to get a rough approximation of the points in between the points that we use for the interpolation process. The generated curve will allow us to approximate different points of the real curve, despite the fact that it is only an approximation. In addition, we can use linear regression to predict values of the stock market.

In this article, the difficult part will be the selection of predictive indicators of either market. In case we choose to use the date, it may or may not turn out to be the best possible choice for numerical analysis. Other indicators such as volume and price may serve as the right selection for further analysis. We use the Lagrange operator for that like as follows:

$$L(x) = \sum_{i=1}^n y_i P_i(x).$$

This will however be determined in the next stages of the article.

2 OVERVIEW OF LINEAR MODELS: GROWTH AND DISTRIBUTION USING MATRIXES

2.1 Aims, objectives, and organisation of numerical methods

The purpose of this part is to give a first introduction into Matlab, and to explain why it is particularly useful when considering linear models. • mathematical models describing business cycles in economics (overlapping generation models) • how to vary models, and to investigate the sensitive models are to variations in parameters; • numerical iteration schemes.

Many important properties of linear models are determined by eigenvalues of matrices.

2.2 Models with modeling growth using Lagrange interpolating

We shall now discuss a simple model that can be used to predict the size of a population, the size of a portfolio and so on. To keep it simple, let us consider an example of a portfolio of highly risky stocks. For that, we use the Lagrange interpolation.

The Lagrange Interpolating polynomial is the polynomial $P(x)$ of degree $(n - 1)$ that passes through the n points $(x_1, y_1 = f(x_1)), (x_2, y_2 = f(x_2)), \dots, (x_n, y_n = f(x_n))$ and is given

$$P(x) = \sum_{j=1}^n P_j(x) \quad (2.1)$$

where

$$P_j(x) = y_j \prod_{\substack{k=1 \\ k \neq j}}^n \frac{x - x_k}{x_j - x_k} \quad (2.2)$$

$$P(x) = \frac{(x - x_2)(x - x_3) \cdots (x - x_n)}{(x_1 - x_2)(x_1 - x_3) \cdots (x_1 - x_n)} y_1 + \frac{(x - x_1)(x - x_3) \cdots (x - x_n)}{(x_2 - x_1)(x_2 - x_3) \cdots (x_2 - x_n)} y_2 + \cdots + \frac{(x - x_1)(x - x_2) \cdots (x - x_{n-1})}{(x_n - x_1)(x_n - x_2) \cdots (x_n - x_{n-1})} y_n \quad (2.3)$$

When constructing interpolating polynomials, there is a tradeoff between having a better fit and having a smooth well-behaved fitting function. The more data points that are used in the interpolation, the higher the degree of the resulting polynomial, and therefore the greater oscillation it will exhibit between the data points. Therefore, a high-degree interpolation may be a poor predictor of the function between points, although the accuracy at the data points will be "perfect."

Very similar models can be used to model the size of human population, of the spread of some disease, your clients who recommend your services to others but who can go out of business. In general, think of a situation and simulate it. We insist that all companies we invest in have an exit strategy for the end of the certain year, saying the third year.

We create the Lagrange interpolating for approximation process.

For $n = 3$ points,

$$P(x) = \frac{(x - x_2)(x - x_3)}{(x_1 - x_2)(x_1 - x_3)} y_1 + \frac{(x - x_1)(x - x_3)}{(x_2 - x_1)(x_2 - x_3)} y_2 + \frac{(x - x_1)(x - x_2)}{(x_3 - x_1)(x_3 - x_2)} y_3$$

$$P'(x) = \frac{2x - x_2 - x_3}{(x_1 - x_2)(x_1 - x_3)} y_1 + \frac{2x - x_1 - x_3}{(x_2 - x_1)(x_2 - x_3)} y_2 + \frac{2x - x_1 - x_2}{(x_3 - x_1)(x_3 - x_2)} y_3.$$

Note that the function $P(x)$ passes through the points (x_i, y_i) , as can be seen for the case $n = 3$,

$$P(x_1) = \frac{(x_1 - x_2)(x_1 - x_3)}{(x_1 - x_2)(x_1 - x_3)} y_1 + \frac{(x_1 - x_1)(x_1 - x_3)}{(x_2 - x_1)(x_2 - x_3)} y_2 + \frac{(x_1 - x_1)(x_1 - x_2)}{(x_3 - x_1)(x_3 - x_2)} y_3 = y_1$$

$$P(x_2) = \frac{(x_2 - x_2)(x_2 - x_3)}{(x_1 - x_2)(x_1 - x_3)} y_1 + \frac{(x_2 - x_1)(x_2 - x_3)}{(x_2 - x_1)(x_2 - x_3)} y_2 + \frac{(x_2 - x_1)(x_2 - x_2)}{(x_3 - x_1)(x_3 - x_2)} y_3 = y_2$$

$$P(x_3) = \frac{(x_3 - x_2)(x_3 - x_3)}{(x_1 - x_2)(x_1 - x_3)} y_1 + \frac{(x_3 - x_1)(x_3 - x_3)}{(x_2 - x_1)(x_2 - x_3)} y_2 + \frac{(x_3 - x_1)(x_3 - x_2)}{(x_3 - x_1)(x_3 - x_2)} y_3 = y_3.$$

2.3 Advantages of Lagrange Interpolation

The formula is used to find the value of the function even when the arguments are not equally spaced
 This formula is used to find the value of independent variable x corresponding to a given value of a function

DISADVANTAGES OF LAGRANGE INTERPOLATION

A change of degree in Lagrangian polynomial involves a completely new computation of all the terms

For a polynomial of high degree the formula involves a large number of multiplications which make the process quite slow.

In the Lagrange Interpolation, the degree of a polynomial is chosen at the outset. So it is difficult to find the degree of approximating polynomial which is suitable for given set of tabulated points.

3. MAIN THEORY

3.1 Purpose

Interpolation is an abstract concept when studied mathematically and numerically, but the aim of this paper is to make learning interpolation easier through visualization and hands-on learning through interaction. To do this, we need to abstract all of the previous information to a simple interface with which the users can view interpolation in action themselves. A step further to this purpose is to make this interface easier to access for everyone, for example by creating a web application which can be used by anyone with a modern web browser installed in their devices.

3.2 Methodology

Algorithms

First for creating our application we need to calculate the coefficients of the highest degree polynomial. To do so we must use Newton's Divided Difference method. From what we have gathered as explained before, we can code the following algorithm:

```
def divided_difference(x, y):
```

```
    n = len(y)
```

```
    coefficient = np.zeros([n, n])
```

```
    coefficient[:, 0] = y
```

```
    for j in range(1, n):
```

```
        for i in range(n - j):
```

```
            coefficient[i][j] = \
```

```
                (coefficient[i + 1][j - 1] - coefficient[i][j - 1]) / (x[i + j] - x[i])
```

```
    return coefficient
```

where x and y are lists of the respective coordinates of our points. After getting the coefficients we display the polynomial to the user in the following format:

$$P(x) = [y_0] + [y_0, y_1](x - x_0) + \dots + [y_0, \dots, y_k](x - x_0)(x - x_1) \dots (-x_{k-1}).$$

To do so, we use the following algorithm:

```
def polynomial(coefficients, x):
    polynomial = ""
    for index in range(len(coefficients)):
        if index != 0:
            polynomial += " + "
        coefficient = coefficients[index]
        polynomial += str(coefficient)
        for j in range(index):
            xValue = x[j]
            operation = f"+ {abs(xValue)}" if xValue < 0 else f"- {xValue}"
            polynomial += f"(x {operation})"
    return polynomial
```

As a final step, we plot the points in a graph, where the function passing through these points has the coefficients mentioned above. The algorithm used for this step is:

```
def interpolate():
    data = request.get_json()
    x = np.array(data['x'])
    y = np.array(data['y'])
    np.set_printoptions(suppress=True)
    # get the divided difference coefficient
    coefficients = divided_difference(x, y)[0, :]
    # evaluate on new data points
    x_left = np.amin(x)
    x_right = np.amax(x) + 0.09
    x_new = np.arange(x_left, x_right, 0.1)
    y_new = newton_polynomial(coefficients, x, x_new)
    plt.figure(figsize=(12, 8))
    plt.title('Newton Interpolation')
    plt.xlabel('X')
    plt.ylabel('Y')
    plt.plot(x, y, 'bo')
    plt.plot(x_new, y_new)
    buf = BytesIO()
    plt.savefig(buf, format="png")
    plot = base64.b64encode(buf.getbuffer()).decode("ascii")
    data = { "plot": plot, "polynomial": polynomial(coefficients, x) }
    return jsonify(data)
```

You may notice the use of another function not mentioned before: `newton_polynomial(coefficients, x, x_new)`. This acts as a helper method to convert the get

the all the y values of the curve based on the coefficients found and the coordinates given. You can find the code for it below:

def *newton_polynomial*(coefficient, x_data, x):

4. Numerical methods for option pricing

4.1. Newton method as the first numerical method

We have $f(x)$ we can find root location by using Newton's method. Suppose we are now in axis x , first, we will find tangent line of $f(x)$ in axis x . Tangent line in this picture is the red-dash line. This first tangent line intersects axis x . Then, we find next tangent line of $f(x)$. This tangent line will intersect axis x . By iterating this process, we will reach the root location. That is the idea how Newton's method for finding root.

4.2.1 Possible scheme for storing prices

To find the value of c , we can plug a pair x - y values of $f(x)$ to $y = mx + c$. In this case, our $x = x_0$ and $y = f(x_0)$. Here we go.

$$y = mx + c$$

$$f(x_0) = f'(x_0)x_0 + c$$

$$c = f(x_0) - f'(x_0)x_0$$

After getting c , our tangent line becomes.

$$y = mx + c$$

$$y = f'(x_0)x + f(x_0) - f'(x_0)x_0$$

$$y = f(x_0) + f'(x_0)[x - x_0]$$

We know that our tangent line intersects axis x at $(x_1, 0)$. Thus, by plugging this coordinate to our tangent line function, we get:

$$y = f(x_0) + f'(x_0)[x - x_0]$$

$$0 = f(x_0) + f'(x_0)[x_1 - x_0]$$

$$x_1 - x_0 = -\frac{f(x_0)}{f'(x_0)}$$

$$x_1 = x_0 - \frac{f(x_0)}{f'(x_0)}$$

Thus, our Newton's method is by iterating this equation

$$x_{n+1} = x_n - \frac{f(x_n)}{f'(x_n)}$$

4.2.2 Possible scheme for storing prices

SciPy is a free and open-source Python library used for scientific computing and technical computing. SciPy contains modules for optimization, linear algebra, integration, interpolation, special functions, FFT, signal and image processing, ODE solvers and other tasks common in science and engineering.

In this article we used **jupyter notebook** to perform calculations and make visualisation of Newton’s Method with matplotlib library.

Firstly, we used pandas and numpy library to initialize the data.

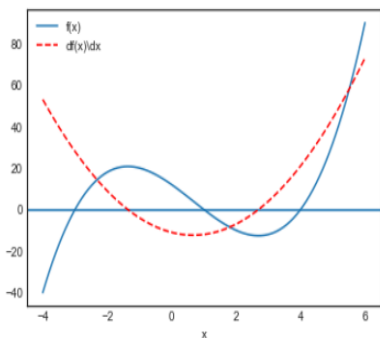
```
In [8]: import pandas as pd
import matplotlib.pyplot as plt
plt.style.use('seaborn-white')
import numpy as np
from mpl_toolkits import mplot3d
import nbconvert
```

```
In [2]: #Defining the functions and its first derivative
def f(x):
    return x**3 - 2*x**2 - 11*x + 12

def dfdx(x):
    return 3*x**2 - 4*x - 11

#Initializing data
x = np.linspace(-4,6,100)
y = f(x)
y_dash = dfdx(x)

#Plotting the function and its derivative
fig = plt.figure()
plt.xlabel('x')
plt.axhline(0)
plt.plot(x,y, label = 'f(x)')
plt.plot(x,y_dash, '--r', label = 'df(x)\dx')
plt.legend()
plt.show()
```



Then, we used pyplot library to plot the function and it’s derivative.

4.2.3 LU Decomposition and PSOR method

This function will iterate until the errors becomes a specified value.

We call the function with our previous function and it’s derivative and also with $x = -2$ and $error = 0.01$

Than we use pyplot to visualize the function. See the code below;

```
In [4]: def Newton_Raphson(func, deriv, x, epsilon, nMax = 100):
#Initializing variables, iter_x, iter_y are used to plot results
i = 0
iter_x, iter_y, iter_count = np.empty(0), np.empty(0), np.empty(0)

error = x - (x - func(x)/ deriv(x))

#Looping as long as error is greater than epsilon
while np.abs(error) > epsilon and i < nMax:
    i +=1
    iter_x = np.append(iter_x, x)
    iter_y = np.append(iter_y, func(x))
    iter_count = np.append(iter_count, i)

    error = x - (x - func(x)/ deriv(x))
    x = x - func(x)/ deriv(x)

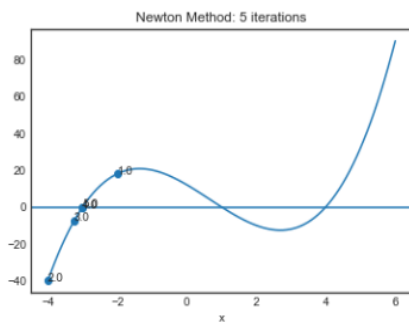
return x, iter_x, iter_y, iter_count

root, iter_x, iter_y, iter_count = Newton_Raphson(f, dfdx, -2, 0.01)
```

```
In [9]: #Plotting the iterations and intermediate values
fig, ax = plt.subplots()
ax.set_xlabel('x')
ax.axhline(0)
ax.plot(x, y)
ax.scatter(x = iter_x, y = iter_y)
ax.set_title('Newton Method: {} iterations'.format(len(iter_count)))

for i, txt in enumerate(iter_count):
    ax.annotate(txt, (iter_x[i], iter_y[i]))

plt.show()
```



5. CONCLUSIONS AND THE FUTURE WORK

Newton’s method is a powerful and important method for optimization. Newton method is extremely powerful, yet it can be applied only under the assumption of twice differentiability, differently from other optimization methods as gradient descent (which only requires first differentiability).

The advantages of the explicit method; It is very easy to program and hard to make mistakes - When it does go unstable it is usually obvious - It copes well with coefficients that are asset and/or time-dependent.

The main disadvantage is restriction on time step because of stability issues, so it can affect speed of algorithm. Implicit finite difference methods are used to overcome the stability issue. But solution is not so straightforward, since it includes solving a set of linear equations.

Newton’s method is useful in machine learning algorithms as it is used for optimization and normalization. Mostly we use it with SciPy library in many different machine learning algorithms, as logistic regression which we used to study our titanic dataset.

Machine learning is growing in importance due to increasingly enormous volumes and variety of data, the access and affordability of computational power, and the availability of high-speed



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Internet. These digital transformation factors make it possible for one to rapidly and automatically develop models that can quickly and accurately analyze extraordinarily large and complex data sets.

The greatest advantage of the binomial model is that it can easily deal with early exercise. The code for calculating the price was made as fast as it can be in MatLab.

Furthermore convergence was increased by using antithetic variate technique. Still, time for achieving decent precision remained large comparing to others. Also, memory usage in MatLab implementation was a problem since it limits the number of simulations that can be used and stored in some matrix.

The nearly limitless quantity of available data, affordable data storage, and growth of less expensive and more powerful processing has propelled the growth of ML. New techniques in the field are evolving rapidly and expanded the application of ML to nearly limitless possibilities. Industries that depend on vast quantities of data.

Now many industries are developing more robust models capable of analyzing bigger and more complex data while delivering faster, more accurate results on vast scales. ML tools enable organizations to more quickly identify profitable opportunities and potential risks.

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The Estimation of Stock Market Using Probability Distributions

Shkelqim Hajrulla

Computer Engineering Department
Epoka University, Tirana, Albania
shhajrulla@epoka.edu.al

Leonard Bezati

Computer Engineering Department
Epoka University, Tirana, Albania
bezatileonard@gmail.com

Daniel Avdiu

Department of Economics and Finance
Epoka University, Tirana, Albania

Desantila Hajrulla

Department of Economics and Finance
Epoka University, Tirana, Albania
desihajrulla@univ.edu.al
Orcid: 0000-0003-0803-8268

Fatmir Hoxha

Department of Mathematics
University of Tirana, Tirana, Albania
fat.hoxha51@gmail.com

ABSTRACT

In this article, we use probability distribution models to fit the data and predict the outcome in the stock market and crypto market. We deal with the insight into the application of different probability distributions in cryptocurrency, specifically Bitcoin, and in the stock market. The purpose is to use probability distributions to try to predict the state of different markets.

We use the application of probability distribution to analyze risk in the market. We will describe several probability distributions models with formulas and examples. Our aim is for mathematical approximation to determine a probability distribution model that offers low-risk decision making.

Thus, providing us with the opportunity to take roughly calculated risks in the cryptocurrency and stock markets. However, even if these events cannot be prevented, they can be predicted, with a rough estimate, by using probability distribution models to forecast the approximate loss or profit of holding onto a cryptocurrency for a certain period, thus providing us with the opportunity to take roughly calculated risks in the cryptocurrency and stock markets.

Keywords: Normal Distribution; Predict, Time Frame; Training, Cryptocurrency; Stock Market, Prediction Model.

1. INTRODUCTION

Here we will deal with mathematical models of probability distribution to describe the behavior of the cryptocurrency and stock market. Both these markets have been the main topic for the past couple of years, and the reason being the technological advancement.

Instead, they depend on peer-to-peer networking and mathematical cryptography to ensure their stability and value. One fundamental aspect of cryptocurrencies in general is the difficulty that emerges when trying to identify them within existing economic theory, despite the fact that a few private companies have recognized them as a payment method for their goods and services.

Regarding the presence of tail behavior, some authors have studied the stylized facts of BTC and other cryptocurrencies.[1] One result is that, during the period 2013 to 2016, bitcoin, for intraday data, showed a standard deviation 10 times greater than that of the British pound (GBP) and the distributions are non-normal.[2] Because the value of these assets fluctuates continuously, the main focus will be put on the returns of the assets, in other words, the profit or loss for a period of time.

Our focus will also be put on the returns of stock, and using probability distributions to fit the empirical distribution of these assets. Below are shown two graphs, one for cryptocurrencies (BTC) and one for stock, which at first glance are indistinguishable from each other (considering only the shape of the graph).

3. Main Theory

Theory 1:

We can use probability distribution to get a rough estimation of the behavior of cryptocurrency and stock. If this theory provides us with such a formula to come close enough to the real-world indicators of, for instance bitcoin, it can raise many questions to whether the market is decentralized or not. In addition, many studies may follow the evaluation of this theory to model a simulation for the risk calculation of investment.

Theory 2:

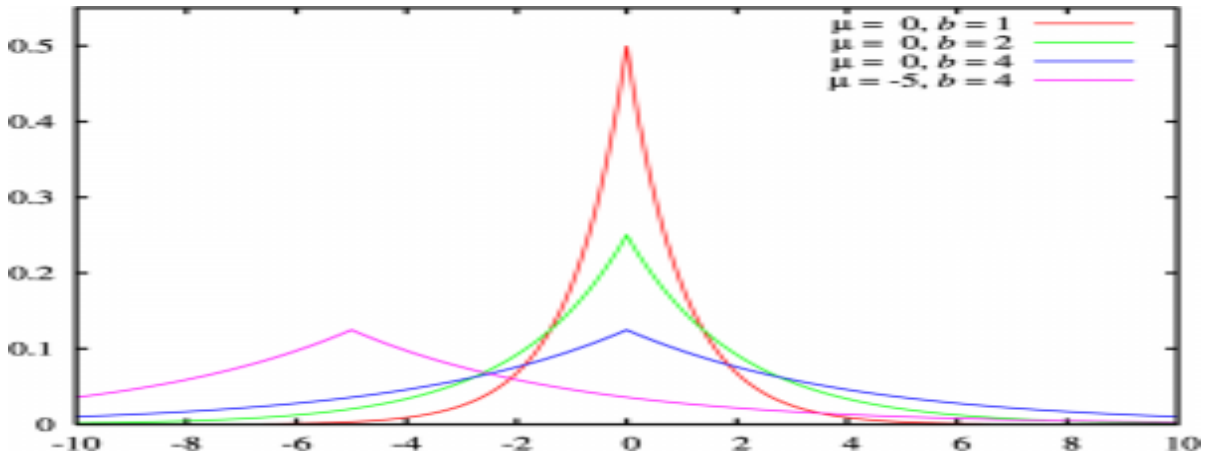
In contradiction with the theory 1, if the probability distributions mentioned above (for certain values and periods of time) fail to realistically model the returns of either market, then in the future, until other questionable theories arise, we have to reconsider whether probability distribution can predict the investment risk.

3.1 Laplace Distribution

A brief explanation of the Laplace Distribution is provided below so that when taking examples, we will be familiar with the terms and formulas used.

The Laplace probability distribution, named after Pierre-Simon Laplace, has some similarities with Gamma [3], just as it is defined by two parameters, mean (or position) and b (scale) and also presents itself as a distribution prior used in Bayesian statistics and as a fat-tail distribution (allows extreme events more often than normal). Laplace distribution has an

additional property of being used for modeling Brownian movements (that is, fluid movements, which can be useful in future modeling of asset prices).



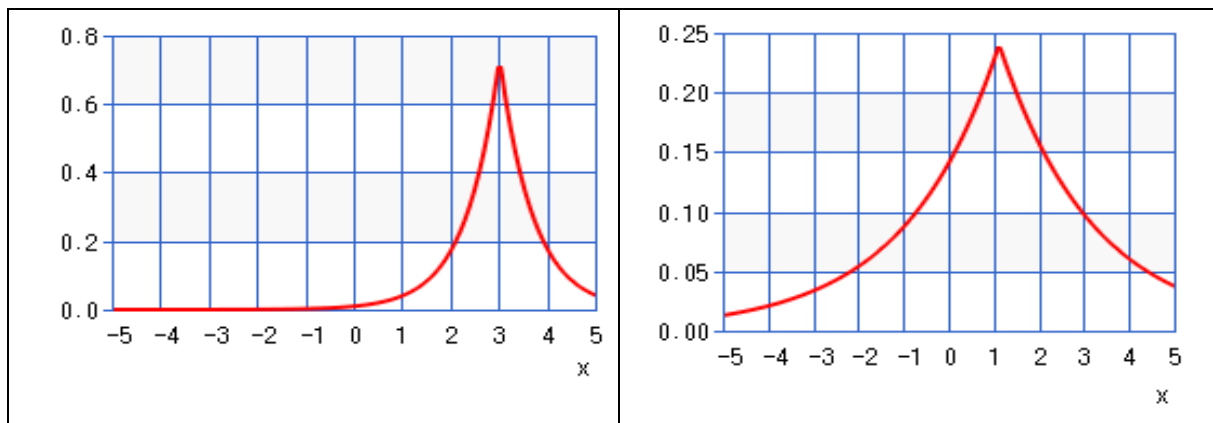
This distribution is the result of two exponential distributions, one positive and one negative. It is sometimes called the double exponential distribution, because it looks like two exponential distributions spliced together back-to-back. [4]

The formula for PDF (probability density function) is:

$$P(x) = \frac{1}{2\beta} e^{-|x-\mu|/\beta}$$

Where μ is considered the location parameter. β must be greater than 0 and is called the scale parameter, or sometimes named as the diversity.[5]

The graphs below are used to show how the graph of the Laplace distribution is shaped and how it changes in accordance with the changes made to μ and β . The graphs and the respective values were obtained using an online graphing software for probability distribution. [6]



$\mu=3$	$\beta=0.7$	$\mu=1.1$	$\beta=2.1$
x	Laplace distribution	x	Laplace distribution
-5	7.771528727E-6	-5	0.01303853038
-4.9	8.964963497E-6	-4.9	0.01367443316
-4.8	1.034166807E-5	-4.8	0.01434134959
-4.7	1.192978628E-5	-4.7	0.01504079223
-4.6	1.376178385E-5	-4.6	0.01577434742
-4.5	1.58751121E-5	-4.5	0.01654367886
-4.4	1.831297361E-5	-4.4	0.01735053141
-4.3	2.112520532E-5	-4.3	0.018196735
-4.2	2.436929737E-5	-4.2	0.01908420882
-4.1	2.81115684E-5	-4.1	0.02001496568
-4	3.242852126E-5	-4	0.02099111652
-3.9	3.740840696E-5	-3.9	0.02201487525
-3.8	4.315302878E-5	-3.8	0.02308856378
-3.7	4.977982342E-5	-3.7	0.02421461722
-3.6	5.742426175E-5	-3.6	0.02539558946
-3.5	6.624261822E-5	-3.5	0.02663415896
-3.4	7.641516554E-5	-3.4	0.02793313478
-3.3	8.814986007E-5	-3.3	0.02929546303
-3.2	1.016865929E-4	-3.2	0.03072423344
-3.1	1.17302094E-4	-3.1	0.03222268649
-3	1.353155894E-4	-3	0.03379422065
-2.9	1.560953272E-4	-2.9	0.03544240019
-2.8	1.800661054E-4	-2.8	0.03717096317
-2.7	2.077179559E-4	-2.7	0.03898382998
-2.6	2.396161628E-4	-2.6	0.0408851122
-2.5	2.764128176E-4	-2.5	0.04287912194
-2.4	3.188601505E-4	-2.4	0.04497038163
-2.3	3.678259079E-4	-2.3	0.04716363424
-2.2	4.243110916E-4	-2.2	0.04946385408
-2.1	4.894704221E-4	-2.1	0.05187625805
Done using online graphing software		Done using online graphing software	

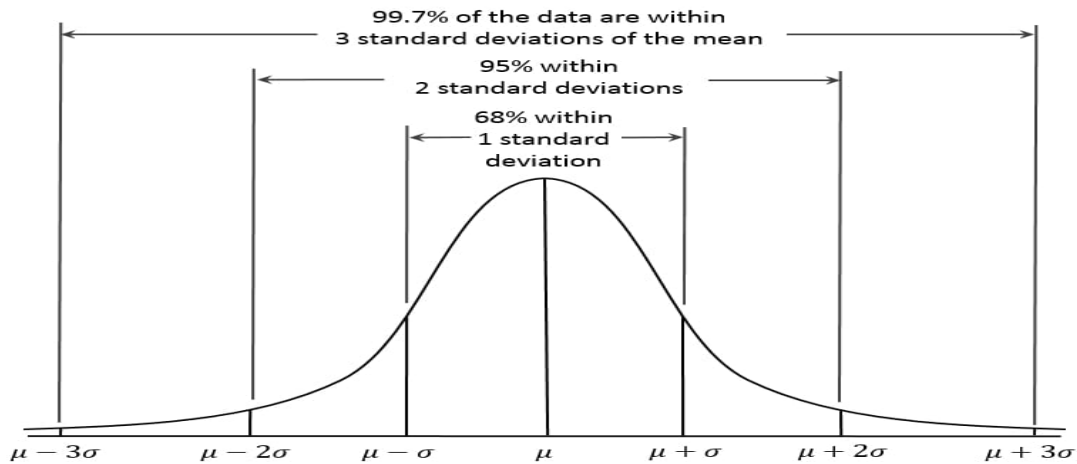
3.2 Modeling stock returns with Laplace Distribution

Modeling stock returns is not a new task for mathematicians, investors, and portfolio managers, but it remains a difficult objective due to the non-resting stock market. One solution is to approximate the distribution of stock returns with a normal distribution. However, normal distribution seems to place infinitesimal probabilities on extreme outliers, but these outliers are of particular importance in the practice of investing.

One solution is to ignore and skip the outliers and keep the emphasis on the more probable events. One of the models that we could use is the normal distribution, but as many

mathematicians have pointed out, normal distribution does not necessarily fit the model of many stock returns, due to the volatility of the market itself. [7]

We even witnessed the sudden change (drop) in price of Bitcoin, or more specifically, the price rise of the stock of GameStop, which surprised many famous names of the Wall Street. Some



stock returns may follow a symmetrical model, but do not necessarily fit the normal distribution, especially in short periods.

In other words, Laplace Distribution, or also known as the double exponential distribution, is a more suitable model for the daily returns, as it is symmetric with fat-tails, and normal distribution is not. [8]

3.3. Calculation of Daily Returns and Laplace Distribution

Here we have designated R_t to be the simple return of the stock at the time t , P_t be the price or the value of a stock/index at time t , and P_{t-1} be the price or value of a stock/index at time $t-1$.

$$R_t = \frac{P_t - P_{t-1}}{P_{t-1}}$$

It is of utmost importance to clarify the definition and parameters of the Laplace distribution that have been used to model the daily stock returns. A random variable X has a Laplace distribution if its probability density function is:

where μ is the center of the distribution, and λ distribution. Following literature, we estimate sample median and the scale with the mean from the median:

$$f(x) = \frac{1}{2\lambda} e^{-\frac{|x-\mu|}{\lambda}}$$

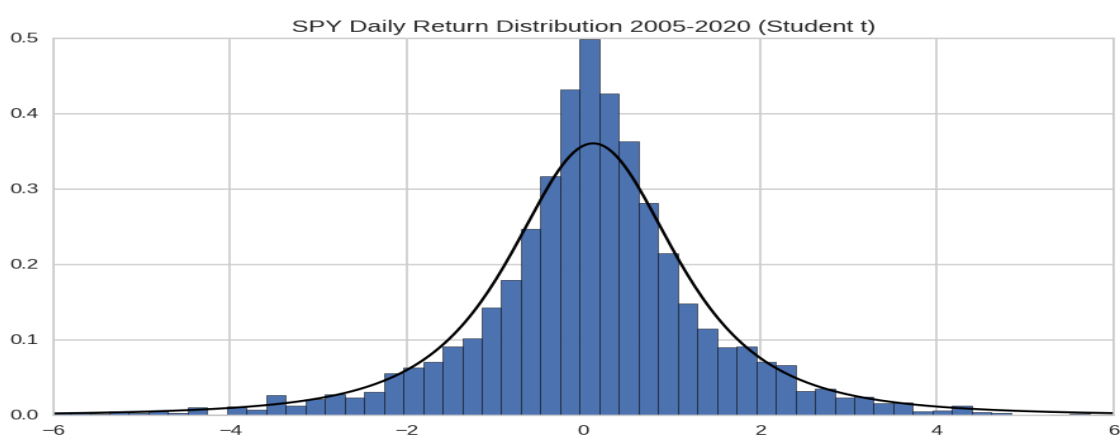
is the scale of the the center with the absolute deviation

4. The Different Fitting models for stock return

In order to make a comparison (or even see evidence from the fitting) below a normal distribution graph is provided:

As it can be seen from the graph, there is a symmetry when going one standard deviation to the right or to the left, and the probability can be easily calculated. The majority of the events occur near the mean. The further you go from the mean, less occurrences are.

Let us apply the normal distribution to stock price returns. For all the following histograms, daily return data from 2005 to 2020 were used, in order to test the fitting. [9] The graph below is of the returns of SPY (which is an ETF tracking the S&P 500 index fund), quite well known in the US as an investment opportunity. On top of it, is the graph of the normal distribution, which gives strong evidence that investment return does not fall under the category of normal



distribution.

This graph infers that our second theory is in fact correct about the inability of probability distribution to model the investment return in cryptocurrency and stock market, but only for the normal distribution in this case. The second graph below compares the investment return graph with the graph of Student T distribution.

Again, it comes close enough to the real-world data, but fails to meet the requirements to model investment return. The last graph on the other hand, fits the investment return graph. It compares all three probability distributions, and clearly shows that Laplace distribution seems to be the best fit in this case.

As the graph shows, Laplace Distribution is the one that best fits the investment return graph provided by the values of the investment returns of years 2005-2020 from the stock market.

Coming to this part, makes us realize that we can automate the process, in order to find if an investment will be profitable or not. To do this, we just need to use python, to graph the Laplace probability distribution and find the probability of an event, that an investment will be profitable or not.

5. Normal Distributions

5.1 Normal Distribution with python (With input from the user)

```
import numpy as np
```

```
import matplotlib.pyplot as p
from scipy import stats
from scipy.stats import norm

# Asking the user to enter the mean and standard deviation of the stock
mu=float(input("Enter the mean: "))
std = float(input("Enter the standard deviation: "))
y=float(input("Enter the return, whose probability you want to find: "))
snd = stats.norm(mu, std)
x = np.linspace(-5, 5, 100)
#Generating 100 numbers that follow the normal distribution with
#the specified mean and standard deviation provided by the user

cdf_value = stats.norm.cdf(y, mu, std)
#Calculating the probability of a certain value (event) that the user is asked
# to enter

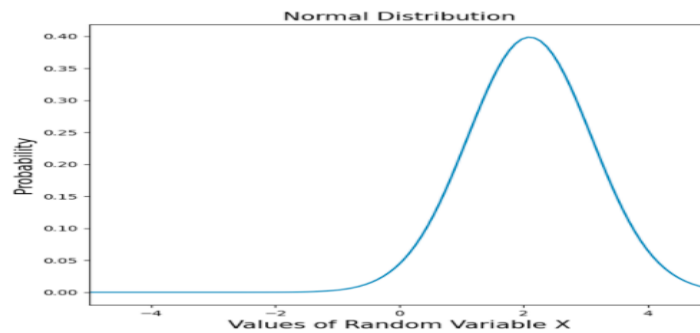
p.figure(figsize=(7,7))
p.plot(x, snd.pdf(x))

#plotting the graph
p.xlim(-5, 5)
p.title('Normal Distribution', fontsize='15')
p.xlabel('Values of Random Variable X', fontsize='15')
p.ylabel('Probability', fontsize='15')
print("The probability is: "+str(cdf_value))

#Showing the probability to the user
#Showing the graph to the user
p.show()
```

The results from using this python code

```
Enter the mean: 2.1
Enter the standard deviation: 1
Enter the return, whose probability you
want to find: 2
The probability is: 0.46017216272297096
```



5.2 Laplace Distribution with python

```
import numpy as np
import matplotlib.pyplot as py
from scipy import stats
from scipy.stats import norm

# Asking the user to enter the mean and standard deviation of the stock
# Here the Laplace distributio is used, because it is the one that comes
# closer the real data of stock market

mu=float(input("Enter the mean: "))
std = float(input("Enter the standard deviation: "))
y=float(input("Enter the return, whose probability you want to find: "))
snd = stats.laplace(mu, std)
x = np.linspace(-5, 5, 100)
#Generating 100 numbers that follow the normal distribution with
#the specified mean and standard deviation provided by the user
cdf_value = stats.laplace.cdf(y, mu, std)
#Calculating the CDF for some value the user enters as input, which in this
# case is considered the stock

py.figure(figsize=(7,7))
py.plot(x, snd.pdf(x))
#plotting the Laplace distribution graph

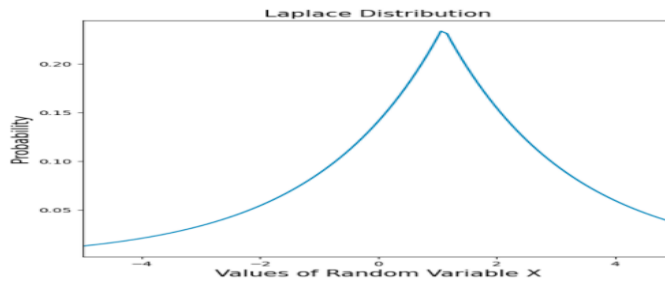
#The limits of the graph, or the interval, is set to be from -5 to 5
py.xlim(-5, 5)
py.title('Laplace Distribution', fontsize='15')
py.xlabel('Values of Random Variable X', fontsize='15')
py.ylabel('Probability', fontsize='15')
print("The probability is: "+str(cdf_value))

#Showing the probability to the user
#Showing the graph to the user
py.show()
```


The results from using this python code

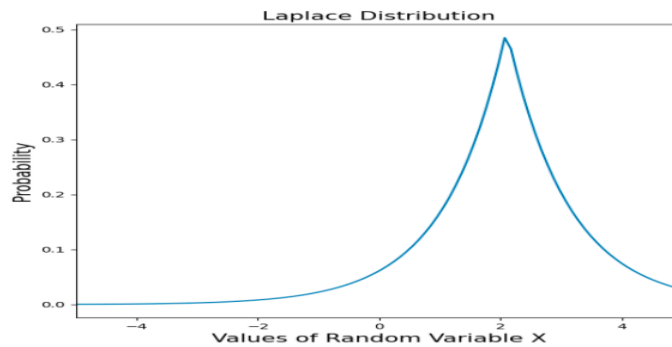
```

Enter the mean: 1.1
Enter the standard deviation: 2.1
Enter the return, whose probability you
want to find: 3.4
The probability is: 0.8327700179285492
    
```



```

Enter the mean: 2.1
Enter the standard deviation: 1
Enter the return, whose probability you
want to find: 2
The probability is: 0.45241870901797976
    
```



Here I have taken the values for the normal and laplace distributio to be the same, and as a result we see that there is a slight difference between them. This shows that the laplace distribution seems to be more accurate in this case.

6. Conclusions and recommendations

Considering the main theories we took into consideration in this paper, we need to put an emphasis on how probability distribution, in some cases, fails to be the right fit for investment return in the cryptocurrency market, as well as in the stock market. With the evidence provided by the calculations and simulations with python, for the normal and laplace distribution, we come to the conclusion that theory 2 is the most accurate one, however it does not imply that theory 1 is completely wrong. Theory 1 states that probability distribution fails to represent the real-world investment return in these markets, but it does not imply that all the probability distribution models fail to do so. In our case, Laplace Distribution provided a pretty rough estimation as it was fit to the returns of a specific market.



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In addition, we did not take into consideration all the probability distributions for fitting, so we have to keep our options open and accept the fact that there might still be a probability distribution model that could solve investment risk issues for investors.

Both theories are partially true, for the cases we took into consideration. Laplace Distribution was the one that could be used to roughly estimate the investment return in the stock market.

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Örgütsel Maneviyat ve İşe Adanmışlık

Asst. Prof. Dr. Özgür ÇARK

Bolu Abant İzzet Baysal University, Bolu Vocational School

ozgurcark@ibu.edu.tr

Orcid: 0000-0002-4881-0542

ÖZET

İnsanoğlu var olduğu günden beri geliştirdiği ontolojik sorular ile dünyadaki varlığını ve anlamlılığını sorgulamaktadır. Bu alanda yürütülen çalışmaların genelinde varlığını anlamlı bulan bireyler ile ilgili olumlu değerlendirmeler yapılırken, anlamlandırma süreci olumsuz olan bireyler ile ilgili ise birtakım sorunlar ifade edilmektedir. Genellikle çalışarak hayatını idame ettiren sosyal bir varlık olan insanın kendini anlamlandırma süreci de işlevsel çevre ve toplumsal çevre arasında şekillenen ilişkiler ağı doğrultusunda gerçekleşmektedir. Bireyin işlevsel çevre ile olan ilişkisi işini veya görevini, toplumsal çevre ile olan ilişkisi ise toplum içindeki rolünü belirleme ve anlamlandırma sürecidir. Bu doğrultuda gündelik hayatının büyük bir kısmını çalıştığı örgütte geçiren bireyin işlevsel ve toplumsal çevresini algılama, değerlendirme ve anlamlandırma süreci ile kendi anlamlılığı arasında sıkı bir ilişki olduğu da pek çok çalışma tarafından ifade edilmektedir. Yine alan yazını işe adanmışlığı veya işe bağlılığı yüksek olan çalışanların işletmelerine olumlu katkılar sunduğunu ifade etmektedir. Bu çalışmanın amacı ise bireyin işlevsel çevresini ifade eden örgütün maneviyat düzeyi ile bireyin işe adanmışlığı arasındaki ilişkinin varlığının araştırılması ve teorik olarak geliştirilmesidir. Bu maksatla alan yazında örgütsel maneviyat ve işe adanmışlık konusunda yayınlanmış ulusal ve uluslararası ikincil veri kaynakları incelenmiştir. Uluslararası alan yazınında konuya olan ilginin daha yeni gelişmeye başladığı fakat ulusal yazında konuyla ilgili yürütülen herhangi bir çalışmaya rastlanmamıştır. Mevcut yayınlar üzerinden yapılan inceleme örgütsel maneviyat ve işe adanmışlık arasında anlamlı ilişkiler olduğunu göstermektedir. Bu sonuçlar doğrultusunda gelecek çalışmalar için birtakım değerlendirmeler yapılarak çeşitli önerilerde bulunulmuştur.

Anahtar Kelimeler: Örgütsel Maneviyat, İşyeri Maneviyatı, İşe Adanmışlık, İşe Tutkunluk

Organizational Spirituality and Work Engagement

ABSTRACT

Mankind has been questioning its existence and meaningfulness in the world with the ontological questions it has developed since its existence. In most of the studies conducted in this area, positive evaluations are made about individuals who find their existence meaningful, while some problems are expressed about individuals whose meaning-making process is negative. The process of making sense of oneself, which is a social being who generally maintains his life by working in a job, takes place in line with the network of relations shaped between the functional environment and the social environment. The relationship of the individual with the functional environment is the process of making sense of his job or task, and the relationship with the social environment is the process of making sense of his role and status in the society. In this direction, many studies also state that there is a close relationship between the process of perceiving, evaluating and making sense of the functional and social environment of the individual, who spends most of his daily life in the organization where he works, and his own meaningfulness. In addition, the literature states that employees with high work engagement or employee engagement make positive contributions to their businesses. The purpose of this study is to investigate and theoretically develop the relationship between the spirituality level of the organization, which expresses the functional environment of the individual, and the individual's work engagement. For this purpose, national and international secondary data sources published in the literature on organizational spirituality and work/employee engagement were examined. The interest in the subject in the international literature has only just begun to develop, but no study on the subject has been found in the national literature. A review of existing publications shows that there are significant relationships between organizational spirituality and work engagement. In line with these results, some evaluations were made for future studies and various suggestions were made.

Keywords: Organizational Spirituality, Workplace Spirituality, Work Engagement, Employee Engagement.

GİRİŞ

Maneviyat kavramı ile ilgili yürütülen çalışmalar incelendiğinde kavramın iki farklı bağlamda ele alındığı görülmektedir. Bunlardan ilki maneviyat kavramını ilahiyat sahasında kullanılan ve dini referanslı anlamı ile ele alma eğiliminde iken, diğer yaklaşım ise daha seküler bir eğilimle maddi olmayan diğer unsurları ifade etmede kullanılan etik ağırlıklı ve içsel insani çabalara atıfta bulunan bir anlamda ele almaktadır (Aksakal ve Kahveci, 2021, s. 806; Avcı, 2019, s. 214). Özellikle maneviyat kavramının işletmeler bağlamında dini anlamda ele alınmasını eleştiren çalışmalarda sıklıkla böyle bir ikilemin varlığı sıklıkla ifade edilmektedir (Çakiroğlu ve Altınöz, 2018, s. 104; Örgöv ve Günalan, 2011, s. 54). Her ne kadar maneviyat kavramının kullanımı ile ilgili dini ve seküler anlamda bir ayırım yapılmaya çalışılsa da bu ayırımın çok keskin bir şekilde başarılabilmediğini söylemek oldukça güçtür.

Endüstri devrimi öncesinde daha durağan ve bugünkü imkanlara kıyasla daha az mal ve hizmet arzının olduğu bir dünyada yaşayan insanoğlu manevi ihtiyaçlarını daha çok dini inançlarına dayalı sosyal ilişkiler vasıtasıyla gidermekteydi. Fakat Avrupa’da yaşanan Reform ve Rönesans hareketleri ve Fransız ihtilali sonrasında yaşanan pozitif bilim anlayışının yaygınlaşması ve seküler eğilimler dinin dünyadaki konumunu etkilemiştir. Endüstri devrimleri ile birlikte üretim ve dolayısı ile tüketim de eskiye kıyasla bir hayli artırmıştır. Bu artış beraberinde hızın ve hazzın daha çok önem kazandığı çetin rekabet anlayışını yükseltmiştir. Artan rekabet ise iş yaşamında stresi artırmış ve olumsuz bir takım tutum ve davranışların sergilenmesinin başlıca unsurlarından bir haline gelmiştir (Akgemci, Kaplan ve Kaplan, 2018, s. 312).

Alan yazını incelendiğinde pek çok çalışmada bireysel, örgütsel ve çevresel bir takım negatif unsurların performans, verimlilik, bağlılık ve tatmin gibi işletmelerin varlığını hayati anlamda etkileyen unsurlar üzerindeki olumsuz etkilerini ifade etmektedir. Modern zamanların artan hız, haz ve rekabet ortamının çalışanların içsel dünyalarında bir takım olumsuz durumlara neden olduğu ve bu olumsuz durumların aynı zamanda örgüt açısından da olumsuz sonuçlar doğurduğu pek çok çalışmada ifade edilmektedir. Yine alan yazında yapılan çalışmalara bakıldığında örgütsel maneviyat ile ilgili örgütlerde karlılığı artırma, memnuniyeti ve morali artırma gibi mikro sonuçların yanı sıra maneviyatın değişken bir ekonomide istikrar ve güvenlik sağlama gibi makro sonuçlarına da değinilmektedir (Benefiel, 2003, s. 383). Ayrıca günümüz işletmeleri böylesi çetin rekabet ortamında yetenekli insan kaynaklarına eskisinden çok daha fazla ihtiyaç duymaktadır. Bu nedenle daha mutlu ve daha anlamlı işlere talip olan çalışanlar açısından örgütsel maneviyat işletmelerin üzerinde daha fazla çalışma yapması gereken bir konu olarak karşımızda durmaktadır.

Bu çalışmada çalışanların manevi ve içsel değerler manzumesi ile çalıştıkları işletmenin amaçları arasında anlamlı, güçlü bağlar ve değerler birlikteliği oluşturmasının çalışanlar ve örgütler açısından doğuracağı sonuçların neler olabileceği ve bu durumun işe adanmışlık üzerinde nasıl bir etkisinin olacağı araştırılması amaçlanmıştır. Bu maksatla niteliksel araştırma yöntemlerinden bir olan içerik analizi ile alan yazında yer alan ulusal ve uluslararası çalışmalar incelenmiştir. Bu çalışma iki bölümden oluşmaktadır. İlk bölümde örgütsel maneviyat ve işe adanmışlık ile ilgili kavramsal bilgi verilmiştir. İkinci bölümde ise örgütsel maneviyat ve işe adanmışlık arasındaki ilişki ikincil veriler doğrultusunda tartışılmıştır.

Örgütsel Maneviyat

Türk Dil Kurumu güncel sözlüğüne göre “*manevi: görülmeyen, duyularla sezilebilen, ruhani, tinsel maddi karşıtı*” anlamlarına gelirken “*maneviyat: maddi olmayan manevi şeyler*” anlamına gelmektedir (TDK, 2022). İngilizce “*spirituality*” olarak kullanılan maneviyat kavramı “*hayatın fiziksel kısımlarından ziyade, dini nitelikteki derin duygu ve inançları içeren kalite (Cambridge, 2022)*” olarak tercüme edilmektedir. İş yerinde örgütsel maneviyat ise bu

anlamlar doğrultusunda, bir örgütteki somut olmayan ama ruhani olarak sezilebilen derin duygu ve inançlar bütünü olarak tanımlanabilir.

Pek çok araştırmacı iş hayatında maneviyatın tanımlanmasının güçlüğünden yakınmıştır. Hatta öyle ki bu güçlüğü ifade edebilmek adına iş hayatında maneviyatın ne olduğunun tanımlanması ne olmadığının tanımlanmasından daha zordur şeklinde belirtmişlerdir. Manevi deneyimlerin yaşanması yaşayan için bir hakikat olsa da bu yaşananın somutlaştırılabilmesi ve anlatılabilmesi ise güçtür (Konz ve Ryan, 1999, s. 201). Son zamanlarda psikoloji sahasında ele alınmaya başlanan maneviyat kavramına gösterilen ilgideki artış kavramı biraz daha karmaşık hale getirmiş olup, bu karmaşanın temelinde yatan başlıca nedenlerden biri maneviyatın teolojik olarak mı psikolojik olarak mı ele alınması gerektiği sorunsalıdır (Helminiak, 2011, s. 596). Maneviyatı dini maneviyat, seküler maneviyat ve mistik maneviyat şeklinde sınıflandıran çalışmada, dünyanın belli başlı dinlerinde olan ve mabetlerde yapılan ibadet ve ritüelleri de içeren tinsel tandanslı maneviyat *dini maneviyat*, dünya ve doğa merkezli panteist ve ateist paradigmatları da kapsayan hümanist tandanslı maneviyat *seküler maneviyat*, daha çok doğu geleneklerinde yer alan ve dini maneviyattakine benzer şekilde özel ve kutsal mabetlerde veya günlük hayatta gerçekleşen maneviyat *mistik maneviyat* olarak açıklanmaktadır (akt: Brown, 2003, s. 394).

Genel olarak öz farkındalık kazanmak amacıyla, içsel bir odaklanma ile sürdürülen maneviyata atıfta bulunan örgütsel maneviyat tanımlama çabalarının birçoğunda ortak vurgu, çalışanların ancak artan içsel farkındalık yardımıyla işlerinde ve yaşamlarında gerçekten gerçekleştirilebilir anlam ve amaçlar bulabileceğidir. Bu süreç hem bireysel hem örgütsel olmak üzere iki yönlü olup, kişi yüksek farkındalık ile iç ve dış aleminde bağlantı kurmak suretiyle işinde ve yaşamında anlam ve amaç birlikteliği kurabilmektedir (King ve Nicol, 1999, s. 234). O halde örgütsel maneviyat için kişinin anlam ve amaç arayışında, iç alemi ile örgütsel dünyasını birleştirebilmesine yardımcı olacak bir idrak, bir farkındalık düzeyine ulaştıran ruhsal bütünlük şeklinde bir tanımlama yapılabilir. İş yerinde maneviyatı ölçmek için bir ölçme aracı geliştiren Ashmos ve Duchon (2000), iş yeri maneviyatını örgüt tarafından anlamlı işi besleyen ve anlamlı iş tarafından beslenen içsel bir yaşam farkındalığı olarak tanımlamışlardır.

İş dünyasında maneviyat üzerine yazılanların çoğu, işyerindeki manevi deneyimleri ve bu deneyimlerin insanlar üzerindeki etkilerini tanımlamaya odaklanmıştır (Konz ve Ryan, 1999). Brown (2003, s. 395), iş yeri maneviyatı ile aynı anlamda ele alınması gerektiğini savunduğu örgütsel maneviyatın örgütün kültürünü ilgilendiren 'örgüt kültürü' ve örgütün stratejisiyle ilgili olan 'örgütsel strateji' gibi yönlerle olan benzerliğine ve ilişkisine göndermede bulunarak, kültürü örgütte iş yapma şekli olarak bir *faaliyet* olarak, stratejiyi işlere karar verme ve planlama şekli olarak bir *süreç* olarak tanımlarken örgütsel maneviyatı bir inanç, hakikat ve aşkınlık hakkında bir duygu ve farkındalık şeklinde tanımlamaktadır.

Örgütsel maneviyatla ilgili gerçekleştirilen çalışmalarda örgütsel maneviyatın olumlu sonuçlarına vurgu yapılmaktadır. Rego ve Cunha (2008) 154 farklı örgütten 361 çalışandan oluşan bir örnekleme örgütsel maneviyatın 5 alt boyutu olan örgütün topluluk duygusu, örgütsel değerlerle uyum, topluma katkı duygusu, işten zevk alma, iç yaşam için fırsatların örgütsel bağlılık üzerindeki etkisini araştırmışlar, araştırma sonucunda insanların işyeri maneviyatını deneyimlediklerinde, örgütlerine daha fazla duygusal bağlılık hissettiklerini, onlara karşı bir yükümlülük/sadakat duygusu yaşadıklarını belirtmişlerdir.

Kolodinsky vd., (2008), lisansüstü ders alan 5 farklı örneklem grubu ile (N1: 74, N2: 89, N3: 124 N4-N5: 68) örgütsel maneviyatın tutum ve bağlılıkları üzerindeki etkileri araştırdıkları çalışmada, spesifik olarak, örgütsel maneviyatın işe bağlılık, örgütsel özdeşleşme ve iş ödüllerinden memnuniyet ile pozitif ve örgütsel hayal kırıklığı ile negatif ilişkili olduğu bulunmuştur. Kişisel maneviyat, içsel, dışsal ve toplam iş ödülleri memnuniyeti ile pozitif

ilişkili olup, kişisel maneviyat ve örgütsel maneviyatın etkileşimi, toplam iş ödülleri memnuniyeti ile de ilişkili bulunmuştur.

Yorumlayıcı nitel araştırma ilkelerine bağlı kalarak, maneviyatın etkisini ve maneviyata karşı direncini ve bunun yanı sıra “doğal ortamında” inşasını İsrail’de 23 danışman, 2 yoga öğretmeni ve 11 yönetici örnekleme ile araştıran Zaidman ve Goldstein-Gidoni (2011), işyeri maneviyatının potansiyel faydaları hakkında daha önceki araştırmalar ile benzer sonuçlar ifade ederek, örgütsel maneviyatın iş performansını artırmasının yanı sıra başlı başına önemli olduğunu da ifade etmişlerdir. Nasurdin vd., (2013) cinsiyetin düzenleyici rolü ile işyeri maneviyat boyutlarının örgütsel vatandaşlık davranışı üzerindeki etkilerini Malezya’da 15 özel yükseköğrenim kurumunda görev yapan 171 akademik personel örnekleme ile araştırdıkları çalışmada işyeri maneviyatı ile örgütsel vatandaşlık davranışı arasındaki ilişki ve işyeri maneviyatı örgütsel vatandaşlık davranışı bağlantısında cinsiyetin bir moderatör olarak rolü kısmen desteklenmiştir.

Örgütsel maneviyatın üç boyutunun (iç yaşam, anlamlı iş ve topluluk duygusu) sağlık hizmeti ortamında algılanan ve nesnel örgütsel performans üzerindeki etkisini 266 sağlık çalışanından oluşan bir örneklem ile araştıran Albuquerque vd., (2014), işyeri maneviyatının, iş birimi türü ile örgütsel performans arasındaki ilişkiye önemli ölçüde aracılık ettiğini ortaya koymuşlardır. Bilgi paylaşım davranışlarının ve işyeri maneviyatının etkinleştiricisi olarak örgütsel öğrenme kültürünün rolünü Tayland’dın farklı sektörlerinde araştıran Sorakraikitikul ve Siengthai (2014), bilgi paylaşım davranışlarının kısmi aracılık ettiği, örgütsel öğrenme kültürü ile işyeri maneviyatı arasında pozitif bir ilişki olduğunu belirtmişlerdir.

Örgütsel maneviyat ve işten ayrılma niyet arasındaki ilişkide örgütsel vatandaşlık davranışının aracı etkisini Malezya hastanelerinde çalışan 345 hemşire örnekleme ile inceleyen Anvari vd., (2017), örgütsel maneviyatın hemşirelerin işten ayrılma niyetleri üzerinde önemli ölçüde azalttığı ve örgütsel vatandaşlık davranışını ise artırdığını ve örgütsel vatandaşlık davranışının örgütsel maneviyat ile işten ayrılma niyeti arasındaki bu ilişkiye aracılık ettiğini belirtmişlerdir. Hindistan’daki bir yönetim enstitüsünde çeşitli yönetim geliştirme programlarındaki 115 katılımcıdan toplanan veriler ile bireysel maneviyat ve örgütsel maneviyatın iş yerinde anlam ve toplulukla ilişkisi incelenmiş, çalışanların manevi anlam ve iş yerindeki topluluğa yönelik ihtiyaçlarının, bireysel maneviyat gelişiminden ziyade örgütsel maneviyat uygulamasıyla daha iyi karşılanabileceğini tespit etmişlerdir.

İşe Adanmışlık

İşe adanmışlık konusunda yalan yazını incelendiğinde konuya olan ilginin 2000’li yıllardan sonra gözle görünür hale geldiği, 2010’lu yıllardan sonra ise konuyla ilgili çalışmaların hızlı bir yükseliş gösterdiği görülmektedir. Uluslararası alan yazınında “*personal engagement* (Kahn, 1990)”, “*work engagement* (Bakker, Demerouti ve Schaufeli, 2005; Christian, Garza ve Slaughter, 2011; Rothmann ve Joubert, 2007; Marisa Salanova, Agut ve Peiró, 2005; Sonnentag, 2003; Xanthopoulou, Bakker, Demerouti ve Schaufeli, 2009)”, “*employee engagement* (Bailey, 2022; Bal, Kooij ve De Jong, 2013; Biswas, Varma ve Ramaswami, 2013; James, McKechnie ve Swanberg, 2011; Rothmann ve Baumann, 2014)” kavramları ile çalışıldığı görülmektedir. İlginç bir şekilde, “employee engagement” kavramının iş dünyasında daha popüler olduğu, akademide ise “work engagement” kavramının daha çok tercih edildiği görülmektedir (W. Schaufeli ve Salanova, 2011, s. 40).

Ulusal alan yazında da uluslararası alan yazına benzer şekilde kavramın farklı tercümelerine rastlanmaktadır. Kavramın ulusal yazında “*işe bağlılık* (Bulutlar ve Öz Ünler, 2010; Gumusluoglu ve Aygün Karakitapoğlu, 2010; Gülova Altın, Palamutçuoğlu ve Palamutçuoğlu, 2013; Öztürk, Çil Koçyiğit ve Bal Çina, 2011), “*işe adanmışlık* (Çalışkan, 2014; Eyiusta

Maden, 2015; İnce, 2016), “işe angaje olma (Arslan ve Demir, 2017; Bilginoğlu ve Yozgat, 2019; Özkalp ve Meydan, 2015; Yağiz, 2021; Yeşiltaş ve İmadoğlu, 2020) olarak kullanımlarına rastlanmaktadır.

İşe adanmışlık pozitif psikoloji akımının örgütsel davranış sahasına da yansımından sonra ele alınan kavramlar arasında olup, psikoloji sahasında sıklıkla olumsuz duyguların çalışılmasına karşı bir reaksiyon olarak kendini göstermiştir (Luthans ve Church, 2002, s. 58). Daha çok insanların pozitif yönlerini ele almaya gayret gösteren pozitif psikoloji çalışmalarının ivme kazanması ile birlikte insanların karşılaştığı olumsuzlukları dikkate almak yerine pozitif yönlerini odak noktasına oturtan ve böylelikle pozitif duyguların olumlu sonuçlarından faydalanmayı amaçlamış bir yaklaşımdır.

Pozitif psikoloji genellikle ve bilinçli bir tavırla olumlu deneyimleri, olumlu insan davranışlarını ve bu olumlu duyguların pekişmesine imkan tanıyan şartları incelemektedir (Duckworth, Steen ve Seligman, 2005, s. 630). Farklı bir deyişle pozitif psikolojide insanın olumsuz taraflarının aksine daha çok olumlu tarafları dikkate alınmaktadır (Seligman, 2005, s. 3). Psikoloji sahasında yaşanan bu değişim ve akımlar diğer ilişkili olduğu araştırma alanlarını da derinden etkilemiş ve bu etkilenen alanların başında da örgütsel davranış sahası gelmiştir. Pozitif psikolojinin olumlu duygulara yönelim akımı ile birlikte pozitif örgütsel davranış akımı gelişmiş ve bu çalışmalarda da örgütlerin ve işgörenlerin pozitif yönlerine odaklanma eğilimi artmıştır (Bostancı ve Ekiyor, 2015, s. 38). Örgütsel davranışın bu pozitif yönlü akımı, iş görenlerin olumlu duygu ve tutumlarının olumlu davranışlara dönüştürülerek birey ve örgütün ortak olarak kazanımları üzerine odaklanmaktadır. Bu anlamda işe adanmışlık pozitif psikolojinin ilgi sahasına giren bir konudur.

İşe adanmışlık son zamanlarda alan yazında uygulayıcıların ve akademisyenlerin ilgisini çeken bir konu olmasına rağmen halen tam anlamı ile üzerinde uzlaşılmış net bir tanımı bulunmamakla birlikte giderek araştırmacılar, bir işte gerçekleştirilen iş görevlerine yüksek düzeyde kişisel bağlanmayı çağrıştıran ortak bir işe bağlılık kavramsallaştırması etrafında birleşme eğilimindedirler (Christian ve diğerleri, 2011, s. 89). İşe adanmışlık kendini yaptığı işe adanma ve kendini kaptırma ile karakterize edilen olumlu, tatmin edici, işle ilgili bir zihni durum olarak tanımlanmakta fakat bu durum gelip geçici bir duygu gibi anlık bir olay veya durumdan ziyade daha kalıcı bir duygusal-güdüleyici bir duruma atıfta bulunur (M Salanova ve Schaufeli, 2008, s. 118). Bir başka tanıma göre işe adanmışlık, çalışanların işlerine karşı besledikleri olumlu duygular, işlerini anlamlı olarak kabul etmeleri, geleceğe dair işleriyle ilgili olumlu duygulara sahip olmalarıdır (Attridge, 2009).

İşe adanmışlık kavramının tanımlanmasında ortak parametre geliştirilmesi gerektiğini savunan Schaufeli ve Salanova, (2011) göreve işe adanmışlık ve göreve adanmışlık, bireysel adanmışlık ve örgütsel adanmışlık arasındaki sınırların belirginleştirilmesi gerektiğini ifade etmektedir. Ayrıca işe adanmışlığın her zaman için olumlu olarak değerlendirilemeyeceğini, tükenmişlik ve işkoliklik gibi karanlık taraflarına da işaret etmişlerdir.

İşe adanmışlık ölçeğini geliştiren W. B. Schaufeli, Salanova, Lez-Roma ve Bakker (2002) işe adanmışlığın üç boyutundan bahsetmişlerdir, bunlar:

- *Azım (vigor)*: Çalışanın işinde kendisini, güçlü, dinç, enerjik, mutlu ve sebatkar hissetmesini ifade eden, işine gitmekten keyif aldığını gösteren bir boyuttur.
- *Özveri (dedication)*: Çalışanın işi ile ilgili hevesli, gururlu ve anlamlı duygulara sahip olması, işinin kendisine ilham ve motivasyon sağlamasını ifade eden bir boyuttur.
- *Özümseme (absorption)*: Çalışanın kendini tamamen işine kaptırmasını, etrafındaki her şeyden soyutlanmasını ve işte zamanın nasıl geçtiğini anlamamasını ifade eden bir boyuttur.

Örgütsel Maneviyat ve İşe Adanmışlık

Çalışanın anlam ve amaç arayışında, iç alemi ile örgütsel dünyasını birleştirebilmesine yardımcı olacak bir idrak, bir farkındalık düzeyine ulaştıran ruhsal bütünlük olarak ifade edilen örgütsel maneviyat ve bulunduğu örgütteki işine candan ve içten bir şekilde bağlı olmayı ifade eden işe adanmışlık kavramı da pozitif psikoloji sahasının gelişimi doğrultusunda gelişen pozitif örgütsel davranış sahasına dahildir. Farklı bir ifadeyle hem örgütsel maneviyat hem de işe adanmışlık örgütsel davranış sahasında olumlu kabul edilen iki unsurdur.

Çalışmalar çalışanların işe adanmışlık düzeylerinde “adanma boşluğu” oluştuğunu yani işe adanmışlık düzeylerinin azaldığını ifade edip, insan kaynağı yöneticisi ve uzmanlarının bu sorunun üstesinden gelmek için örgütsel maneviyatı önemsediklerini göstermektedir (Garg, 2017, s. 197). Hindistan'da çeşitli devlet, özel ve kamu-özel kuruluşlarında çalışan 275 tam zamanlı çalışandan standart anketler kullanılarak toplanan veriler yardımıyla örgütsel maneviyat ve cesaretin işe adanmışlık üzerindeki etkisini inceleyen Singh ve Gambhir Chopra (2018), örgütsel maneviyatın ve cesaretin işe adanmışlık yordadığını tespit etmişlerdir.

Maneviyat genellikle bir bireyin genel refahının önemli bir itici gücü olarak kabul edilir. Maneviyatın bir kişinin hayatındaki önemi göz önüne alındığında, kuruluşlar, çalışanlarının kendilerini fiziksel, duygusal ve bilişsel olarak işleriyle meşgul etmek için maneviyat kullanmalarını sağlamak için giderek daha fazla çaba sarf etmektedir (Gupta ve Mikkilineni, 2018, s. 681).

Maneviyat, çalışanlar ve işverenler arasında karşılıklı inanç ve güveni geliştirir ve çalışanın daha yüksek sorumluluk almaya hazırlığının arttığı uygun ortamı üretir (Garg, 2017, s. 198). Aynı zamanda örgütsel maneviyat başlığı altında ifade edilen iç yaşam, anlamlı iş ve toplum boyutları açısından düşünüldüğünde işe adanmışlığın alt boyutları olan azim, özveri ve özümseme boyutlarını olumlu yönde etkileyeceği konusunda bir yargı yürütülebilir. Fakat alan yazında örgütsel maneviyat ile işe adanmışlık ilişkisini ampirik çalışmalar ile inceleyen yeterince çalışmaya olmamakla birlikte yürütülen çalışmaların pek çoğu örgütsel maneviyat ile işe adanmışlık arasındaki olumlu ilişkiyi vurgulamaktadır.

Hindistan'da çalışan 344 bilgi teknolojisi uzmanından toplanan veriler yardımıyla örgütsel maneviyatın işe adanmışlık, örgütsel adalet ve ruh sağlığı ile ilişkisini değerlendirmek için yürüttükleri çalışmada Sharma ve Kumra (2020), işe adanmışlığın, işyeri maneviyatı ve ruh sağlığı arasındaki ilişkinin yanı sıra örgütsel adalet ve ruh sağlığı arasındaki önemli ilişkiye kısmen aracılık ettiğini ortaya koymuştur. Benzer şekilde 190 akademisyenden toplanan veriler ile örgütsel maneviyatın işe adanmışlık üzerindeki etkisini araştıran Baykal (2019), örgütsel maneviyatın işe adanmışlık üzerinde olumlu etkisini doğrulamış, ancak liderin özgeciliğinin bu ilişkiye aracılık etmediğini tespit etmişlerdir.

Maneviyata dayalı örgütsel çalışmalar içinde öne çıkan manevi liderlik ile işe adanmışlık arasındaki ilişkiyi ve bu ilişkide duygu düzenlemenin aracı etkisini 203 tam zamanlı çalışandan toplanan verilerle inceleyen Huang (2022), manevi liderlik ve işe adanmışlık arasındaki ilişkinin açıklanmasında hem bilişsel yeniden değerlendirmenin hem de dışavurumcu bastırmanın aracı etkilerinin olduğunu tespit etmişlerdir.

SONUÇ VE ÖNERİLER

Pozitif psikolojinin gelişimi doğrultusunda gelişen örgütsel davranışlarda pozitif psikoloji çalışmalarında gözlenen artış işe adanma, örgütsel maneviyat, örgütsel mutluluk gibi olumlu duygular üzerine yapılan çalışmaların sayısında artış meydana getirmiştir. Bu artışta özellikle modern zamanların artan tüketim hız ve hazlarının insanlarda geçici maddi tatminler ve faydalar sağlamaktan öte geçememesi ve içsel dünyalarında manevi boşlukların oluşmasının önemli bir etken olduğu değerlendirilmektedir. İş yaşamında yaşanan yoğun rekabet ve hızlı

değişimden kaynaklanan artan stres insanları manevi sağlıklarına iyi gelen anlamlı iş ve anlamlı örgüt arayışına sevk etmektedir. Bu nedenle insan kaynakları, örgütsel davranış ve yönetim sahasında bu tarz çalışmalarda gözle görünen bir artış vardır.

Maneviyat kavramının teolojik ve psikolojik bir kavram olup olmadığıyla başlayan fenomenolojik tartışmaların zamanla bu kavramın bireyler ve örgütler için ne anlam ifade ettiği, nasıl anlaşıldığına odaklandığı ve bu anlamının o kişilerin ve o kişiler mensubu olduğu örgütler üzerindeki etkileri araştırılmaya başlanmıştır. Örgütsel davranış sahasında örgütsel maneviyat değişkeninin iç yaşam, anlamlı iş ve topluluk duygusu boyutları ile ele alınma eğilimi gösterdiği, işe adanmışlığın ise kavramsallaştırma tartışmalarının ardından canlılık/özveri, azim ve özümseme şeklinde üç boyutlu olarak ele alınmaya başlandığı görülmektedir.

Uluslararası alan yazında az sayıda yürütülen ampirik araştırmalar işyeri maneviyatı adı da verilen örgütsel maneviyatın işe adanmışlık üzerinde olumlu etkilerini ifade etmekte, örgütsel maneviyatın işe adanmışlık üzerindeki etkisini destekler mahiyettedir. Ulusal alan yazınında ise örgütsel maneviyat ve işe adanmışlık arasındaki ilişkinin daha önce hiç çalışılmamış olduğu dikkat çekicidir.

Psikoloji sahası her ne kadar maneviyat kavramını evrensel bir anlam ile ele alma eğiliminde olsa da maneviyatın teolojik sahadan tamamen ayrı olarak düşünülmemeyeceği de ortadadır. Bu anlamda toplumların kültürleri, örfleri, inançları gibi iç dinamiklerinin maneviyat algılarını etkileyeceği ve dünyanın her yerinde maneviyat ile ilişkilendirilen öncüllerin veya ardılların değişkenlik göstereceği değerlendirilmektedir. Zira uluslararası çalışmalar incelendiğinde Hindistan merkezli bir çalışmada (Garg, 2017) örgütsel maneviyat Hindistan örgütsel maneviyat dinamikleri bağlamında ele alınmıştır. Bu nedenle Türkiye özelinde örgütsel maneviyat ve işe adanmışlık ilişkisini araştırmaların yürütülmesinin gelecek araştırmalar için önemli olduğu değerlendirilmektedir.

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İnsan Kaynaklarının Karanlık Yüzü

Asst. Prof. Dr. Özgür ÇARK

Bolu Abant İzzet Baysal University, Bolu Vocational School

ozgurcark@ibu.edu.tr

Orcid: 0000-0002-4881-0542

ÖZET

İnsan kaynağı bir örgütün en temel üretim faktörleri arasında yer almaktadır. Dolayısıyla emek veya beşerî sermaye olarak da adlandırılan insan kaynağı örgütün amaç ve hedeflerine ulaşabilmesine yardımcı olan veya ulaşabilmesine engel olan en önemli unsurlardan biridir. Yapılan çalışmalar olumlu duygu, algı, tutum ve davranışlara sahip olan insan kaynağının örgütlerin amaç ve hedeflerine uygun hareket tarzları gösterdiğini ve örgütsel verimlilik ve performansa olumlu katkılar yaptığını göstermektedir. Bu durumun tersi olan olumsuzluklar ise örgütün amaç ve hedeflerine ulaşmasını zorlaştırmaktadır. Bu çalışmada zaman, maliyet ve ulaşılabilirlik kolaylığı açısından Türkiye örneğinde insan kaynakları alan yazınında yer alan karanlık veya olumsuz tarafların incelenmesi amaçlanmıştır. Bu amaçla nicel araştırma yöntemlerinden olan ikincil veri kaynakları taranarak insan kaynakları alan yazınında yer alan karanlık unsurlar incelenerek, neden olduğu olumsuz durumlar belirlenmeye çalışılmıştır. Araştırma sonucunda insan kaynaklarının karanlık tarafları hakkında yürütülen çalışmaların, aydınlık tarafları hakkında yürütülen çalışmalara kıyasla daha az sayıda olduğu görülmüştür. Kariyerizm, sinizm, mobbing, sessizlik, işten ayrılma niyeti, üretkenlik karşıtı eylemler, sanal kaytarma, toksik ve karanlık liderlik, karanlık kişilik özellikleri insan kaynakları yönetimi alanında öne çıkan olumsuz durum ve yönleri ifade eden kavramlar olarak öne çıkmaktadır. İnsan kaynakları alanında öne çıkan bu olumsuz yön ve durumların üstesinden gelebilme konusunda alan yazını doğrultusunda bireysel ve örgütsel birtakım önerilerde bulunulmuştur.

Anahtar Kelimeler: İnsan Kaynakları Yönetimi, Örgütsel Davranış, Karanlık Davranış, Kariyerizm, Mobbing

The Dark Side of Human Resources

ABSTRACT

Human resources are among the most important production factors of an organization. Therefore, human resources, also called labor or human capital, are one of the most important elements that help or prevent the organization from achieving its goals and objectives. Studies show that human resources, who have positive emotions, perceptions, attitudes and behaviors, show appropriate action styles for the goals and objectives of the organizations and make positive contributions to organizational efficiency and performance. The negative aspects of this situation make it difficult for the organization to achieve its goals and objectives. In this study, it is aimed to examine the dark or negative sides in the human resources literature in the Turkish sample in terms of time, cost and ease of accessibility. For this purpose, secondary data sources, which are among the quantitative research methods, were scanned and the dark elements in the human resources literature were examined and the negative situations caused were tried to be determined. As a result of the research, it has been seen that the studies on the dark sides of human resources are less in number than the studies on the bright sides. Careerism, cynicism, mobbing, silence, intention to leave, counterproductive behaviors, cyberloafing, toxic and dark leadership, dark personality traits stand out as concepts expressing the prominent negative situations and aspects in the field of human resources management. In line with the literature, some individual and organizational suggestions have been made to overcome these negative aspects and situations that stand out in the field of human resources.

Keywords: Human Resources Management, Organizational Behavior, Dark Behavior, Careerism, Mobbing.

GİRİŞ

Bilimde yaşanan gelişmelerin doğal bir sonucu olarak felsefe, sosyoloji ve psikoloji gibi temel bilim sahalarında başlayan çalışmaların giderek farklı bilim dallarını doğurduğu görülmektedir. İktisadi idari bilimler de böyle bir sürecin sonucunda ortaya çıkmış, akabinde iktisadi ve idari bilimin yönetim, örgütsel davranış, insan kaynakları yönetimi gibi alt dalları gelişmiştir. Bugün gelinen noktada ise çalışmaların giderek bilim dallarının birbirleri ile ilişkili olarak yakınlaşması sonucu daha çok disiplinler arası olmaya başladığı dikkat çekmektedir. Endüstriyel devrimler ise özellikle yönetim ve organizasyon sahasında yürütülen çalışmaların sayısını oldukça artırmıştır.

Endüstri devrimleriyle birlikte artan üretim hacmi işletmeler arasında rekabet mücadelesini artırmıştır. Daha önceleri endüstriye ürün ve verimlilik odaklı bir üretim ve yönetim anlayışı hakimken, artan rekabet düzeyi ile birlikte pazara ve müşteriye odaklı bir anlayışa, sonrasında ise iç ve dış paydaşlar olmak üzere tüm paydaşları dikkate alan bir anlayışa dönüşmüştür. Ürün odaklıdan müşteri odaklıya, müşteri odaklıdan paydaş odaklıya dönüşen bu anlayışın nihai bir sonucu olarak çalışanlara yönelik çalışmalar yönetim ve organizasyon çalışmalarında yükselişe geçmiştir. Bu yönelişin etkileri insan kaynakları sahasında da gözlenmiştir. Tarihsel süreçte personel idaresinden insan kaynakları yönetimine bir yöneliş sonrası insan kaynakları yönetiminden stratejik insan kaynakları yönetimine geçiş yaşanmıştır. En nihayetinde yetenek yönetimi anlayışına tarihsel bir geçiş yapıldığı görülmektedir. Tarihsel olarak davranışsal yönetim yaklaşımı adı da verilen neoklasik dönem yönetim çalışmalarına kadar götürebileceğimiz insanın psikolojik ve sosyolojik bir unsur olarak ele alınma sürecinde bugüne kadar psikoloji sahasında çalışılmış pek çok konunun örgüt ve yönetim konularında da çalışıldığı görülmektedir. Bu anlamda örgütsel davranış alanında olumlu ve olumsuz olarak ifade edilen bir takım değişkenler kümesi oluşmuş, bu kümelerin örgütün karanlık yüzü (Vaughan, 1999) veya aydınlık yüzü (Horak ve diğerleri, 2018; Keskin ve Geylan, 2019) gibi sınıflandırmalara tabi tutulduğu görülmektedir.

Yönetim ve organizasyon sahasında yürütülen pek çok çalışmada işten ayrılma niyeti, mobbing, toksik liderlik, tükenmişlik gibi değişkenler olumsuz değişkenler olarak çalışılırken diğer yandan örgütsel bağlılık, iş tatmini, işe adanmışlık ve örgütsel mutluluk gibi olumlu değişkenlerin de ele alındığı görülmektedir. Bu çalışmaların doğal bir sonucu olarak alan yazında olumlu ve olumsuz duygular arasında bir kategorik çalışma sahasının da oluştuğu dikkat çekicidir. Bu tarz çalışmaların büyük çoğunluğu alan yazında yer alan olumsuz değişkenleri karanlık, olumlu değişkenleri ise aydınlık olarak sınıflandıran, ağırlıklı olarak derleme yöntemi ile yürütülmüş çalışmalardır. Alan yazını incelendiğinde bu çalışmaların farklı örgütsel boyutlarda ele alındığı anlaşılmaktadır (Linstead, Maréchal ve Griffin, 2014, s. 167).

Alan yazında yer alan bu tarz çalışmaların bir kısmı örgütün karanlık yüzünü ele alan çalışmalar (Binboğa, Eğin ve Gülova, 2018; Bolino ve Grant, 2016; Kenny, 2010; Linstead ve diğerleri, 2014; Öztürk, 2019; Vaughan, 1999; Wojtczuk-Turek, 2017), bir kısmı kamu yönetiminde karanlık taraflar (Aydoğan ve Serbest, 2016; Diefenbach, 2009; Hubbell, 1992), bir kısmı liderliğin karanlık yanları (Başar, Sığrı ve Basım, 2016; Eriş ve Arun, 2020; Normore ve Brooks, 2017; Üngör, 2021), bazıları ise kişisel özelliklerin karanlık yanları (Hubbell, 1992; McAllister, 1997; Naktiyok, 2019; Özsoy, 2019; Özsoy ve Ardiç, 2017; Set, 2020; Wisse, de Hoogh ve Rietzschel, 2016) ve bazıları ise pazarlama ve müşteri ilişkilerinin karanlık yüzü (Breazeale, Pleggenkuhle-Miles, Harms ve Ligon, 2016) ile alakalıdır. Bazı araştırmalarda ise olumlu (aydınlık/akıllı) değişkenlerin karanlık yönlerini ele alan (Bolino ve Grant, 2016; Chatterjee, Chaudhuri, Vrontis ve Siachou, 2021; Faldetta, 2017; Holland, Dowling ve

Brewster, 2022; McAllister, 1997; Page, Bentley, Teo ve Ladkin, 2018; Vigoda-Gadot, 2006; Wojtczuk-Turek, 2017) bir eğilim de dikkat çekicidir.

Bu çalışmanın amacı ise ulusal alan yazında yer alan çalışmalara konu olmuş insan kaynakları yönetimini ilgilendiren karanlık değişkenlere dair genel bir değerlendirme sunabilmektir. Bu maksatla ulusal alan yazını TR Dizin endeksi, zaman sınırlaması olmaksızın başlık kısmında “insan kaynaklarının karanlık yüzü”, “insan kaynakları yönetiminin karanlık yüzü”, “örgütsel davranışın karanlık yüzü”, “örgütün karanlık yüzü” ifadeleri geçen yayınlar taranmıştır. Tarama sonucunda ulaşılan yayınlardan yönetim ve organizasyon alanında olanlar filtrelenmiş ve kalan 29 yayına dair içerik analizi yapılmıştır. Çalışma iki kısımdan oluşmaktadır. İlk kısımda kavramsal bilgilere yer verilmiş ikinci kısımda ise araştırmaya dair bulgulara yer verilmiştir.

İnsan Kaynaklarının Karanlık Yüzü

Akademik alan yazınında modern insan kaynakları yönetiminin (İKY) doğası, düşünsel ve fikirsel sınırları ve sahadaki sektörel uygulamalarına ilişkin bir dizi teorik ve pratik sınırlar içerisinde neredeyse 30 yıldır süren yoğun tartışmalar yaşanmaktadır (Collings ve Wood, 2009, s. 1). Bu tartışmaların başlıca nedenlerinden biri insanın karmaşık doğasıdır. Çünkü insan olumlu ve olumsuz pek çok içsel ve dışsal faktörden etkilenmektedir. İnsanın demografik, psikolojik ve sosyolojik pek çok unsurun etkisi altında olması bu karmaşıklığı daha da artırmaktadır.

Yönetim ve organizasyon disiplini içerisinde yer alan insan kaynakları yönetimi alanının felsefe, psikoloji ve sosyoloji ile olan ve yıllara dayanan ilişkisine son yirmi yılda bilgi iletişim çalışmalarının ve son on yıldır ise dijital teknoloji çalışmalarının eklenmesi görülmektedir (Çark, 2020). Psikoloji sahasında yer alan olumlu ve olumsuz olarak ifade edilen hususlara ilişkin çalışmalar bugün insan kaynakları analitiği gibi bilgi iletişim teknolojileri ve dijital teknolojilerden beslenen gelişmelerin olumlu ve olumsuz yanlarını incelemeye başlamıştır (Chatterjee ve diğerleri, 2021; Giermindl, Strich, Christ, Leicht-Deobald ve Redzepi, 2022). Psikoloji disiplini içerisinde 6 temel duygu ifade edilmektedir. Bunlar; mutluluk, öfke, korku, hüznün, tikslenme ve kıskanma duygularıdır (Demirok, Alphan Şimşek ve Süsen, 2014, s. 41). Bu duygular içinde sadece mutluluk duygusunun olumlu bir duygu olması diğer 5 duygunun ise olumsuz olması ve hepsinin insana dair olması negatif psikoloji çalışmalarının niceliksel olarak fazla olmasına neden olmuştur.

Burada karanlık ve aydınlık kavramlarının metafor olarak kullanımı dikkat çekicidir. Karanlık ve aydınlık, insanlık tarihinin derin bilinç ve içgüdüsel dürtülerinde yer alan yaşam ile ölüm arasındaki sınırları ayıran değişkenler için iki önemli metafor olarak kullanıldığı görülmektedir (Linstead ve diğerleri, 2014, s. 166). Vaughan (1999, s. 271), örgütün karanlık yönlerini sistematik hale getirmeye çalıştığı çalışmada, karanlık yönlerin hata, suistimal ve felaket başlıkları altında çevre, örgüt, biliş ve tercih arasındaki ilişkiler arasındaki bağlantılar tarafından sistematik olarak üretildiğini ifade etmektedir. Griffin ve Lopez (2005, ss. 988-989) ise sapma, saldırganlık, antisosyal davranış ve şiddet başlıkları altında çalıştıkları karanlık kavramını, örgüte veya örgüt içindeki kişilere zarar verebilme potansiyeline sahip bilinçli ve kasıtlı olarak sergilenen davranış biçimine atıfta bulunmak için kullandıklarını ifade etmişlerdir.

Linstead ve arkadaşları (2014) ise insan davranışlarının karanlık yüzünü; etik ve yasa dışı olarak, diğerleri tarafından ayıp ve aykırı görülen yol ve yöntemler ile güç ve servet devşirmeye çalışan ya da öç almak amacıyla bilinçli ve kasıtlı olarak sistematik biçimde diğerlerine zarar vermeye yönelik her türlü davranış olarak tanımlamışlardır. Sistematik olarak yapılan sınıflandırmada ise karanlık davranışlar kişilere karşı yapılan ve örgüte karşı yapılan karanlık

davranışlar şeklinde ikiye ayrılmış her bir kategori de kendi içinde iki alt başlık ile sınıflandırılmıştır. Bu sınıflandırma tablo 1’de gösterilmektedir.

Tablo 1: Karanlık davranışlar sınıflandırması

Karanlık Davranışlar		Çeşitleri
Kişisel karanlık davranışlar	Başkalarına yönelik	Sözel ve ruhsal taciz, fiziksel şiddet, cinsel taciz ve güvenli olmayan iş uygulamaları
	Kendisine yönelik	Alkol ve sigara tüketimi, güvenilir olmayan iş uygulamaları
Örgütsel karanlık davranışlar	Belirli ve ölçülebilir	Uygun olmayan işe devamsızlık, para, örgütsel varlık veya araç gerecin çalınması, imha edilmesi, zarar verilmesi, yasa, kural ve yönetmeliklerin ihlal edilmesi
	Belirsiz ve ölçülemez	Yıkıcı siyasi davranışlar, uygunsuz baskı yönetimi davranışları, gizliliğin ihlali, sürekli olarak düşük performans

Kaynak: (Linstead ve diğerleri, 2014, s. 167)’ den uyarlanmıştır.

Bu açıklamalar doğrultusunda insan kaynaklarının karanlık yönü ile örgütlerde yer alan insana ve onu yönetmeye dair ifade edilebilecek her türlü olumsuz algı, olgu, tutum, davranış, politika ve olaylardır şeklindeki bir kasıt alan yazını ile tutarlı olacaktır.

Ulusal Alan Yazınında İnsan Kaynaklarının Karanlık Yüzü

Bu çalışmalar karanlık davranışlarda kişisel özelliklerin, örgütsel özelliklerin ve çevresel özelliklerin etkilerini ele alan ampirik çalışmaların yanı sıra alan yazındaki genel görünümü ortaya koymaya çalışan niteliksel çalışmalardan oluşmaktadır.

Ulusal alan yazında yapılan çalışmaların içerik analizi tablo 2’de sunulmaktadır.

Çalışma	Yöntem	Açıklama
(Kanten, Yeşiltaş ve Arslan, 2015)	Çalışma verileri, anketle Antalya ve Bodrum’da bulunan beş yıldızlı otellerde çalışan 237 kişiden anket toplanmış olup, psikolojik sözleşme algısının karanlık üçlünün üretim karşıtı iş davranışı üzerindeki etkisinde düzenleyicilik rolüne sahip olup olmadığı araştırılmıştır.	Üretkenlik karşıtı iş davranışlarının makyavelist kişilik özelliği tarafından olumlu olarak etkilendiği ve bu etkisinde psikolojik sözleşmenin moderatör olduğu, ayrıca üretkenlik karşıtı iş davranışlarının narsistik kişilik özelliği tarafından olumsuz olarak etkilendiği; bu etkide psikolojik sözleşmenin moderatör olduğu anlaşılmıştır. Psikopatinin ise herhangi bir etkisinin olmadığı bulgusuna ulaşılmıştır.
(Aydoğan ve Serbest, 2016)	Kamuda iç denetimde görevli 78 iç denetçinin karanlık üçlü kişilik özellikleri ile demografik özellikleri arasındaki ilişki incelenmiştir.	Narsizm; çalışma süresine, yaşa, medeni duruma göre ve psikopati medeni duruma göre değişkenlik gösterirken Makyavelizm’de farklılık görülmemiştir.
(Özer, Uğurluoğlu, Kahraman ve Avcı, 2016)	Ankara’da bir kamu hastanesinde görev yapan 244 hemşirenin demografik özellikleri ile karanlık kişilik	Karanlık üçlü boyutlarına dair değerlendirmelerinin yaşlarına göre farklılaştığı, ayrıca bekâr hemşirelerin narsisizm puanlarının

	özellikleri olan makyavelizm, narsisizm ve psikopati ile ilişkisi incelenmiştir.	evli hemşirelere göre daha yüksek olduğu tespit edilmiştir.
(Başar ve diğerleri, 2016)	İş yerinde liderliğin olumsuz tarafları olarak karanlık yüzünü ifade eden davranışların çalışanlar açısından etki ve işgörenlerin bunlara tepkisinin ne olduğunu açıklamak için 9 mülakat, 4 odak grup görüşmesi ve açık ofis yerleşiminde gözlem ile veri toplanmıştır.	Samimiyetsiz, bezdirici, zorbaca ve narsistik gibi karanlık liderliğin işgörenler açısından etkileri; ruhsal ve fiziksel etkiler ve fizyolojik etkiler olarak, aktif tepkiler ve pasif tepkiler ise karanlık liderliğe verilen tepkiler olarak görülmüştür.
(Özsoy ve Ardiç, 2017)	İstanbul ilinde sigorta sektöründe faaliyet gösteren iki işletmedeki 204 örneklem ile iş tatmini üzerinde karanlık üçlünün etkisi araştırılmıştır.	İş tatmini ile karanlık üçlü arasında olumsuz ve anlamlı bir ilişki görülmüştür. İş tatmini ile narsizm, psikopati ve makyavelizme göre daha düşük seviyede ilişkilidir. Çoklu regresyon sonucuna göre iş tatminini olumsuz yönde etkileyen tek değişken psikopati olmuştur.
(Özdemir ve Atan, 2018)	Örgütsel muhalefet üzerinde karanlık kişilik özelliklerinin etkisini araştırmak için özel sektör çalışanı 322 beyaz yakalıdan veri toplanmıştır.	Dışsal örgütsel muhalefeti narsizm olumsuz şekilde, yapıcı açık muhalefet, dışsal muhalefet ve gizli muhalefet boyutlarını ise psikopatının anlamlı ve olumlu olarak etkilediği görülmüştür.
(Binboğa ve diğerleri, 2018)	2010-2017 senelerinde “Örgütsel Davranışın Karanlık Yüzü” altında sınıflandırılan 20 konuyla ilgili ulaşılan 273 makaleden tabakalı amaçlı örnekleme ile seçilen 20 makale ile doküman incelemesi yapılmıştır.	İncelenen makalelerde, %28,94 ile en çok mobbing, %23,81 ile sinik davranışlar ve %15,75 ile örgütsel sessizlik konu başlıklarının yer olduğu görülmüştür.
(Ballı ve Çakıcı, 2019)	Uluslararası bir otel zincirinin 604 çalışanından toplanan veriler ile liderlerinin karanlık taraflarını yönelik algıları ve bu algıların demografik faktörlere göre farklılaşıp farklılaşmadığı araştırılmıştır.	Sonuçlar işgörenlerin liderlerde “pasif- agresif liderlik, narsis liderlik, paranoyak liderlik ve zorlayıcı liderlik” olarak 4 boyutta liderliği karanlık olarak algıladıklarını ve yaş, eğitim ile unvan ile düşük seviyede farklılaşmalar tespit etmişlerdir.
(Güllü ve Yıldız, 2019)	Mersin ve Karaman ili Gençlik ve Spor İl Müdürlüklerinde görevli 112 işgörenden toplanan verilerle örgütsel sinizm ve iş tatmini düzeyleri ile karanlık üçlü, arasındaki ilişki incelenmiştir.	İşgörenlerin kişilik yapıları ile örgüt ortamının iş tatmin düzeyleri üzerinde önemli bir etkisi tespit edilmiş, ayrıca karanlık kişilik özellikleri ve örgütsel sinizmin iş tatmini üzerinde olumsuz etkisi tespit edilmiştir.
(Keskin ve Geylan, 2019)	6 İK yöneticisi Weber’in ideal tip bürokrasi modelinden ne düzeyde uzaklaştıklarının tespiti için derinlemesine görüşmeler gerçekleştirilmiştir.	Görüşmeler sonucunda “gayrişahsilik ilkelerine aykırı davranışlara yönelme, aşırı formal davranışlara yönelme, büropatolojik davranışlara yönelme, bürokratik sabotaj türü davranışlara yönelme ve duygusal davranışlara yönelme” şeklinde 5 genel unsur belirlenmiştir.

(Naktiyok, 2019)	Türkiye’de 289 satış elemanından toplanan verilerle iş görenlerin işe adanmışlık düzeyine ve muhalefet durumuna yöneticilerin karanlık kişiliklerinin etkisi incelenmiştir.	İş görenlerin işe adanmışlık üzerinde yöneticilerin karanlık kişiliklerinin negatif, örgütsel muhalefet üzerinde ise pozitif yönlü etkisi olduğu görülmüştür.
(Özcan ve Koç, 2019)	Türkiye’deki kamu bankaları ve özel bankalarda çalışan 443 çalışandan elde edilen verilerle, akıllı telefon kullanımı, Sosyal medya bağımlılığı, sorunlu sanal kaytarma gibi hususları içeren “Gelişmeleri Kaçırma Korkusu (GKK)” nun nedenleri araştırılmıştır.	GKK ile yaş ve eğitim ilişkisinde negatif yönlü, GKK ile iş yükü ile ilişkisinde pozitif yönlü bir ilişki olup, cinsiyet ve medeni hal GKK’yı etkilememektedir.
(Özsoy, 2019)	Bir bankanın farklı şubelerindeki 243 işgörenden toplanan verilerle işgörenlerin tükenmişlikleri üzerinde yöneticilerinden algıladıkları karanlık kişilik özelliklerinin etkisi araştırılmıştır.	Yöneticilerin karanlık özellikleri işgörenlerin tükenmişliğini etkilemektedir. Çoklu regresyon analizinde ise iş gören tükenmişliğini yalnızca psikopati eğiliminin etkilediği tespit edilmiştir.
(Öztürk, 2019)	Alan yazın incelemesi yapılmıştır.	Karanlık üç kişilik yapılanması - Makyavelizm, Narsisizm ve Psikopatinin yanı sıra Sadizm dördüncü karanlık kişilik eklenmiş. Ulusal literatür kısıtlı kalmıştır.
(Tülemeç ve Halis, 2019)	Yöneticilerin sergilediği olumsuz davranışlar ve bunların işgören üzerindeki psikolojik ve fizyolojik etkilerini incelemek amacıyla İstanbul ve Kocaeli ilinde farklı sektörlerde çalışan 224 kişiden veri toplanmıştır.	Analizler, yöneticinin olumsuz davranışlarının işgörenlerde çeşitli psikolojik ve fizyolojik olumsuzluklara neden olduğunu, erkeklere kıyasla kadınların daha çok olumsuz yönetici davranışlarına uğradığı ve hem fizyolojik hem psikolojik olarak daha çok etkilendikleri anlaşılmıştır.
(Zengin, 2019)	Kağızman’da görev yapan 540 eğitimciden toplanan verilerle örgütsel seslilik ve iş tatmini üzerinde karanlık liderliğin etkisi araştırılmıştır.	Örgütsel seslilik ve iş tatmininde karanlık liderlik davranışının düşük düzeyde, anlamlı ve olumsuz etkisi olduğu görülmüştür.
(Ekizler ve Bolelli, 2020)	531 beyaz yakalı çalışandan toplanan veriler ile dönüşümsel, etkileşimsel ve serbest bırakıcı liderlik tarzları üzerinde karanlık üçlünün etkilerinin incelenmiştir.	Serbest bırakıcı liderlik üzerinde karanlık üçlü olumlu etkiye, dönüşümsel ve koşullu ödüllendirme üzerinde makyavelizm ve psikopati olumsuz etkiye, istisnalarla yönetim – pasif üzerinde narsisizm ve psikopati olumlu etkiye, istisnalarla yönetim-aktif üzerinde narsisizm olumlu etkiye sahiptir.
(Erzi, 2020)	294 üniversite öğrencisinden toplanan verilerle karanlık üçlü, benlik saygısı, empati ve bakış açısı almanın zararına sevinme (schadenfreude) ve yardım davranışı üzerindeki etkisi araştırılmıştır.	Benlik saygısı, Makyavelizm, psikopati, bakış açısı alma ve empati değişkenleri yardım davranışı ve zararına sevinmeyi yordamıştır. Özetle psikopati ve Makyavelizm düzeyi yükselince zararına sevinme yükselmekte, yüksek düzeyde yardım

		davranışı düşük düzeyde zararına sevinme ile ilişkilidir.
(Özsoy ve Ardiç, 2020)	Sakarya ilindeki bir işletmede çalışan 182 kişiden toplanan verilerle tükenmişlik üzerinde iş görenlerin karanlık kişilik özelliklerinin etkisinde genel öz-yeterliliğin moderatör rolü incelenmiştir.	Karanlık üçlünün toplu olarak tükenmişlik üzerindeki etkisinde genel özyeterlilik düzenleyici değilken, tükenmişliğin toplam skoruna ve duygusal tükenmişliğe narsizmin etkisinde, genel öz-yeterliliğin anlamlı bir şekilde düzenleyici olduğu görülmüştür.
(Yücel, 2020)	Alanya bölgesindeki 4 ve 5 yıldızlı konaklama işletmelerindeki 684 işgörenle yapılan araştırmada çalışanların bireysel ve demografik özelliklerin karanlık üçlü düzeyleri üzerinde farklılığa sebep olup olmadığı araştırılmıştır.	Karanlık üçlünün tüm boyutları cinsiyet değişkenine göre farklılaşmakta, medeni durum Makyavelizm ve narsisizmde farklılaşmakta, yaş ise yalnızca narsisizmde farklılaşmaktadır. İş görenlerin narsizm seviyeleri, psikopati ve Makyavelizmden fazladır.
(Eriş ve Arun, 2020)	Toksik Liderlik Davranışlarının Çalışanların İş Tatminine Etkisini belirlemek için 302 banka çalışanından veri toplanmıştır.	Toksik liderlik ile iş tatmini arasında olumsuz ilişki bulunmaktadır. Yöneticide algılanan toksik liderlik düzeyi banka çalışanlarının iş tatmin düzeylerini azaltmaktadır.
(Üngör, 2021)	İstanbul ilinde kamu ve özel sektör çalışanı 240 kişilik bir örneklem ile çalışanların iş tatmini üzerinde karanlık liderlik algısının etkisi araştırılmıştır.	İş tatmini bezdiren ve zorbaca karanlık lider davranışları tarafından olumsuz yönlü etkilenmiş, samimiyetsiz davranışların ise bir etkisi bulunmamıştır.
(Yilmazer, Karagöz, Uzunbacak ve Akçakanat, 2021)	Batı Akdeniz bölgesindeki üniversitelerdeki 202 akademisyenden toplanan verilerle karanlık üçlü ile psikolojik ayrıcalık, görelî yoksunluk ve işten ayrılma niyeti arasındaki ilişkiler araştırılmıştır.	Psikolojik ayrıcalık üzerinde narsizmin, işten ayrılma niyeti üzerinde Makyavelizm ve psikopatinin etkili, görelî yoksunluk üzerinde ise etkisiz olduğu ayrıca psikolojik ayrıcalığın hem işten ayrılma niyeti hem de görelî yoksunluk üzerinde etkili olduğu görülmüştür.

Ulusal alan yazında insan kaynaklarının karanlık yüzü ile ilgili yapılan incelemede uluslararası alan yazına benzer şekilde örgütler açısından ve çalışanlar açısından karanlık yanların ele alındığı çalışmalar bulunmaktadır. Bu çalışmalarda ele alınan karanlık yönler şu şekilde sınıflandırılmıştır.

Karanlık kişilik özellikleri: Makyavelizm, Narsizm, Psikopati, Sadizm.

Karanlık liderlik özellikleri: Toksik liderlik, Zorlayıcı liderlik, Narsis liderlik, Paranoyak liderlik, Pasif- agresif liderlik, Yıkıcı liderlik.

Karanlık davranışlar: Mobbing, Sinizm, Örgütsel sessizlik, Üretkenlik karşıtı davranışlar Cinsel taciz, Dedikodu, Saldırganlık, Şiddet, Hırsızlık, Sosyal kaytarma, Sanal kaytarma.

SONUÇ ve ÖNERİLER

Ulusal alan yazında yer alan çalışmalara konu olmuş insan kaynakları yönetimini ilgilendiren karanlık değişkenlere dair genel bir değerlendirme sunabilmek amacıyla ulusal alan yazını TR

Dizin endeksinde, zaman sınırlaması olmaksızın başlık kısmında “insan kaynaklarının karanlık yüzü”, “insan kaynakları yönetiminin karanlık yüzü”, “örgütsel davranışın karanlık yüzü”, “örgütün karanlık yüzü” ifadeleri geçen yayınlar taranmıştır. Tarama sonucunda ulaşılan yayınlardan yönetim ve organizasyon alanında olanlar filtrelenmiş ve kalan 29 yayına dair içerik analizi yapılmıştır.

Yapılan analiz neticesinde insan kaynaklarının karanlık yüzü olarak alan yazında ifade edilen karanlık yanlar karanlık kişisel özellikleri, karanlık liderlik özellikleri ve karanlık davranışlar başlıkları altında sınıflandırılmıştır. Buna göre makyavelizm, narsizm, psikopati, sadizm karanlık kişilik özellikleri olarak, toksik liderlik, zorlayıcı liderlik, narsis liderlik, paranoyak liderlik, pasif- agresif liderlik, yıkıcı liderlik tipleri karanlık liderlik özellikleri olarak ve mobbing, sinizm, örgütsel sessizlik, üretkenlik karşıtı davranışlar cinsel taciz, dedikodu, saldırganlık, şiddet, hırsızlık, sosyal kaytarma, sanal kaytarma ise karanlık davranışlar olarak belirlenmiştir.

Günümüz çetin rekabet koşullarında önemi eski zamanlara kıyasla bir hayli artmış olan insan işletmelerin en önemli üretim unsuru olarak uygulayıcıların ve akademisyenlerin çalışma sahasının baş aktörü konumunu korumaya devam etmektedir. Özellikle yıkıcı ve derin etkileri nedeniyle negatif psikoloji sahasına giren olumsuz yönler yani karanlık yanlar son yıllarda bir hayli ilgi çekici olmuş, bu alandaki çalışmaların sayısında bir artış yaşanmıştır. Özellikle hız ve hazzın sebep olduğu içsel boşluklar ve duygusal sorunlar çalışanların psikolojilerine olan dikkati artırmıştır. Özellikle insanların karanlık taraflarının hem insanın kendisi hem çalıştığı örgüt hem de mensubu olduğu toplum açısından olumsuz sonuçlara neden olması nedeniyle kötücül yanların söndürülmesi, iyicil yanların motive edilmesi üzerine çalışmaların devam ettiği görülmektedir.

İyilik ve kötülük gibi iki güçlü kuvvetin bir arada var olduğu karmaşık bir varlık olan insanın kötü ve iyi taraflarını harekete geçiren unsurların neler olduğu, bu unsurların etki düzeyi, hangi şartlarda ortaya çıktığı veya hangi şartlarda daha etkili olduğu gibi sorulara yanıt bulmanın öneminin örgütsel davranışlarda artmaya devam edeceği öngörülmektedir. Bu doğrultuda gelecek araştırmalar için insan kaynaklarının karanlık yüzüne dair çalışmalara devam edilmesi önerilmektedir.

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Tarihteki Üç Büyük Veba Salgınına Mali Açıdan Bakış

Burcu DURAK OLDAÇ

Dokuz Eylül University

burcu.durak@deu.edu.tr

Orcid: 0000-0001-8711-7057

ÖZET

İnsanoğlunun karşı karşıya kaldığı en yıkıcı felaketlerden biri olan salgın hastalıklar, tarih boyunca bir celladın kılıcı gibi insanoğlunun üzerinde asılı kalmıştır. Tarihsel süreç içerisinde çiçek hastalığı, kolera, AIDS, grip, şiddetli akut solunum sendromu (SARS), orta doğu solunum sendromu (MERS), ebola ve tüberküloz dahil olmak üzere insanlık tarihinde kaydedilen bir dizi önemli salgın hastalık patlak vermiştir. Bunlardan birisi de milyonlarca insanın ölümüne yol açan veba salgınlarıdır. Veba salgınları sırasında milyonlarca insan enfekte olmuş ve ölmüştür. Veba salgınları sadece dünya nüfusu için değil, aynı zamanda ekonomisi için de ciddi bir tehdit oluşturmaktadır.

Bu çalışmada, tarihsel süreç içerisinde ortaya çıkan üç büyük veba salgınının mali etkileri ele alınmıştır.

Anahtar Kelimeler: Salgın Hastalıklar, Veba, Kara Ölüm

A Financial Perspective on the Three Greatest Plagues in History

ABSTRACT

Epidemics, one of the most devastating disasters that mankind has faced, have hung on mankind throughout history like the sword of an executioner. Throughout history, a number of important epidemics recorded in human history have erupted, including smallpox, cholera, plague, AIDS, influenza, severe acute respiratory syndrome (SARS), middle east respiratory syndrome MERS, and tuberculosis. One of them is the plague epidemics that cause the death of millions of people. Millions of people were infected and died during plague epidemics. Plague epidemics pose a serious threat not only to the world population, but also to its economy.

Keywords: Epidemics, Plague, Black Death

GİRİŞ

Salgın hastalıkların ortaya çıkması insanlığın ortaya çıkmasına, hatta ondanda önceye dayanmaktadır. Salgın hastalıkların ortaya çıkmasına neden olan mikropların insanlık tarihinden daha eski oldukları bilinmektedir (Kılıç, 2004:12). İnsanoğlu var olduğu günden beri birçok salgın hastalıkla mücadele etmiştir. Salgın hastalıkların siyasi, demografik, kültürel, psikolojik, sosyal vb birçok etkisi bulunmaktadır. Salgın hastalık esnasında halkın panik ve korku içerisinde hastalığın ortaya çıktığı bölgeden kaçması, hızlı nüfus göçüne yol açabilmektedir. Salgınlar, devletler ve vatandaşlar arasında çatışmalar yaratıp devlet kapasitesini aşındırarak, sosyal gerilimi ve ayrımcılığı artırarak önemli sosyal ve politik sonuçları olabileceğini göstermektedir. Salgın hastalıklar, geçmişte gücüyle nam salan orduları kırıp geçirerek, imparatorlukların savaş kaybetmelerine, milyonlarca insanı enfekte ederek çok sayıda ölüme neden olmuştur. Salgın hastalıkların bu etkilerinin yanında mali etkileri de son derece yıkıcı olmuştur. Salgın hastalıklar, akut, kısa vadeli mali şoklarla birlikte ekonomik büyümeye zarar veren uzun vadeli etkilere de neden olabilmektedir.

Bu çalışmada tarihte en ölümcül veba salgınları olarak anılan üç büyük veba salgını ve bu salgınların mali etkileri ele alınacaktır.

1. SALGIN HASTALIK KAVRAMI VE TÜRLERİ

Salgın, belli bir insan popülasyonunda, belirli bir periyotta, bir enfeksiyon hastalığının normalde olduğundan daha fazla görülmesidir. Türk Dil Kurumu Sözlüğü'nde salgın, “*Bir hastalığın veya başka bir durumun yaygınlaşması ve birçok kimseye birden bulaşması*” şeklinde ifade edilmiştir (TDK, 2021). Hastalık Kontrol ve Önleme Merkezi (CDC)'e göre salgın, belirli bir coğrafi bölgede hastalık vakalarının sayısındaki beklenmedik artış olarak tanımlanmaktadır. Sarı humma, çiçek hastalığı, kızamık ve çocuk felci salgın hastalıkların başlıca örneklerini oluşturmaktadır. Ayrıca bir salgın hastalık, mutlaka bulaşıcı olmak zorunda değildir. Örneğin, Batı nil ateşi ve obezitede salgın hastalık olarak kabul edilmektedir (Columbia Mailman School Of Public Healty, 2021).

Salgın hastalıklar çeşitli şekillerde tanımlanmış olup, endemi, epidemiy ve pandemi şeklinde sınıflandırılan üç farklı salgın hastalık türü bulunmaktadır. Bunlardan ilki olan **endemi** sürekli olarak mevcut olan ancak belirli bir bölge ile sınırlı olan bir salgın hastalıktır. Bir salgın hastalık, sürekli olarak mevcut olduğunda ancak belirli bir bölgeyle sınırlı olduğunda endemiktir. Bu, hastalığın yayılmasını ve oranlarını tahmin edilebilir hale getirmektedir (Columbia Mailman School Of Public Healty, 2021). Endeminin yaygın hale gelerek farklı bölgelerde de görülmeye başlaması durumunda **epidemiden** bahsedilmektedir. Salgın hastalığın farklı ülke ve kıtalara yayılması durumunda ise **pandemi** adını almaktadır (Gögebakan, 2020).

1.1.Salgın Hastalıkların Etkileri

Gelecek için Küresel Sağlık Riski Çerçevesi Komisyonu, 2016 yılının başında “Küresel Güvenliğin İhmal Edilen Boyutu – Bulaşıcı Hastalık Krizlerine Karşı Bir Çerçeve” başlıklı bir kitap yayınlamış ve şu ifadeye yer verilmiştir: “*Pandemiler, savaşlar, finansal krizler ve iklim değişikliği kadar insan yaşamına ve geçim kaynaklarına zarar veriyor. Bu nedenle, pandemi önleme ve müdahale, yalnızca bir sağlık meselesi olarak değil, hem ulusal hem de küresel güvenliğin temel bir ilkesi olarak ele alınmalıdır*” (Kern, 2016:17). İnsanlık tarihinde birçok önemli salgın hastalık patlak vermiş ve salgın kaynaklı krizler dünyada sağlık, ekonomik, sosyal, siyasi ve hatta ulusal güvenlik açısından çok büyük olumsuz etkilere neden olmuştur.

Yani geçmişten günümüze kadar ortaya çıkan salgın hastalıklar insan yaşamını sadece sağlık açısından değil, siyasi, sosyal, ekonomik, askeri, iktisadi ve daha birçok açıdan etkilemiştir.

2. TARİHSEL SÜREÇ İÇERİSİNDE ORTAYA ÇIKAN SALGIN HASTALIKLAR

Salgın hastalıkların ortaya çıkması insanlığın ortaya çıkmasına, hatta ondanda önceye dayanmaktadır. Salgın hastalıkların ortaya çıkmasına neden olan mikropların insanlık tarihinden daha eski oldukları bilinmektedir (Kılıç, 2004:12). Bulaşıcı hastalık, tarih öncesi çağlardan beri insan ırkında olmuştur. Aslında bu tür hastalıklar tüm hayvan ve bitki türleri için hayatın bir gerçeğidir. Evrim perspektifinden bakıldığında, bulaşıcı hastalıklar evrimsel değişimin başlıca motorlarıdır. Korunmasız popülasyonları ortadan kaldırır ve bir hayatta kalma taktiği olarak çeşitliliği teşvik ederler. Büyük tarihsel salgınlara neden olan tanıtık patojenlerin çoğu, on binlerce yıl önce ilkel avcı-toplayıcılar arasında zaten bulunmaktadır (Youngerman, 2008:13-16). İnsanoğlu, ilkel avcı-toplayıcı yaşamdan modern yaşama geçiş süreci boyunca görebildiği maddi dünya yanında göremediği dünya ile mücadele içerisinde olmuştur. Günümüzde çok iyi bilinen bu mikrobik dünyayı çok uzun süre kavrayamamış ancak yaşamıştır (Küçük, 2020:70). İnsanların avcılık ve toplayıcılık ile uğraşması salgın hastalıkların ortaya çıkma ihtimalini düşürmüştür. Çünkü hastalığa sebep olan bakteri ve virüslerin üremeleri için kalabalık insan topluluğu gereklidir ve avcı-toplayıcı insan, bu duruma uygun ortam oluşturmamaktadır. İnsanoğlunun avcı ve toplayıcılıktan yerleşik yaşama geçerek tarım ve hayvancılığa başlaması, salgın hastalıkların ortaya çıkmasına sebep olmuştur (Kılıç, 2020:19). Aşağıda yer alan Tablo 1’de geçmişten günümüze kadar ortaya çıkmış bazı salgın hastalıklara yer verilmiştir.

Tablo 1: Geçmişten Günümüze Salgın Hastalıklar

Salgın	Tarih	Tip	Tahmini Ölüm Sayısı
Birinci Veba Salgını (Justinianus)	541-542	Yersinia Bakterisi	30-50 Milyon
Japonya Çiçek Salgını	735-737	Variola Major Virüsü	1 Milyon
İkinci Veba Salgını (Kara Veba)	1346-1353	Yersinia Bakterisi	200 Milyon
Yeni Dünya Çiçek Salgını	1520-1980	Variola Major Virüsü	56 Milyon
Kolera Pandemileri (6 defa)	1817-1923	Vibrio Bakterisi	1 milyonu aşkın
Üçüncü Veba Salgını	1885	Yersinia Bakterisi (Sıçanlar ve bitler)	12 milyon
İspanyol gribi	1918-1919	H1N1 Virüsü (Domuzlar)	50 milyon
Asya Gribi	1957-1958	H2N2 Virüsü	1.1. Milyon
Hong Kong Gribi	1968-1970	H3N2 Virüsü	1 Milyon
AIDS	1981- Günümüz	HIV Virüsü (Şempanzeler)	39 Milyon
SARS	2002-2003	Sars-Cov	916
Domuz Gribi	2009-2010	H1N1	13 Bin
MERS	2012-2014	Mers-CoV	858
Ebola	2014-2016	Ebola Virüsü	11.325
Covid- 19	2019- Günümüz	Koronavirüs	----

Kaynak: LePan, 2020

2.1. Birinci (Justinianus) Veba Pandemisi

Sözlükte “yaralamak, ayıplamak, kusurlu görmek” gibi anlamlara karşılık gelen veba, Arapça kökenli bir kelimedir. Veba kelimesinin meali “tâûn” kökünden gelmektedir (Menteşe, 2020:78). Vebanın, hıyarcıklı veba, akciğer vebası ve veba sepsisi olmak üzere üç çeşidi bulunmaktadır (Arık, 1991:29).

İnsanların karakteristik hıyarcıklar ve septisemiden muzdarip olarak kaydedildiği ilk büyük hıyarcıklı veba salgını olan Justinian Vebası, o zamanlar Bizans İmparatoru I. Justinian döneminde yaşandığı için bu isimle anılmıştır (Frith, 2012: 12-13). Hastalığa Yernisia Pestis bakterisi sebep olmaktadır. Farelerde yaşayan “Xenopsylla” adlı uçan bir böceğin ısırmasıyla insanlara bulaştığı tahmin edilmektedir (Mayda ve Dinç, 2020:75). O dönemlerde kurak dağ eteklerinde görülen iklim değişikliği ile başlayan sağanak yağmurlar fare nüfusunda aşırı bir artışa ve yernisia pestis bakterisinin yayılmasına sebep olmuştur (Nikiforuk, 2000: 257).

Procopius, “History of the Wars” adlı eserinde, hastalığın semptomları hakkında bilgi vermektedir. Procopius, hastalığın semptomlarını öncelikle halüsinasyonlar, kabuslar, ateş ve koltuk altlarında, kasıklarda ve kulak arkasında oluşan hıyarcıklı bir şişlik olarak ifade etmiştir. Birçok insan semptomların başlamasından hemen sonra hayatını kaybetmiştir (Frith, 2012:12; Paul and Pal, 2020:45-46)

Hastalığın ne sıklıkta ve nerede patlak verdiğine dair çok az veri bulunmakla birlikte vebanın 6. yüzyılın geri kalanında periyodik olarak gün yüzüne çıktığı ve 8. yüzyıla kadar endemik kaldığı bilinmektedir. Bugün, vebanın kökeni konusunda henüz bir fikir birliği bulunmamaktadır. Bizans saray tarihçisi Procopius of Caesarea’a göre hastalık Mısır’da başlamış ve ticaret yolları bilhassa deniz yolları boyunca Konstantinopolis’e yayılmıştır. Ancak başka bir yazar olan Evagrius, hastalığın kaynağının Aksum’da, bugünkü Etiyopya ve doğu Sudanda ortaya çıktığını iddia etmiştir. (Snell, 2019). Yani hastalığın Etiyopya ya da Mısır’da başladığı ve şehrin büyük tahıl ambarlarına tahıl taşıyan gemilerle kuzeye doğru yayıldığı düşünülmektedir. Hastalık Doğu Akdeniz’e yayılarak bölge nüfusunun dörtte birini yok etmiştir. (Murphy, 2005). Daha sonra batıda İskenderiye’ye, doğuda Gazze, Kudüs ve Antakya’ya ardından deniz ticaret yolu üzerinden gemilerle Akdeniz’in iki yakasına taşınarak 541 sonbaharında Konstantinopolis’e (şimdi İstanbul) ulaşmıştır (Frith, 2012: 12-13).

2.1.1. Justinianus Vebasının Mali Etkileri

Vebanın yıkıcı demografik etkilerinin yanında ekonomik etkileri de şiddetli olmuş, imparatorluk genelinde ve özellikle Konstantinopolis’te ekonomik yaşam durma noktasına gelmiş, İmparatorluğun kırsal kesimlerinde üzümler asmalarda çürümüş, sürüler başıboş kalmış ve mahsuller hasat edilememiştir. Esas olarak tarıma dayalı bir ekonomide, hasat zamanında tarım işçiliğinin eksikliği feci sonuçlara yol açmış, talep artarken emek giderek kıt hale geldiğinden, “esnaf, zanaatkar ve tarım işçileri” daha önce norm olarak kabul edilenden iki ila üç kat daha fazla fiyat ve ücret talep etmeye başlamıştır (Stange, 2021: 86). Azalan gıda üretimi şehirlerde kıtlığa neden olmuştur (Snell, 2019). Salgının neden olduğu kitlesel nüfus azalması beraberinde işgücü maliyetinde artış ve emek kıtlığı getirmiştir (Hays, 2005:24-28). Sonuç olarak, enflasyon yükselmiş, vergi tabanı küçülmüş ancak vergi geliri ihtiyacı azalmamıştır (Snell, 2019). Vergi tabanı daraldıkça ve ekonomik çıktı azaldıkça, İmparatorluk hayatta kalanları vergi yükünü omuzlamaya zorlamıştır (Humerovic, 2019:14). Veba ölümleri nedeniyle imparatorluğun vergi mükellefi tabanı daralmış olduğundan, ortalama bireysel vergi yükü önemli ölçüde artmıştır. Toprak sahiplerinden hem kendi toprakları hem de terk edilmiş komşu araziler için yıllık vergiler ödemeleri istenmiş, böyle bir vergilendirme politikası, yoksul toprak sahibi sınıflarını harap etmiştir (Stange, 2021: 86-88).

2.2. İkinci Veba (Kara Ölüm) Pandemisi

1347 yılında ortaya çıkan veba salgını, 14. ve 18. yüzyıllarda meydana gelen ikinci büyük veba salgınının ilk büyük Avrupa salgınıdır (Nikiforuk, 2000:69) Semptomlar "Yanık kabarcıklar" ile ortaya çıkmakta ve vücudun farklı bölgelerinde fındık büyüklüğünde çıbanlar oluşturmaktadır. Şiddetli titreme nöbetleri ve ateş diğer semptomlar arasında yer almaktadır. Çıbanlar giderek büyümekte önce ceviz, sonra tavuk yumurtası boyutuna ulaşmaktadır. Daha sonra vücudun çoğu yerinde mor lekeler oluşmakta ve son aşamada hasta kan kusmaktadır. Ölüm anına yakın hastalıklı insanların derisinde cilt altı kanamalarının neden olduğu siyah lekeler nedeniyle hastalık "kara ölüm" olarak adlandırılmıştır (Kohn, 2007: 31-33). Hastalık üç gün sürmekte ve en geç dördüncü gün hasta yenik düşmektedir (Scott ve Duncan, 2004: 14-16; Parıldar, 2020: 22).

Hastalık, ilk olarak Altın Orda Hanlığı olarak adlandırılan Moğol topraklarında ortaya çıkmış ve Çin'i kasıp kavurduktan sonra Orta Asya'nın üç yüz göçebe boyunu yok ederek 1347'de veba, Karadeniz kıyısında bir Ceneviz ticaret kasabası olan Kaffa kasabasını (şimdi Ukrayna'da Feodosya) kuşatan Han Janibeg'in Tatar orduları tarafından Küçük Asya'dan Kırım'a getirilmiştir (Frith, 2012: 13-14; Şerbetçi, 2020:11-12; Parıldar, 2020: 22). Tatarların kuşatması başarısız olmuş ve tatarlar ayrılmadan önce, intikam almak için vebadan ölen insanların cesetlerini mancınıklara Kaffa'nın duvarlarına fırlatmışlardır. Cenevizli tüccarlar panik içinde hastalık kemiklerine yapışmış bir halde Konstantinopolis'e ve Akdeniz'i geçerek büyük Avrupa salgınının başladığı Sicilya'ya kaçmışlardır (Frith, 2012: 13-14). 1347 yılının Ekim ayında, ölümcül ve şimdiye kadar bilinmeyen bulaşıcı bir hastalık Sicilya adasının ardından 1348'de Marsilya, Paris ve Almanya'ya, 1349'da İspanya, İngiltere ve Norveç'e 1350'de ise Doğu Avrupa'ya ulaşmıştır. Tatarlar Kaffa'yı terk ederken vebayı Rusya ve Hindistan'a yayarak taşımışlar ve Kara Ölüm, Avrupa'da acımasızca kuzeye doğru dev bir dalga gibi ilerlemiştir. Aralık 1347'den Haziran 1348'e kadar olan dönemde çok hızlı bir şekilde İtalya, Fransa, İspanya ve Balkanların çoğuna yayılmıştır. Alpleri ve Pireneleri geçerek kuzeye doğru hareketine devam etmiş ve Aralık 1350'ye kadar İsveç, Norveç ve Baltık'a ulaşmıştır. Veba geniş bir cephede ilerleyip önüne çıkan her şeyi yutarken, Avrupa'nın her tarafında insanlar panik içinde kaçmaya çalışmış bu kaçış pandeminin ilerlemesini daha da şiddetlendirmiştir. Böylece veba, Almanya üzerinden amansız bir şekilde kuzeye doğru devam etmiş, eskisi ile aynı ölçekte trajik can kayıplarına neden olmuştur. Kara Ölüm 1349 baharında Viyana'yı vurmuş ve uzun yaz boyunca her gün 500-600 kurbanın, nüfusun yaklaşık yarısının öldüğü tahmin edilmektedir. Cesetler, her zamanki gibi, şehrin dışında, her biri 6.000 ceset içeren devasa çukurlara gömülmüştür. 1349 yazında veba Londra'dan Norveç'e taşınmış ve Norveç nüfusunun üçte ikisini yok ederek, hastalığın 1350'de İsveç'e geldiği tahmin edilmektedir. Kara Veba, üç yıldan daha kısa bir sürede kıta Avrupası'nı baştan başa sarmış genişleyen aralıklarla on yedinci yüzyıla kadar devam eden tekrarları ile yaklaşık 300 yıl boyunca hüküm sürmüştür (Scott ve Duncan, 2004: 28-41). Bu uzun süreli salgın, farklı yerlerde farklı zamanlarda sona ermiş ve müteakip tarihsel hesaplar, bölgesel veya ulusal odaklarına bağlı olarak farklı bitiş tarihleri vermiştir. 1670'ten sonraki yıllarda, veba Avrupa'yı yalnızca ara sıra ziyaret etmiş, birçok tarihçi için İkinci Veba Salgını, vebanın Batı Avrupa'da son kez görüldüğü 1722'de sona ermiştir. Ancak veba Doğu Avrupa'da ve Müslüman topraklarında devam etmiş örneğin; 1771'de Moskova'yı ciddi bir salgın sarmış, Tunus, 1818 ile 1820 arasında büyük bir salgın yaşamış ve hastalık Mısır'da 1844'e kadar kalmıştır. Bu nedenle, İkinci Veba Pandemisinin ne zaman bittiği konusunda net bir tarih vermek imkansızdır (Byrne ve Hays, 2021:289).

2.2.1. İkinci Veba Pandemisinin Mali Etkileri

Kitlelölümlere sebep olarak milyonlarca insanın hayatını kaybetmesine neden olan vebanın demografik etkileri kadar ekonomik etkileri de yıkıcı olmuştur. Hastalığın sebep olduğu insan kayıpları ve tecridler iktisadi faaliyet hacminde ve gelirin bölüşümünde önemli ölçüde değişikliklere neden olmuş, çalışma hayatı sekteye uğramış, ekilen topraklar boş kalmış ve bu durum belirli mallarda kıtlık yaşanmasına dolayısıyla fiyatların yükselmesine yol açmıştır. Bu nedenle oluşan enflasyon, ekonomiler üzerinde olumsuz etkiler yaratmıştır. Ayrıca yatırımların azalması ile birlikte faizlerde düşüş yaşanmıştır. Buna karşılık, emek kıtlığı sebebiyle ücretler yükselmiştir. Bu yüzden tarım üreticilerinin ve bilhassa toprak sahiplerinin gelirleri ve pazarlık güçleri önemli ölçüde azalırken, emeğin geliri ve pazarlık gücü artış göstermiştir (Pamuk, 2020). Veba, aynı zamanda tarım sektörünün çökmesine ve ticarete dayalı ekonominin çöçlenmesinin önünü açmıştır (Tavukçu, 2020).

2.3.Üçüncü Veba Pandemisi

1855 - 1859 yılları arasında Çin'de ortaya çıkan ve tüm dünyaya yayılan bu salgına, Jüstinyen Vebası ve Kara Vebanın ardından Üçüncü Veba Salgını denilmiştir (Hays, 2005: 335-342;Aktan, 2020). Üçüncü veba pandemisinin kökenine bakıldığında, ilk vakanın Çin'in Yunnan eyaletinde ortaya çıktığı görülmektedir (Paul and Pal, 2020:49-50). Eğitim ve baskı teknolojisindeki gelişmeler nedeniyle, bu salgın aynı zamanda en iyi belgelenmiş veba salgını olma özelliğine sahiptir (Paul and Pal, 2020:49-50). Bununla birlikte salgın bilimsel anlayışın geliştiğı bir zamanda meydana gelmiş ve doktorlar ile bilim insanlarına virüs teorisi ve yeni ilaçlar için mükemmel bir ampirik test imkanı vermiştir. Bu durum muhtemelen dördüncü veba pandemisi görmememizin büyük bir parçası olmuştur (Sanburn, 2010).

2.3.1. Üçüncü Veba Pandemisinin Mali Etkileri

Salgının demografik etkilerinin yanında, korku ve panik içerisinde kaçan ve göç eden insanlar sebebiyle Çin'de tarımsal üretim sekteye uğramış, Çin ticareti için önemli bir ürün olan pamuk salgından nasibini almıştır (Türk vd, 2020:619).

Sığır vebasını önlemek amacıyla koyun ve keçilerden alınan vergiler arttırılmıştır. Salgın döneminde ticaret ile uğraşan Hristiyanların kendilerini evlere kapaması sonucunda ticari ve ekonomik hayat önemli ölçüde sekteye uğramıştır. Halep valisi insanların kendilerini eve kapatmalarını önlemek amacıyla evden çıkmayanlara vergiler getirmiştir (Çalışkan ve Eyicil, 2019: 1289- 1299).

SONUÇ

Geçmişten günümüze kadar toplumun geçirdiğı her bir aşamanın beraberinde getirdiğı tahribatlar, endemi, epidemi ve pandemi karakterli çok sayıda salgın yaşanmasına sebep olmuştur. Veba, sıtma, kolera, sarı humma, çiçek, grip, verem, tifo, tifüs ve frengi hastalıkları çok sayıda ölüme sebebiyet veren salgın hastalıklardır. İnsanlık tarihinin büyük bir bölümünde salgın hastalıklar, bir celladın kılıcı gibi insanlığın üzerinde asılı kalmıştır. Bazen, genellikle işgalci ordular dünyanın geniş kesimlerinde ilerlerken, salgın hastalıklar ordularla birlikte seyahat etmiş ve bir epidemi bir pandemi haline gelmiştir. Tarih salgın hastalıklar ve veba salgınları ile doludur ancak bazı salgın hastalıklar, yıkıcı etkileri ve şiddeti ile diğer salgınlardan önemli ölçüde ayrılırlar. Tarihteki en kanlı veba salgınları içerisinde yer alan üç büyük veba salgınının mali etkileri de demografik etkileri kadar şiddetli olmuştur. Veba salgınlarının kümülatif darbesi, devlet maliyesi ve mali sistemleri üzerinde zayıflatıcı bir etki yaratmıştır. Ekonominin tarıma dayalı olması sebebiyle üç büyük veba salgını sırasında tarım derin yaralar almış, kıtlıklar oluşmuş ve karaborsacılık yaygınlaşmış, fiyatlar yükselmiştir. Veba ölümleri

nedeniyle vergi mükellefi tabanı daralmış olduğundan, ortalama bireysel vergi yükü önemli ölçüde artmış, toprak sahiplerinden hem kendi toprakları hem de terk edilmiş komşu araziler için yıllık vergiler ödemeleri istenmiş, böyle bir vergilendirme politikası, yoksul toprak sahibi sınıflarını harap etmiştir.

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Azerbaycan Yönetiminde Toprak Bütünlüğü Mücadelesi (100 Yıl Önce)

Assoc. Prof. Dr. Rana BAYRAMOVA

Academy of Public Administration under the President of the Republic of Azerbaijan
r_bayramova@mail.ru

ÖZET

Darbeden sonra Azerbaycan yönetimindeki anlaşmazlıklar ve iç siyasi çekişmeler bariz sebeplerden dolayı doğaldı. Ancak, toprak anlaşmazlıkları son derece tartışmalı ve aynı zamanda karmaşıktı. N. Nerimanov da dahil olmak üzere Azerbaycan hükümeti sadece iç düşmanlarıyla değil, Merkez ile de yüzleşmek zorunda kalmıştı. Darbeden sonra Moskova ve Bakü'de toprak meselesini Azerbaycan üzerinden çözmek isteyen pek çok kişi bulunmaktaydı. Çoğu durumda Rusya, Azerbaycan'ın ulusal çıkarlarını dikkate almamakta, toprak meselesi gibi ciddi ve önemli bir konuda Azerbaycan'ın tutumuna dikkat etmemektedir. Nerimanov ve Çiçerin arasındaki anlaşmazlık derinleşiyordu. Azerbaycan'ın toprak meselesine ilgisizliği, özellikle Merkezin siyasi çıkarlar açısından yaklaşımı, yeni kurulan Azerbaycan devletinin itibarına çok ciddi bir darbe oldu. Rus hükümetinin günün gerçeklerine uyarlanmış kararları, Azerbaycan'ın tutarlı ve kararlı bir tavır almasına izin vermemektedir.

N. Nerimanov Merkeze bildirilmekteydi ki, “Zengezur ve Karabağ'ın tarafsızlaştırılması veya Taşnaklara teslim edilmesi ihanet sayılacak Sovyet hükümetinin Azerbaycan'ı eski sınırları içinde tutamaması Müslüman kitleler tarafından ihanet, Ermeni yanlılığı veya Sovyet hükümetinin zayıflığı olarak değerlendirilecektir. ” Ne yazık ki, Azerbaycan'ın bu ciddi kaygısı ne o dönemde, ne de topraklarımızın %20'sinin işgal edildiğinde dikkate alınmamıştı. Takip eden yıllarda Azerbaycan'da devrim, siyasi ve kamu eğitimi sahte ve doğru olmayan yönde ilerledi. Yaranmış yeni kuruluşun gerçekliğini yaşayan ve hakikatın acısını anlayan ulus merkezden yönetilen bölşevik yönetiminden memnun değildi.

Anahtar Kelimeler: Azerbaycan Önderliğinde Toprak Mücadelesi, İç Anlaşmazlıklar, Zengazur ve Nahçıvan Meselesi

Struggle for Territorial Integrity in Azerbaijani Administration (100 Years Ago)

ABSTRACT

The article touches on the often overlooked aspects of the tense political turmoil, especially with regards to the territorial integrity and the boundaries of the country, that the Azerbaijani government went through after the Bolshevik occupation of the country in April 1920.

The article also sheds light on how anti-Azerbaijani circles within the Azerbaijani political elite had a preponderance in the settlement of the critically vital issues of the country.

Disputes and internal political strife in the Azerbaijani administration after the coup were natural for obvious reasons. However, territorial disputes were highly controversial and complex at the same time. The Azerbaijani government, including N. Narimanov, had to confront not only its internal enemies, but also the Center. After the coup, there were many people in Moscow and Baku who wanted to solve the land issue through Azerbaijan. In most cases, Russia did not take into account Azerbaijan's national interests and did not pay attention to Azerbaijan's stance on such a serious and important issue as the land issue.

Keywords: Territorial Struggle In The Leadership Of Azerbaijan, Internal Disputes, The Issue Of Zangazur And Nakhchivan

GİRİŞ

Kars anlaşması öncesi ve sonrasında Azerbaycan liderliğindeki gergin durumun görünmeyen yönleri daha derinlere dayanmaktaydı. Şöyle ki, diğer Kafkas cumhuriyetlerinden farklı olarak, bolşevik rejiminin Azerbaycan'da getirdiği trajedi, daha katlanılmaz sorunlara yol açmıştır. Hükümetin kaderini belirleyecek sorunları çözen Politbüro, Örgütlenme Bürosu, Merkez Komitesi, Bakü Komitesi vd. gibi büyük kuruluşların üyeleri türkler değildi. Onlar ülkenin milli menfaatlerine, yerli şart ve özelliklere kayıtsız kalmış və çifte standartla yaklaşmışlardır. Azerbaycan'ın sovyetleştirilmesinden sonra en önemli yönetim sektörleri malum kararnamelerle elimizden alındı. Birincisi dış politikamız, ikincisi ordumuz.

1. ULUSAL DEVLET MEXANİZMASININ, BAĞIMSIZLIĞININ VE TOPRAK BÜTÜNLÜĞÜNÜN YOX EDİLMESİ

Azerbaycan'ın toprak meselesine ilgisizliği, özellikle Merkezin siyasi çıkarlar açısından yaklaşımı, yeni kurulan Azerbaycan devletinin itibarına çok ciddi bir darbe oldu. Rus hükümetinin günün gerçeklerine uyarlanmış kararları, Azerbaycan'ın tutarlı ve kararlı bir tavır almasına izin vermemekteydi. Olağanüstü darbeyi kullanarak iktidara gelen ve intikam duygusuyla hareket eden ermeni bolşeviklerinin Azerbaycan karşıtı tutumu önemli bir konuda söz sahibi olmaktadır. Nerimanov ve Çiçerin arasındaki anlaşmazlık derinleşiyordu. V.İ. Lenin, N. Nerimanov'u Azerbaycan yönetimine belirlemesine rağmen bir ay sonra S. Orcenikidze'ni tüm Kafkas'a denetim olarak atamıştı. Bir Müslümana güvenilemezdi, "İyi bir komünist olmasına rağmen, ruhunda Müsavat korkusu vardı." Nerimanov'un anladığı gibi, merkez hiçbir fikri olmayan telim görmüş çalışanlara ihtiyacı duymaktaydı.

Aslında Rusya, toprak meselesine Azerbaycan lehine tarafsız bir çözüm bulmakla ilgilenmiyordu. Çünkü, M. A. Resulzade'nin ifadesiyle, "...bir bölgenin ermenilerde mi yoksa türklerde mi kalması Rusya için nasıl önemi olabilir ki?!... Tütünün Rusya'da olması ve anlaşmazlıkların çözülmesi yeter" (7, s.73).

16 Kasım 1920'de Vladikavkaz'dan V.İ. Lenin'e gönderilen şifreli bir telgrafta İ. V. Stalin şunları yazmaktaydı: "Tehlike Bakü'yü üç taraftan tehdit edebilir. İlk tehdit güneydeki İngiltere'dendir. Anzali ve Reşt Şah hükümetine teslim edildiyse, şimdi İran'daki tek gerçek güç İngiltere'de bulunmaktadır. Böyle bir durumda İngiltere, Hazar Denizi'ne birkaç denizaltı göndererek su ulaşımımızı bozabilir. Birliklerini biraz daha kuzeye getirirse, Bakü'yü savunmak için çok fazla güç gerekecektir. Bu tehdidi ortadan kaldırmak için İngilizler İran'dan ayrılana kadar Anzali ve Reşt'te geçici bir konaklamayı şart koşmak gerekiyor. İkinci tehdit ise Türkiye'den gelmektedir. Türkiye Ermenistan'da varlığını sürdürürse, Azerbaycan ile ortak bir sınır elde edecektir. Bu tehdidi ortadan kaldırmak için Ermenistan'ı Sovyetleştirmek, Sovyet Ermenistan'ını Türkiye ve Azerbaycan arasında grev yapmak için kullanmak gerekmektedir. Üçüncü tehdit Gürcistan'dan, yani İtilaf'tan (Antanta) gelmektedir. Mesele şu ki, Tiflis ile Yelizavetpol arasındaki bölge batıdan gelecek saldırılara karşı korunmaya uygun değil. İlk saldırı sırasında düşman Yelizavetpol'de olabilir. Burada onlar şüphesiz burjuva Azerbaycan'da hükümeti kuracak ve böylece Azerbaycan'daki birliklerimizin arkasında konuşlanacaktır. Burjuva Gürcistan var olduğu sürece, bu tehdit diğer tüm tehditlerden daha önemli olacaktır. Bu nedenle Gürcistan'a karşı her zaman önemli kuvvetler bulundurmaya zorunda kalacağız. Bu tehdidi ortadan kaldırmak için Gürcistan'ı şimdi Sovyetleştirmek ve birliklerimizi Tiflis'e (Gürcistan) taşımak gerekmektedir. Gürcistan'ın Sovyetleştirilmesi, Kuzey Kafkasya karşı-devrimcilerinin arka cebhesini ortadan kaldıracak ve Kuzey Kafkasya'nı donduracaktır."(11)

Bu nedenle Rusya Halk Dışişleri Komiseri Çiçerin, "Karabağ, Zengezur, Nahçıvan ve Culfa'nın Ermenistan veya Azerbaycan'a dahil edilmemesi ve yerel Sovyetlerin rızasıyla Rus birlikleri tarafından işgal edilmesi gerektiğini" önermiştir (4, s. 238). Azerbaycan'ın toprak meselesine ilgisizliği, özellikle Merkezin siyasi çıkarlar açısından yaklaşımı, yeni kurulan Azerbaycan devletinin itibarına çok ciddi bir darbe oldu. Rus hükümetinin günün gerçeklerine uyarlanmış kararları, Azerbaycan'ın tutarlı ve kararlı bir tavır almasına izin vermemekteydi. 2 Haziran'da Çiçerin Orjonikidze'ye şunları yazmaktaydı: "Taşnak hükümetiyle uzlaşmaya varmak bizim için önemlidir. Bu arada Azerbaycan hükümeti sadece Karabağ ve Zengezur'u değil, aynı zamanda Şerur-Dereleyez bölgesini de tartışmalı ilan etmiştir. İkincisi hiç kimse tarafından tartışmalı ilan edilmemiştir. Azerbaycan hükümetinin Şerur-Dereleyez'i değil, Karabağ ve Zengezur'u tartışmalı olarak görmesini sağlamak için Bakü'deki yetkinizi kullanmanızı rica ediyoruz. " (2, s.107) N. Nerimanov, merkezin konumundan endişe duyarak tek umudunu Lenin'e bağlamıştı: "Merkezin biz Müslümanlara nasıl davrandığını ve bu kadar önemli sorunları biz olmadan nasıl çözebileceğini bilmek istiyorum... Açıkça söylemek gerekirse, merkez Karabağ vd. konulardaki kararları ile silahlarımızı elimizden aldı ve her zaman Müslüman komünistlerin Azerbaycan'ı Rusya'ya sattığı yönündeki Müsavat provokasyonunu güçlendirdi. Aynı Rusya eşzamanda Ermenistan ve Gürcistan'ın bağımsızlığını tanımakta ve Azerbaycan'da sovyet yönetimi kurulanadek tartışmasız toprakları tartışmalı olarak değerlendirmektedir" (1, f.609, s.1, eser 32, s.47).

N. Nerimanov ve diğer yetkililer tarafından imzalanarak 10 Temmuz 1920 tarihinde Merkeze gönderilen bilgilerin IV. Paragrafında heyecanla bildirilmekteydi ki, "...Zengezur ve Karabağ'ın tarafsızlaştırılması veya Taşnaklara teslim edilmesi... ihanet sayılacak ... Geçmişe beklenmedik dönüş ve Sovyet hükümetinin Azerbaycan'ı eski sınırları içinde tutamaması Müslüman kitleler tarafından ihanet, Ermeni yanlılığı veya Sovyet hükümetinin zayıflığı olarak değerlendirilecektir ... "(10, s. 56). Ne yazık ki, Azerbaycan'ın bu ciddi kaygısı ne o dönemde, ne de topraklarımızın %20'sinin işgal edildiğinde dikkate alınmamıştı. Özellikle 1920'lerde, Ermeni komünistleri Rus politikası üzerinde güçlü bir etkiye sahipken, istedikleri her şeyi elde ettiler. N. Nerimanov V.İ. Lenin'e yazdığı bir mektupta şöyle yazmaktaydı: "Sevgili Vladimir İlyiç! Telgraflarımdan birinde verilen bilgilerin neredeyse tekrarlanması gerekiyor. Korkunç bir durum ortaya çıkıyor. Merkez, Gürcistan, Ermenistan ve Azerbaycan'ın bağımsızlığını tanımakta, ancak aynı zamanda Merkez, Azerbaycan'ın tamamen tartışmasız topraklarını Ermenistan'a vermektedir. Bu topraklar Gürcistan'a verilseydi, genel kanıya karşı savaşmak mümkün olurdu, ancak Ermenistan'a ve Taşnaklara verilmesi telafisi mümkün olmayan ve kötü sonuçları olabilecek bir hatadır. Temsilcimiz bunun hakkında ayrıntılı olarak konuşacaktır ... "(6, s.62). ... Bağımsız Azerbaycan sizin dilinizden seslenmedi mi? Şimdi durum şöyle: Her zaman Denikin'i savunan Ermenistan bağımsızlığını kazanmış ve dahası Azerbaycan topraklarını da almıştır. Bugüne kadar ikili bir politika izleyen Gürcistan bağımsızlığını kazanmıştır. Sovyet Rusya'nın dahil olmuş üç cumhuriyetten ilki olan Azerbaycan, hem topraklarını hem de bağımsızlığını kaybediyor. Vladimir İlyiç! Çok uluslu bir nüfusun hakları ve duygularıyla böyle şaka yapılmamalıdır. Kesin olarak belirtiyorum, eğer delillere dikkat etmezseniz, Merkez'e geri çağırılmamız konusunu gündeme getirmek zorunda kalacağız. O zaman tarihsel olarak karmaşık ulusal sorunları kolayca çözenler buraya gelsin. O zaman anlamsızlığımızın, Doğu'ya haykırışımızın ne anlama geldiğini anlarız. Bu durumda Doğu'ya nasıl gidebiliriz ki?!"(6, s. 62-63).

Zengezur'un Ermenistan'a devri, AK(b)P Merkez Komitesi Siyasi ve Örgütsel Bürolarının 30 Kasım 1920 tarihli ortak toplantısında alınan karara yansımıştır. Toplantının üçüncü konusu "Ermeni Devrimci Komitesi'nin Ermenistan'da Sovyet yönetiminin ilanına ilişkin telgrafi"ydi ve geniş kapsamlı bir karar alınmıştır. Kararın "v" paragrafı şöyleydi: "... Sovyet Azerbaycanı

ile Sovyet Ermenistanı arasında sınır bulunmamaktadır”. Toplantının ve kararın neredeyse asıl amacı, ana paragrafında ("q") yansıtılmıştır. Zengezur ve Nahçıvan'ın Ermenistan'a geçmektedir. Belirtilen diğer maddeler: d) Karabağ'ın Dağlık Karabağ kısmına kendi kaderini tayin hakkı verilmektedir; e) Sovyet Azerbaycanı, Sovyet Ermenistanı ile (petrol dahil) sarsılmaz bir askeri ve ekonomik ittifak yapmaktadır. «j» və «i» paragraflarındaysa Nerimanov tüm bu konularda beyan hazırlamak və onu Bakü Sovyetinin genel kurulunda ilan etmekle görevlendirilmekteydi (4, s. 266) .

G. Orjonikidze'nin ısrarı üzerine tarihe geçecek bu açıklamayı bilhassa N. Nerimanov duyurmalıydı. Bu bilinçli bir politikaydı. Daha sonra N. Nerimanov, bu kararın Ermeniler tarafından çarpıtılmasına karşı çıkmıştır ("Dağlık Karabağ'ın çalışan köylülerine kendi kaderini tayin hakkı verildi" yerine "Yukarı Karabağ'ın Ermenistan Sosyalist Cumhuriyeti'nin ayrılmaz bir parçası olarak tanınması").

Resmi çevreler çelişkili ve tereddütlü bir duruş sergilerken, süreli yayınlar iyimser bilgiler yayınlamaktaydı. XI. Ordu müvekkili Bünyadzade'den Nerimano`a gelen bir telgrafta, herhangi bir sorun olmadığı sonucuna varmak mümkündür: "Ermeni-Müslüman meselesi ortadan kaldırıldı. Zengazur sorunu yakında çözülecek. Kararnameler uygulanıyor. Nahçıvan'da Sovyet hükümeti mevcuttur. Tam kural hakimdir" vd. Temmuz ayı başlarında Komünist gazetede Karabağ bölgesi ile ilgili haberlerde barışçıl yaşam biçiminden, Ermeni-Müslüman dostluğundan, tarım kuruculuğundan, kültürel ve kitlesel planlardan yazılmaktaydı. Gerçek durum, Narimanov'un Mdivani, Mikoyan ve Nuriyanyan ile birlikte imzaladığı bir telegrafta ifade edilmiştir: "Ermenistan fiilen Azerbaycan ile savaş halindedir." Taşnak hükümetinin yaptığı vahşet suçlanmakta ve sadece "yerel örgütler ve sorumlu yoldaşlardan" alınan bilgilere güvenilmesi tavsiye edilmektedir. "Bizim açımızdan Taşnak hükümetiyle yapılacak her türlü müzakereyi ve planlandığı gibi Türkiye-Ermenistan meselesini zamansız buluyoruz. Ermenilerle "zakatalaşına"nın tekrarlanmasından korkan Orjonikidze, Çiçerin'e Azerbaycan temsilcisinin Moskova'ya çağrılmasını ve onunla Azerbaycan ve Ermenistan ile ilgili sorunların ikinci ile bir anlaşma imzalanana kadar çözülmesini önerdi (2, s.109).

Rusya ile Sovyet Ermenistanı arasındaki askeri-politik anlaşmaya göre Rusya, Erivan eyaletini ve Zengezur ilçesini kesin olarak Ermeni toprakları olarak tanıdı. Genişleyen Ermeni işgalinin önündeki en büyük engel, yerel halkın ortak mücadelesi ve gücü olduğundan Zengezurun haincesine parçalanarak "Kürdüstan" yaradılmış bölgesinde Ermeni saldırısına karşı kalkan haline gelen Sultanov kardeşlerin de yok edilmesi için bir plan vardı.

Cumhuriyet döneminin kurbanları olarak gördükleri Sultan ve Hosrov Sultanovlar`ı, Ermeni provokatörleri her şekilde ortadan kaldırmaya çalışmışlar ve sonunda istediklerini elde etmişlerdir. 18 Eylül'de AK(b)P Merkez Komitesi bürolarının ortak toplantısında, "Karabağ-Kürdistan meselesi" Garagözov'un raporuna dayanılarak görüşülmüş ve "Sultan Bey`in çetesi ile birlikte yok edilmesi" kararlaştırılmıştır (2, s. 115).

Azerbaycan yönetimi Zengezur'un idari bölümünden memnun değildi. Zengezur'un Ermenistan'a nakli resmi olarak açıklansa da kaza bölgenin Ermeni yönetimine geçmesi hemen gerçekleşmedi. AK(b)P Merkez Komitesi Siyasi ve Örgütsel Büroları'nın 12 Ocak 1921 tarihli toplantısında, "Zangazur'un Müslüman kesiminin idari olarak kurulması" hakkında bir karar alındı. Azerbaycan SSC'nin idari bölgü projesine ilişkin açıklama notundan da anlaşılacağı gibi, bir kısmı Ermeni işgali altındaki Zengazur bölgesinin iki bölüme ayrılması önerildi: Batı Zengezur ve Doğu - Nüfusun bir parçasının Kürt olduğu için Kürdistan bölgesi (4, s.284). Şu veya bu nedenle, Zengezur konusu, Azerbaycan SSC'nin yeni bir idari-ekonomik bölümünün hazırlanmasına ilişkin Cumhuriyet Devrim Komitesi'nin bölümlerarası komisyonunun (başkan Chikalo) toplantılarında ayrıntılı olarak tartışılmaktaydı. Komisyon üyesi Vekilov, Çikalo`nun 2 Nisan 1921'deki toplantısında (pr. №4), eski Zengazur bölgesinin iki parçaya bölünmesi için

mevcut önerilere katılmamıştır. Vekilov, sözkonusu düşüncelerin bölgenin ikiye bölünmesini haklı çıkarmadığını, önemli ve inandırıcı delil sayılamayacağını, sadece bazı siyasi çıkarlara hizmet ettiğini söylemiştir. Bu nedenle, komisyon üyeleri Shimanovsky ve Hacıyev, daha inandırıcı kanıtlar öne sürerek kazanın bölünmesine karşı çıkmışlar. Komisyon başkanı bölgenin iki parçaya bölünmesini idari açıdan uygun görmediğini belirterek, yolların olmadığı bir yerde bölge yönetimi sorununu onu bölerek çözmenin imkansız olacağını söylemiştir. Bazı görüş alışverişlerinin ardından komisyon, Zengezur ilçesinin eski idari sınırlar içinde kalmasına karar vermiştir (4, s. 284).

2. TOPRAK BÜTÜNLÜĞÜ MÜCADELESİNDE ANTİMİLLİ KUVVETLERİN ZAFERİ

Moskova çevrelerindeki tartışmalar ya da Ermeni-Gürcü-İngiliz diplomatik raporları Azerbaycan'ın toprak isimlerinden söz etmesine ve bu yerlerin kaderini belirlemesine rağmen, Azerbaycan hükümetinin fikri, tutumu, katılımı veya tepkisi hatırlanmamakta ve dikkate alınmamaktaydı. Hatta Rusya'nın Azerbaycan'daki temsilcilerinden biri - Azerbaycan Ulusal Ekonomi Konseyi başkanı N. Solovyov tarafından V.Lenin'e sunduğu raporda bu gibi konular bile kınanmıştır: “Toprak bütünlüyü konularında Azerbaycan tarafından Azerbaycan-Gürcistan görüşmelerinde Gürcüler'in, Azerbaycan-Ermeni görüşmelerinde ise Ermeniler'in yer alması aşağılayıcı bir durumdur.” (9 s.134) Örneğin, Ermenistan'a gönderilen heyetin başında Dovlatovsoy adlı bir Ermeni vardı (R.B.). Bunun sonucu olarak ermeni kökenli Levon Mirzoyan 1925-1929 yıllarında Azerbaycan Komünist Partisi Merkez Komitesi başkanı olarak görev yaptığı süre boyunca, tarihi topraklarımız Mehri'yi 1929'da Ermenistan'a bağışlayarak Zengezur sorununu kesin olarak çözmekteydi. Azerbaycan amaçlı olarak hem Nahçıvan'dan hem de Türk dünyasından ayrı salınmıştır.

Türkiye'nin tartışmalı bölgelere tepkisi Rusya için önemliydi. İlkinin pozisyonunun belirsizliğinden endişe duyan Stalin, 5 Kasım'da Lenin'e bir telgrafta şunları yazmaktaydı: “...Türkiye'nin tutumunu kesinleştirmeden Ermenistan'a aslında İtilaf'a müslümanlardan oluşan stratejik bölgeyi verecek ve bizi Türkiye ile çatışmaya iten bir anlaşma imzalanmamalıdır. Ermenistan'la anlaşmayı şimdilik ertelemek, onun yararına barışı amaçladığımızı göstermek gerekiyor.” Batum'un İtilaf'a geçmesi halinde Gence'de Müslüman-burjuva bir hükümetin kurulacağı ve Bakü'nün kaybedileceği konusunda uyarmaktaydı (2, s. 16). 13 Ekim 1921 tarihinde Rusya, Türkiye, Azerbaycan, Gürcistan ve Ermenistan arasında imzalanan Kars Antlaşması Nahçıvan'ın statüsünü teyit etmiştir: “Antlaşmayı imzalayan taraflar, Nahçıvan'ın bu antlaşmanın I (c) ilavesinde yer alan sınırlarda Azerbaycanın koruması altında özerk vilayet olduğunu kabul etmektedirler.” (3, s.159). Moskova anlaşmasındaki bu cümle, “Azerbaycan'ın bu himayeni üçüncü bir devlete taviz vermemesi şartıyla” Kars antlaşmasında yansıtılmamıştır. Moskova ve Kars anlaşmalarının imzalanmasının üzerinden 100 yıl geçmektedir.

Gerek konferans arifesinde gerekse Azerbaycan ve Ermenistan arasında Rusya'nın himayesinde yürütülen diplomatik görüşmeler sonucunda hazırlanan bildirinin ana amacı Nahçıvan meselesini Türk kontrolünden çıkarmaya hesaplanmıştı. Moskova anlaşmasına ters düşecek şekilde Azerbaycan'ın da aralarında bulunduğu Sovyet temsilcilerinin, “bölgeye Türk temsilcilerin de yer alacağı karma bir komisyon gönderme olasılığını ortadan kaldırmak ve Nahçıvan meselesini resmi Ankara'nın katılımı olmadan çözülebilecek bir iç meseleye dönüştürmek istediği” konferanstaki tartışmalardan açıkça görülmekteydi. Ankara'nın müdahalesi olmadan. Ancak Nahçıvan konusunda çok hassas olan Türk diplomasisi buna izin vermemiştir (8, s.433). Anlaşmaların büyük önemi, Ermenistan'ın Nahçıvan bölgesini

Azerbaycan toprakları olarak tanınması ve anlaşmayı imzalayarak siyasi ve hukuki yükümlülükler üstlenmesiydi. Ancak bu durumda, 16 Mart 1921 tarihli anlaşmanın aksine, belgede Azerbaycan'ın "Nahçıvan'ı üçüncü bir devlete taviz vermemesi" yer almamaktaydı. Moskova'nın "tavsiyesi" doğrultusunda Sovyet Azerbaycan yönetimi, Türkiye karşısında böyle bir yükümlülük almaktan her şekilde kaçınmaya çalışmaktaydı. Bu öncelikle, konferans sırasında Sovyet dayanışmasına bağımlı olan ve Ermenistan ile tek bir cepheden konuşan Azerbaycan diplomasininin Türklerin konumunu zayıflatmasından kaynaklanıyordu (8, s. 434). Mustafa Kemal Paşa 1 Mart 1922 tarihli BMM'deki konuşmasında: "Ermeni sorunu gibi nitelendirilen ve Ermeni halkının çıkarlarından daha çok Dünya kapitalistlerinin ekonomik çıkarlarına hizmet edecek şekilde çözülmesi planlanan mesele Kars antlaşması ile en doğru çözümünü bulmuştur" demiştir. Bu anlaşmayla Bolşevik ve Taşnak siyasetinin hedefi olan Nahçıvan Azerbaycan toprağı olarak uluslararası statü kazanmaktaydı. Ermenistanın sovyetleşmesinden sonra Nahçıvan'la ilgili yaranmış politik kriz Kars anlaşması ile ebedi olarak ortadan kalkmıştır. Anlaşmadan sonra sadece Ermenistan değil, hatta Azerbaycan da bu statüyü pozamazdı. Kars anlaşması, ulusal çıkarların ötesinde, Sovyet koşullarında Nahçıvan'ın kaderi için "enternasyonalizm pathosu"na dayanan en güvenilir uluslararası hukuk güvencesiydi. Türk basını anlaşmanın Nahçıvan'la ilgili maddesine büyük önem vermektedir. Tevliidi Efkar gazetesine göre, Kars anlaşmasına ile, "Nahçıvan bölgesinin Azerbaycan'ın korumasına devredilmesi, bu kardeş ve dost cumhuriyetin Türkiye ile ilişkilerini sağlayacaktır." Avrupa'daki Ermeni basını, Nahçıvan'ın Azerbaycan'a devri konusunda çok endişeliydi. Bu anlaşma ile Türkiye'nin Kars, Ardahan ve Sürmalı'yı alarak Ermenistan'ı ve tüm Güney Kafkasya'yı fethedeceğine inanıyorlardı. Ermeni gazetesi Zogovurtu Tzain, Kars anlaşması hakkında şunları yazmaktaydı: "Kars ve Ardahan'ın işgal edilmesi, Nahçıvan özerkliğinin kurulması ile Azerbaycan'ın Karabağ ve Zengazur'un Ermenistan'dan ayrılması iddiaları ortaya çıkmaktadır. Ermenistan tüm ekonomik araçlardan ve siyasi gelişmeden yoksun bırakıldı (8.s.439).

27 Haziran'da Azerbaycan Komünist Partisi Merkez Komitesi Siyasi Büro ve Düzenleme Bürosu toplantısı yapıldı. "Tiflis'teki komisyonun çalışmaları ile ilgili olarak Azerbaycan ve Ermenistan sınırlarında" konusunu ele alan toplantıda şu karar alındı: 1. Siyasi Büro ve Düzenleme Bürosu Dağlık Karabağ'ın Azerbaycan'a şübhesiz eğilimini dikkate alarak, Dağlık Karabağ ile ilgili sorunun Bekzadyan tarafından kaldırılmasını kabuledilemez olarak nitelendirmektedir. Sorunun bu anlamda çözülmesi gerekiyor. 2. Bu nedenle, uygun olarak Ermenistan ve Azerbaycan'a Ermeni ve Türk yerleşimlerinin bölünmesi önerisi, idari ve ekonomik yarar açısından kabul edilemez ... (3, s.168). 4 Temmuz 1921'de Stalin'in katılımıyla RK (b) P Merkez Komitesi Kafkas Bürosu toplantısında Azerbaycan yönetimi ile Azerbaycan'ın hayati önemli meseleleri ile "oynayan"lar arasında çatışmalar ortaya çıkmıştır. Toplantıda- a) Karabağ'ı Azerbaycan topraklarında tutmak; b) tüm Ermeni ve Müslüman nüfusun katılımıyla tüm Karabağ'da bir kamuoyu oylaması yapmak; c) Karabağ'ın Dağlık kısmını Ermenistan'a dahil etmek; d) sadece Dağlık Karabağ'da, yani Ermeniler arasında kamuoyu oylaması yapmak"(10, s.87)- konuları tartışılmıştır. N. Nerimanov, Maharadze ve Nazeretyan, Karabağ'ın Azerbaycan'da kalması yönünde oy kullanıyor. Orjonikidze, Kirov, Myasnikov ve Figatner ise Dağlık Karabağ'ın Ermenistan'a ilhakı için oy kullanıyor. Böylece Kafkas Bürosu karar vermiştir: "Dağlık Karabağ Ermeni SSC'ye dahil edilmeli ve oylama sadece Dağlık Karabağ'da yapılmalıdır" (10, s.91). Kafkasya Bürosu toplantısı zamanı Nerimanov, Dağlık Karabağ'ın Azerbaycan'dan çıkarılması halinde Azerbaycan hükümetinin istifa edeceğini net bir şekilde belirtmiştir.

Toplantıda şu karara varıldı: "Karabağ meselesi ciddi anlaşmazlığa neden olduğundan, RK Merkez Komitesi Kafkas Bürosu (b) P, bu konuyu RK (b) P Merkez Komitesine havale etmeyi

gerekli görüyor (10, s.91). Nerimanov, eski Azerbaycan toprakları olan Karabağ ve Nahçıvan'ın Azerbaycan'ın bir parçası olarak kalmasında özel bir rol oynamıştır. Hatta Azerbaycan hükümetinden istifa edeceğini bildirerek Merkez Komitesini ve Ermenileri bu alçak politikadan vazgeçmeye ikna edebilmiştir. Herhalde Zengezur'da da böyle sağlam bir tavır alınsaydı, darbeden sonra Azerbaycan'ın toprak bütünlüğü zarar görmeyecekti.

Kafkas Bürosu, önemli anlaşmazlıkları dikkate alarak 5 Temmuz'da konuyu "Orjonikidze ve Nazeretyan'ın bir önceki genel kurulda Karabağ sorununun yeniden ele alınması önerisi" başlığı altında yeniden ele almıştır. Aslında bu, N. Nerimanov'un kesin talebi üzerine yapılmıştır. Yukarı ve Aşağı Karabağ'ın ekonomik ilişkileri, Yukarı Karabağ'ın Azerbaycan ile daimi ilişkileri, müslüman ve ermeni ahali arasında ulusal barışın gerekliliği dikkate alınarak Dağlık Karabağ'ın Azerbaycan SSC içinde tutulması, Şuşa idari merkezi olmakla Dağlık Karabağ'a geniş özerklik verilmesi kararlaştırıldı (9, s.92).

Azerbaycan'ın toprak bütünlüğüne yönelik bir diğer girişim de Dağlık Karabağ'a bölgesel özerklik statüsünün verilmesiydi. 27 Haziran'da 1923'te Mirzoyan'ın etkisi ve Orjonikidze'nin ısrarı üzerine düzenlenen Transkafkasya Ülke Komitesi toplantısında, Azerbaycan hükümetine kesin bir şekilde Dağlık Karabağ'a bir ay içerisinde Bölgesel Özerklik verme talimatı verilmiştir. Nerimanov şunları yazmaktaydı: "Benim dönemimde bu mümkün değildi. Bu Özerkliğe karşı olduğum için değil, sadece Ermeni köylülerin kendileri istemedikleri için... Mirzoyan bu süre zarfında Ermeni Taşnak öğretmenlerinin yardımıyla zemin hazırladı. ... Daha sonra Gence'nin dağlık kısmı sorunu geliyor vd. Taşnak siyaseti Azerbaycan'da tüm gücü ile uygulanmaktadır"(6, s. 60). Azerbaycan'ın kaderi Ermeni Taşnaklarına emanet edildiğinden, bu felaketlerin Azerbaycan için kaçınılmaz olması ve daha sonra önemli sonuçlara yol açması doğaldır. Nisan darbesinden sonra Rusya-Azerbaycan ilişkileri bir süre normal ve eşit bir müttefik olarak kaldı. Şu durum, iki ülke arasında 30 Eylül 1920'de imzalanan askeri-ekonomik ittifak anlaşmasına yansdı. Ancak, Kafkasya'da Rus egemenliğinin tam olarak kurulmasından sonra, , özellikle Ermenistan (Kasım 1920) ve Gürcistan'ın işgalinden sonra (Şubat 1921), askeri-ekonomik birliğin Rusya için önemi azaldı. Hemen her alanda olduğu gibi bu alanda da önemli sorunlar sadece Rusya'nın çıkarları doğrultusunda çözülmeye başlandı. Yerel halkın memnuniyetsizliği, 6-19 Mayıs 1921'de düzenlenen Birinci Genel Azerbaycan Sovyetleri Kongresi'nin materyallerine de yansımaktadır. Kongre temsilcileri, özellikle de bölgelerden gelenler, N. Nerimanov'a birçok soru yöneltmekteydi. Azerbaycan gerçekten denildiği gibi tamamen bağımsız, Rusya ile eşit haklara sahip bir cumhuriyetse, Rusya neden Azerbaycan'ın iç işlerine istediği gibi müdahale ediyor? Azerbaycan neden petrolünün gerçek sahibi değil ve istediği gibi kullanamıyor? Azerbaycan'da dışişleri, askeri komiserliklerin kaldırılması ve Azerbaycan'ın dış ticaretinin RSFSR'nin dış ticareti ile bütünleştirilmesi hakkında yakın gelecekte neden görüşmeler olduğu soruldu? Transkafkasya yollarının cumhuriyetimizin yollarıyla bağlantısını nasıl açıklayabiliriz? Nerimanov, bu sorulara verdiği yanıtlarda, Sovyet cumhuriyetlerinin bazı konularda ortak bir merkezden yönetildiğini gerekçelendirmiş ve bunun sosyalizmin doğası gereği olduğunu kanıtlamaya çalışmıştır. Yanıt olarak, "Her şeyden önce, Sovyet gücünün özünü anlamalıyız. Biz diyoruz ki, düşmanlarımız yok edilmedikçe sosyalist cumhuriyetler tek bir bütün oluşturacak ve her yerde ve her zaman bir cephede hareket edecektir. Bu durumda herhangi bir Sovyet sosyalist cumhuriyetinin tamamen egemen olup olmadığı da sorgulanamaz. Ülkelerin her biri kendi köşesine çekilerek kendi muhasebesini hesaplırsa, hepimiz yok edilirdik" (5, 21-22.07.2001). Kafkasya'daki üç cumhuriyeti de tabi kılmak, ulusal değerlerini arka plana koymak amacıyla Transkafkasya cumhuriyetlerini tek bir devlet olarak birleştirmek şeklinde daha "karlı" bir fikir ortaya atılmıştır.

12 Mart 1922'de düzenlenen yetkili konferansta Transkafkasya SSCB'nin kurulmasıyla birlikte, cumhuriyetler ve Merkez arasında, özellikle dış politika, dış ticaret, ulaşım, iletişim, ekonomi

politikası vb. birçok yönetim kurumu birleştirilerek Kafkasya Arazi Komitesi'nin yetkisine devredildi. 1921 yılının son aylarında Azerbaycan'da federasyon meselesi ciddi bir muhalefetle karşılaşmadı. Parti içi çekişmelere ve entrikalara çok fazla karıştıkları için gerçek meseleler ciddi bir şekilde tartışılmadı. Aynı fikirde olmayan komünistler, federasyonun özünü yanlış anlamak ve siyasi körlükle suçlandılar. Özellikle N. Nerimanov'un etki alanı daraltıldı. "Güvenilir" personelin yönetimde önemli görevlerde bulunması, yeniden Merkezin planını uygulamasına yardımcı oldu.

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SONUÇ

Azerbaycanda Parti içi çekişmelere ve entrikalara çok fazla karıştıkları için gerçek meseleler ciddi bir şekilde tartışılmadı. Aynı fikirde olmayan komünistler, federasyonun özünü yanlış anlamak ve siyasi körlükle suçlandılar. Özellikle N. Narimanov'un etki alanı daraltıldı. "Güvenilir" personelin yönetimde sorumlu görevlerde bulunması, Merkezin planını yeniden uygulamasına yardımcı oldu.

Azerbaycan bağımsızlığını yeni darbe Aralık 1922'de SSCB'nin kurulmasıyla olmuştu. Stalin'in ileri sürdüğü "özerkleştirme" fikri cumhuriyetlerde, özellikle Gürcistan'da memnuniyetsizlikle karşılandı. Bu fikir Azerbaycan'da da basit karşılanmadı. Bölgelerde zayıf da olsa, hoşnutsuzluk görülmekteydi. V. İ. Lenin durumu anında anlayarak esnek politika ile cumhuriyetlerin beraber haklarla müttefik olarak SSCB'ye dahil olmasını ileri sürmüştür. Bununla da sovyetleşmenin başlarında ulusal devlet mekanizmasının mahvedilmesi, bağımsızlığın ve toprak bütünlüğünün kaybıyla eyaletin eyaletine dönüşen Azerbaycan da bu birliğe dahil oldu. N. Nerimanov'un Azerbaycan'dan uzaklaştırılarak MİK'in 4 başkanından biri gibi Moskova'ya çağırılmasıyla cumhuriyetimizin sözde bağımsızlığı kesin olarak sona erdi. Takip eden yıllarda Azerbaycan'da devrim, siyasi ve kamu eğitimi sahte ve doğru olmayan yönde ilerledi. Yaranmış yeni kuruluşun gerçekliğini yaşayan ve hakikatın acısını anlayan ulus merkezden yönetilen bölşevik yönetiminden memnun değildi.

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X-XIII Yüzyıllarda Azerbaycan'da Siyasi Ve Hukuki Düşünce Tarihinde Ütopik Fikirler

Assoc. Prof. Dr. Terane ZEYNALOVA

Bakı State University
tkzeynalova@gmail.com
Orcid: 0000-0003-0068-5225

ÖZET

Azerbaycan'ın siyasi ve hukuki düşünce tarihinde ilk embriyoları Zerdüştlükte şekillenen ütopik bir toplumun fikirleri, önde gelen ortaçağ düşünürlerinin sosyo-politik görüşlerinin ve birçok fikir akımının çekirdeğini oluşturmuştur. Onuncu ve on üçüncü yüzyıllarda, daha önceki zamanların ütopik öğretilerini miras alan adil bir siyasi sistem ve ideal bir devlet fikirleri, onu yeni hükümlerle zenginleştirmiş ve düşünce tarihinde yeni bir aşama oluşturmuştur.

Orta Çağ'da ütopik bir toplum hakkındaki fikirler, onuncu yüzyılın ortalarında Basra'da İhvan el-Safa ve Hullan el-Vafa'nın ("Dürüstlük Kardeşleri ve Sadakat Dostları") öğretilerinin odak noktasıydı. İhvan-ı Safa toplumunun fikirleri bir dizi Doğu ülkesinde ve Azerbaycan'da yaygın olmuştur ve ilerici fikirlerin nüfusun çeşitli kesimleri arasında yayılmasında büyük rol oynamıştır. Bu cemiyetin fikirleri, "Dürüst Kardeşler ve Sadık Dostlar Risaleleri" başlıklı 52 risalede yorumlanmıştır. "İncelemeler" felsefeyi, doğayı, kesin bilimlerini, hukuk konularını vb. kapsar. bir tür ansiklopedi kaplamasıydı. Devletin oluşumu, gelişimi, biçimleri, ideal devleti ve diğer konuları burada derinlemesine incelenir.

Devletin oluşumu, faaliyeti, biçimleri, ideal devlet meselesi, dahi Azerbaycan düşünürü Muhammed Nasreddin Tusi'nin siyasi ve hukuki fikirlerinde özel bir yere sahipti. Ahlaki-Nasiri adlı kitabında, devletin, akıl ve aklın örgütlenmesi sonucu, insanın doğal haklarını korumayı taahhüt eden gönüllü bir siyasi örgüt olarak oluştuğunu savundu. Düşünür iki tür devleti ayırt eder: erdemli devlet (iyi) ve erdemli olmayan devlet (kötü). Düşünür, erdemli durumu "ideal durum" olarak da adlandırır. İdeal bir devletin vatandaşları eşit haklara sahiptir ve zengin ve fakir olarak bölünmez. Temel ilkesi herkes için mutlak adalettir. Bu, herkesin çıkarlarının dikkate alındığı ve herkesin mutlak kontrol altında olduğu bir yönetim şeklidir. Tusi, hayal ettiği ve inandığı ütopik devletin, tüm faaliyetlerini halkın refahına yönlendiren bilgi, aydın bir hükümdar tarafından yönetilmesi gerektiğine inanıyordu.

Anahtar Kelimeler: Devletin Biçimleri, Sosyo-Politik Görüşler, Ütopik Fikirler, Erdemli Devlet, Halkın Refahı

Political and Thoughtful Utopian Copper in Azerbaijan in X-XIII Century

ABSTRACT

The ideas of a utopian society, the first embryos of which were shaped in Zoroastrianism in the history of Azerbaijan's political and legal thought, formed the core of the socio-political views of prominent medieval thinkers and many currents of thought. In the tenth and thirteenth centuries, the ideas of a just political system and an ideal state, inheriting the utopian teachings of earlier times, enriched it with new provisions and established a new stage in the history of thought.

Ideas about a utopian society in the Middle Ages were the focus of the teachings of the Ikhwan al-Safa and Hullan al-Wafa ("Brothers of Integrity and Friends of Loyalty") in Basra in the mid-tenth century. The ideas of the Ikhwan al-Safa society were widespread in a number of Eastern countries and Azerbaijan and played a major role in spreading progressive ideas among various segments of the population. The ideas of this society have been interpreted in 52 pamphlets titled "Passages of Honest Brothers and Loyal Friends". "Treatments" include philosophy, nature, exact sciences, legal subjects, etc. covers. It was a kind of encyclopedia overlay. The formation, development, forms, ideal state and other subjects of the state are examined in depth here.



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The formation of the state, its activities, forms, the ideal state issue had a special place in the political and legal ideas of the Azerbaijani thinker Muhammad Nasreddin Tusi. In his book *Moral-Nasiri*, he argued that the state was formed as a result of the organization of reason and reason, as a voluntary political organization committed to protecting the natural rights of man. The thinker distinguishes two types of states: the virtuous state (good) and the unvirtuous state (bad). The thinker also calls the virtuous state the "ideal state". Citizens of an ideal state have equal rights and are not divided into rich and poor. Its basic principle is absolute justice for all. This is a form of government where everyone's interests are taken into account and everyone is under absolute control. Tusi believed that the utopian state he imagined and believed should be ruled by a wise, enlightened ruler who directed all his activities towards the welfare of the people.

Keywords: Forms of the State, Socio-Political Views, Utopian Ideas, Virtuous State, Welfare of the People

INTRODUCTION

Azerbaycan'da siyasi ve hukuki düşünce tarihinde kamu bilincinin oluşumunun ilk aşamalarında, adil bir sosyal düzenin, sosyal ve mülkiyet eşitliğinin kurulduğu bir toplum hakkında fikirler vardı. Eski çağlarda ütopyik bir biçimde şekillenen bu fikirler, gelişmelerinin her aşamasında yeni, benzersiz nitelikler ve özellikler kazanmış, önceki dönemlerin ütopyik öğretilerini miras almış, yeni hükümlerle zenginleşmiş ve siyasi ve hukuk tarihinde yeni bir aşama oluşturmuştur.

Azerbaycan'ın siyasi ve hukuki düşünce tarihindeki ilk embriyonları Zerdüştlük'te bulunan adil bir toplum ve ütopyik bir devlet fikirleri, önde gelen Orta Çağ alimlerinin ve düşünürlerinin sosyo-politik ve hukuki görüşlerinin oluşumuna temel teşkil etti.

Siyasî ve hukukî düşünce tarihinde, halefiyet ilkesi, onuncu yüzyılın ikinci yarısında Basra'da kurulan "İhvan-ı Safa ve Hüllân-ı Vefa" ("Dürüstlük Kardeşleri ve Sadakat Dostları") adlı gizli cemiyetin fikirlerinde de izlenir. "Dürüstlük Kardeşleri"nin teorisi, birçok Doğu ülkelerinde ve Azerbaycan'da nüfusun çeşitli kesimleri arasında yenilikçi fikirlerin yayılmasında önemli bir rol oynamıştır. Öğretilerde insanın akıllı bir varlık olarak ele alınması ve dünyayı akıl yoluyla anlamada cehalete karşı zafer kazanılacağına olan inanç, onun Orta Çağ'da dünya hümanist kültürünün en üst seviyesine yükseldiğini göstermektedir.

"Dürüstlük Kardeşleri"nin fikirleri, "Dürüstlük Kardeşlerinin ve Sadık Dostların Antlaşmaları" adlı 52 risalede yorumlanmıştır. "İncelemeler"ın yazarları, bilgi ve ilgilerinin çeşitliliği nedeniyle kültür tarihine Doğu ansiklopedikleri olarak girdiler. Risalelerin yazarları arasında örgütün aktif bir üyesi, cemiyetin ana teorisyeni, Azerbaycan asıllı lider Abdulhasan İbn Harun az Zencani'nin adını anmak gerekir. "İncelemeler", felsefi ve doğa bilimleri, kesin bilimler, yasal talimatlar vb. gibi konuları kapsayan bir ansiklopediydi. Devletin oluşumu, gelişimi, biçimleri, ideal devleti ve diğer konuları burada geniş bir şekilde ele alınmaktadır.

Unutulmamalıdır ki, "Dürüstlük Kardeşleri"nin devletle ilgili öğretileri benzersiz ve özgün bir karaktere sahiptir. Ansiklopedistlerin, konularını doğrulamak için farklı halkların tarihinin gerçeklerine atıfta bulunan devletin oluşumu hakkındaki fikirleri, feodal-teolojik yorumlara yönelikti ve zamanın ileri felsefi ve politik eğilimleriyle uyumluydu. Risalelerin yazarları, "devlet" ve "toplum" kavramlarını bir tutmuş ve çoğu zaman aynı anlamda kullanmışlardır. Doktrinde, devletin ortaya çıkışı doğada ilahi değildir, ancak insanların iletişim kurma arzusu, aralarındaki mülkiyet eşitsizliği ile ilişkilidir. Devleti insan vücuduna benzeten ve onu karmaşık bir canlı mekanizmaya benzeten ansiklopedistler, ona "siyasi beden" adını verdiler. Devletin gelişimini döngüsel ve dönemsel bir gelişme olarak gördüler. Risalelerde "her devletin (toplumun) kendine ait bir gelişme, gelişme ve yıkım dönemi vardır. Bir devlette hayat veren güçler ortaya çıkar ve devlet güçlenmeye, yükselmeye ve genişlemeye başlar"[4, s.79-80].

"Dürüstlük Kardeşleri"nin öğretileri, çağdaş oldukları toplumun eksikliklerini keskin bir şekilde eleştirdi ve kamusal yaşamı kökten değiştirmenin yollarını belirledi. İlerici güçlerin çabalarını yansıtan ansiklopedistler, mevcut toplumu Abbasi hükümetinin "kötü devleti" olarak adlandırdılar ve onun yıkılmasını ve yeni, adil ve mükemmel bir yapının kurulmasını istediler. "Dürüstlüğü Kardeşleri"nin üyeleri, sosyo-politik fikirlerinde ideal bir toplum yarattılar. Onların tahayyülünde böyle bir toplum şiddeti, keyfiliği, sömürüyü dışlamalı ve iktidar mücadelesi sonucunda oluşmalıydı.

Böyle bir yeniden yapılanma için kitleleri fikirler açısından hazırlamak, fikirleri yaymak önemliydi. Bu öğretinin temsilcileri soyut fikirleri yaymadılar, bu fikirler tamamen bilgiye dayanıyordu. Cemiyetin bütün faaliyetleri, ilmî ve felsefî bilgiyi geniş halk kitlelerine yaymak,

onları aydınlatmak, ahlâkî mükemmelliği, hürriyeti geliştirmek ve aydınlanma yoluyla adil bir başlangıç temelinde toplumu yeniden inşa etmeyi amaçlıyorlardı.

"Temizliğin müritleri"nin öğretilerinde, "cahil" ve "hayırsever" otoriteleri, onların yeniliklerini, delilin toplumsal doğasını ve işlevlerini ele alıyordular. Ansiklopedistlere göre "cahil" devlet despotik bir devlettir, uzun süre dayanamaz çünkü halkın sabrı sonsuz değildir ve gazabını hükümdarlara yöneltecektir. Despotik devlet modeli, tiranlık yerine nezaket ve barışın hüküm sürdüğü "hayırsever" bir devlet modeli, ideal bir devlet modeli olarak tanıtılıyordu.

İncelemelerin yazarları, herhangi bir devletteki adil sosyal kuralların yalnızca adil bir hükümdarın, eğitilmiş vatandaşların ve kendi çıkar ve tutkularının yönetimine dayanması gerektiğine inanıyorlardı. "Temizlik kardeşleri" daha iyi zamanların geleceğini ve "cahil" devletlerin yerini "erdemli" ve "hayırsever" devletlerin alacağını vaaz ediyorlardı. Ansiklopedistlere göre, hayırsever bir devletin toplumsal amacı, insanların refahını artırmak, insanların çıkarlarını ve şahsiyetlerini her türlü kötülükten korumak ve herkesin adil bir yasaya uymasını sağlamak olmalıdır. "Saflığın kardeşleri", ütöpik bir toplumun özgürlük, eşitlik ve adalet ilkelerine dayanması gerektiğini iddia etti. Eğitim ideal devleti bilimin, bilginin, aklın ve adaletin hâkim olduğu bir toplum olarak tanımlardı. Adil, aydın bir hükümdar tarafından yönetilen ütöpik bir devlette, devletin çıkarları ve halkın refahı önde gelir. Böyle bir devletin faaliyetleri, herkesin devletin himayesini hissedeceği, şiddet ve adaletsizlikten korunacağı mutlu bir toplum inşa etmeyi amaçlar.

Ansiklopedistlerin siyasi ideali, özel mülkiyetin korunduğu adil bir devlettir. Ütöpik bir devlet modeli oluşturan Risale-i Nur'un yazarları, böyle bir devlette nüfusun eşitliğini savunmuş ve vatandaşların mülkiyet haklarının dokunulmazlığına saygı duymuştur. Özel mülkiyete karşı çıkmadılar, mülkiyetin genelleştirilmesi, insanların mülkiyet statüsünün eşitlenmesi fikrini kabul etmediler. Doktrin sadece aşırı mülkiyete ve zenginliğe karşı çıkar ve maddi malların kullanımında ılımlılığı teşvik eder [1, s.134].

Birincil kaynakların analizi, "Dürüstlük Kardeşlerinin" eğitiminde ideal hükümet biçiminin aydınlanmış bir monarşi olduğu sonucuna götürür. Ansiklopedistler, sert bir şekilde eleştirdikleri despotik formun aydınlanmış bir monarşi ile değiştirilmesini savundular.

"Dürüstlük Kardeşleri"nin ideallerine ulaşma, yani adil, ideal bir toplum inşa etmenin yol ve araçlarını seçme konusunda araştırmacılar arasında fikir ayrılığı olduğu belirtilmelidir. "Terziler"in yazarlarının fikirlerini derinlemesine inceleyen AK Zakuyev, "Dürüstlük Kardeşleri"nin laik bilimlerin, felsefi bilginin yayılması yoluyla ideal toplumu mücadele ve şiddet olmaksızın değiştirebilecek bir konumda olduğuna inanıyor [4, s.69]. Bununla birlikte, ilgili araştırma, nihai hedefe mücadele ve şiddet yoluyla ulaşma arzusuna ilişkin "Dürüstlük Kardeşleri"nin görüşlerini de ifade etmektedir. Böylece, bu kaynaklarda belirtildiği gibi, "Dürüstlük Kardeşleri", keyfiliğe, sömürüye dayalı, adaletsiz bir hükümdar tarafından yönetilen devleti devirmenin mümkün olduğunu düşündüler [6, s. 121]. Onlara göre, "gücün adaletsiz, kötülüğün hâkim olduğu bir hükümdarın eline geçtiği devleti yıkmak mümkün ve gereklidir" [1, s.132].

Bu nedenle, ütöpik bir toplum hakkındaki "Dürüstlük Kardeşleri" doktrini, özü ve önemi nedeniyle sosyo-politik düşünce tarihinde özel bir yere sahiptir. Tüm adaletsizliklerin dışlandığı, eşitlik ve adalet ilkelerine dayalı, halkın çıkarları doğrultusunda hukuk içinde yönetilen ideal bir devlet, halkın refahını sağlayan bir hükümet, laik gücün dini güçten ayrılması, bilim ve eğitimin teşviki bu doktrin tarafından desteklenen fikirlere aittir.

Azerbaycan'ın siyasi ve hukuki düşünce tarihinde 12. yüzyıla kadar var olan adil toplum ve ütöpik devlet fikirleri, Azerbaycan'ın ve tüm Azerbaycan'ın eşsiz temsilcisi olarak kabul edilen Nizami Gencevi'nin eserlerinde gelişmeye devam etmiştir. Doğu sosyo-politik ve hukuk

düşüncesi, Doğu Rönesansı, Düşünürün yaşadığı XI-XII yüzyıllar, İslam dünyası ve düşüncesinin güçlü bir siyasi, bilimsel, kültürel ve dini gelişme dönemi olmuştur. Yakın ve Orta Doğu ülkelerinde Orta Çağ'ın siyasi ve yasal fikirleri, Avrupa'daki Rönesans ile karşılaştırıldığında, yoğun gelişmeleri ve yeni kavramlarla daha da zenginleşmesi ile karakterize edilir.

Nizami'nin ideal siyasi yapı hakkındaki görüşleri gelişmiştir. Sırlar Hazinesi'nden İskendernâme'ye kadar bütün eserlerinde ülkenin zulmünü, yönetim sistemini eleştirmiş, adaletsiz ve zorba yöneticilere şiddetle karşı çıkmış, nasihat yoluyla onları etkilemeye çalışmış ve onlara nasıl reform yapacaklarını göstermiştir.

Düşünür için ideal siyasi sistem, daha önce adalet ve hümanizm ilkelerine dayanan aydınlanmış bir monarşiydi. Nizami, aydın hükümdar hakkındaki fikirlerini hemen hemen tüm eserlerinde geliştirmiştir. Bununla birlikte, zamanının gerçeklerinin etkisi altında, düşünür, aydınlanmış hükümdarın fikirlerinden uzaklaştı ve mükemmel bir insan toplumu biçimi hakkındaki fikirlerini cesurca ortaya koydu. Prof. M.F Malikova'nın belirttiği gibi, "Fakat kısa süre sonra sosyal gerçeklik, düşünürün aydınlanmış bir hükümdar umutlarını boşa çıkarır, onu yarattığı siyasi idealin fantezisine ikna eder. Feodal toplumu yeniden inşa etme gereğine varır" [5, s. 9].

Nizami, yüksek ahlaki ilkelere dayalı, tüm insanların eşitliğini sağlayan, hayatın en yüksek ideali olan özgür ve mutlu bir toplum hakkındaki görüşlerini "yaratıcılık tacı" olarak adlandırdığı "İskendernâme" adlı kitabında dile getirmiş ve halkın tacı olarak kabul etmiştir.

Nizami'nin ütopyası, hükümdarın, tebaanın olmadığı, tüm insanların baskıdan, eşitlikten uzak, herkesin ortak yarar için çalıştığı, mutluluğun ve dayanışmanın hüküm sürdüğü bir ülkedir. Ahlaki ruhu yüksek bir toplumun vatandaşları ilişkilerinde adalet ilkelerini esas alır. Burada hukuk düzeni, dostluk, dayanışma ve toplumsal uyum hakimdir.

Nizami, sosyo-politik ve mülkiyet eşitsizliklerine karşı çıkmış ve bunları halka zararlı olarak görmüştür. Mülkiyet eşitsizliğinin ortadan kalktığı, insanların mülkiyet, mülkiyet, hak ve haysiyetlerinin dokunulmaz olduğu, masum insanlara haksız yere eziyet edilmesinin yasaklandığı, affi hak edenlerin affedildiği mutluluk âleminde [3, s.181].

Böylece Nizami'nin siyasi görüşleri, düşmanlığın ortadan kalkacağı, savaşların sona ereceği ve tüm insanların barış içinde yaşayacağı mükemmel bir toplumun yaratılacağı inancını aşlamıştır. Düşünür, toplumun mükemmelliğini insanın manevi mükemmelliğinde gördü. Ona göre gerçek anlamda mükemmel bir toplum, ahlaki değerlere saygılı, tüm adaletsizliklerden, şiddetten ve kanlı savaşlardan uzak bir toplumdur. Nizami, insanlığın mutlu geleceğinin yöneticilerin adalet kavramına değil, maddi ve manevi özgürlük fikirlerine bağlı olduğunu doğruladı.

Görüldüğü gibi Nizami'nin derin felsefi düşüncesinin bir tezahürü olan ütopyası, dünyanın en ilerici ve demokratik ütopyalarından biridir. Sınıfsız, mülkiyetsiz, eşitlik ve yüksek ahlaki değerlere sahip bir toplum hakkındaki asırlık fikirleri, dünya sosyo-politik düşüncesinin gelecekteki gelişiminde büyük bir etkiye sahipti.

Azerbaycan'ın siyasi ve hukuki doktrinleri tarihinde, 13. yüzyılın önde gelen bilim adamı, düşünür ve devlet adamı Khaja Mohammad Nasreddin Tusi'nin "Etik-Nasiri" adlı eseri, ideal bir toplum hakkında ütöpik fikirleri takip etmek için geniş fırsatlar sunuyor. N. Tusi ilk kez devletin sözleşmeye dayalı kökenine dair bir teori ortaya atmış ve Azerbaycan'da siyasi ve hukuki düşünce tarihinde yeni bir konum ortaya koymuştur. Onun yaklaşımına göre devlet, karşılıklı anlaşma, pratik faaliyet, karşılıklı yardımlaşmanın meşru bir sonucu olarak halkın güçlerini birleştirme ihtiyacından doğmuştur: "[2, s. 323]. Tûsî'ye göre bu birlik esas alınmalıdır. Sadece insanların birlikte yaşama "doğal ihtiyacı" üzerine değil, aynı zamanda aralarındaki belirli bir anlaşma üzerine de. Tusi iki tür devlet arasında ayırım yaptı: erdemli

devlet (hayırsever) ve erdemli devlet (kötülük). Erdemli hal "ideal hal"dir. Zengin fakir diye ayrılmamıştır. Bu devletin temel ilkesi herkesle ilgili olarak mutlak adalettir: "Şehirde... adalet kanunlarına uyulursa düzen olur, her şey mükemmele doğru gelişir"[2, s.329]. Tusi'nin öğretisinde ideal devlet, insanlar arasında ortak çıkarların ve ortak emeğin olduğu özel bir birliklerdir: "tüm emeğin nihai amacı birdir ve arzular birbiriyle uyumludur" [2, s.302]. Adalet ve eşitlik ilkelerine dayalı ütopyik bir toplumda, insanların ortak çabası, iyiliği yapmaya ve kötülüğü ortadan kaldırmaya yöneliktir.

Tusi'nin ideal durumu, tüm iç organların etkileştiği ve birbirine yardım ettiği sağlıklı bir insan vücudu gibidir, bu durum insanların etkileşimi ile güçlendirilir ve geliştirilir. Ahlaki ve ruhen zengin, herkes tarafından saygı duyulan, tüm faaliyetlerini halkın refahına yönlendiren, "onu adalet, erdem ve bilgelik yasalarına göre yönetebilen" bilge, aydınlanmış bir kişi[2]. , s.329] bir hükümdar tarafından yönetilmenin doğru olduğunu düşündü. Ona göre, böyle bir devleti yönetme görevini üstlenen devlet başkanı, yedi niteliği bir araya getirmelidir: baba şefkati, cömertlik, azim, sabır, zenginlik, sadakat. Böyle bir devlette Tusi, devlet ve dinin birliğini, laik ve dini gücün bölünmezliğini memnuniyetle karşılar.

Bu nedenle, ütopyik fikirlerin yanı sıra Nizami Gencevi ve Nasreddin Tusi'nin ütopyik devlet ve ideal toplum hakkındaki görüşlerini yansıtan "Saf Kardeşler" in öğretilerinin analizi, Orta Çağ'da bile insan haklarının Orta Çağ'da olduğunu göstermektedir. Azerbaycan ve mülkiyet eşitliği, aydınlanmanın kitleler arasında yayılması ve toplumun tüm üyeleri için müreffeh bir yaşam biçimine dayalı yeni bir siyasi ve yasal yapı oluşturma fikri. Bu fikirler, tarihsel gelişimin sonraki aşamalarında sosyo-politik ve hukuki düşünce üzerinde önemli bir etkiye sahip olmuş ve bunların temelinde toplumsal gerçeklerin gereklerine uygun olarak yeni sosyo-politik ve hukuk teorileri oluşturulup geliştirilmiştir.

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Understanding the Social Dimensions of Sārtha (Caravan): An Early Historic Perspective

Ph.D. Research Scholar Soumya GHOSH

Department of Ancient Indian History and Culture

University of Calcutta

soumya.ancient.hist@gmail.com

Orcid: 0000-0001-5207-8422

ABSTRACT

The Indian subcontinent witnessed some remarkable changes in the socio-economic sphere around the mid-first millennium BCE due to introduction of a new material culture. There were changes in production-relations, brisk transactions, enhancement of trading activities, rise of early-historic (600BCE-300CE) cities, interconnectivity between the cities and/or exchange centers and hence mobilization of men and resources along intra- and inter-regional commercial networks. In early-India, Sārtha (caravan) i.e. the mobile group of itinerant merchants who travelled from one place to the other along with their merchandises acted as major link between cities and thus played instrumental role in inter-regional communication and economic mobility.

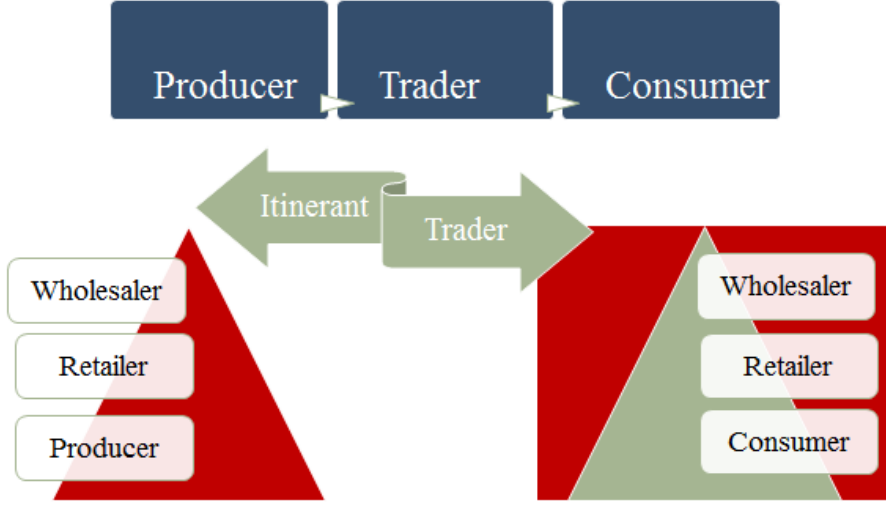
Sārtha or the caravan not only comprised of commodities of exchange but also the people travelling along who in course of the journey temporarily became composite mobile community very diverse yet united for the sake of the journey. The movement was purposive, organized and buoyant/acquisitive. Though traders were seminal in the preparation and organization of sārtha, and also in successful accomplishment of their journey one can trace several other factors and functionaries (or factors and individuals) involved in the process. The present paper aims to explore the diverse social elements (other than the traders) in a caravan (sārtha). We shall look into the sources for understanding the interactions in a sārtha, specific role and functions of people involved in the journey, their relation to the sārtha and the broader society and we shall also attempt to situate this in the early-historic (600BCE–300CE) socio-economic context of the Ganga-valley.

Keywords: Trader, Caravan, Sārtha, Resource Mobilization, Interactions, Human Engagement, Network, Entanglement

INTRODUCTION – SITUATING *SĀRTHA* AND *SĀRTHAVĀHA* IN EARLY HISTORIC MILIEU (c. 600 BCE – 300CE)

In the process of socio-economic evolution northern part of Indian sub-continent witnessed some remarkable changes around the mid first millennium BCE. The introduction of new material culture gradually led to the changes in the production relations and surplus production played a very important role in providing impetus to trade and brisk transactions. This further caused for the introduction of metallic currency. Besides this we notice proliferation of crafts and professional groups. To extract and enjoy the social surplus of a certain area the state machinery with its hierarchised administrative apparatus, legitimate political control over the men and resources of the land within certain boundary, is found taking possession over the regular forces. Simultaneously with this process early historic cities emerged as important centers of intra and inter-state commercial network and communication. These were the changes which formed the milieu of early historic period in north India (c. 600 CE to c. 300 CE). One of the major markers of the early historic phase was interconnectivity between the cities and exchange centers and hence enhancement of trading activities. As far as the inland network is concerned, the itinerant merchants acted as major link and became a bone of contention between the cities [See *Jātaka*, *Nipāṭha* 1, No.1, 2, 54, 85, *Nipāṭha* 2, No. 256 (Cowell 1995: Fausboll 1962) and in Jain sources (Jain 2001: 356; Chandra1977: 164)] and thus facilitated for long distance trade. Thus they played an important role in the process of second urbanization and economic mobility in the early historic period. In early India, the itinerant group of traders was called *sārtha* and *sārthavāhas* were the leaders of *sārtha* [For general study on *Sārtha* see Rhys Davids 1901, 1911; Majumdar 1922; Chandra 1953; Adhya 1966; Chakraborti 1966; Bose 1967; Maity 1970; Chandra 1977; Buch 1979; Chakravarti 1415 Vangavda; Chakravarti 1996; Jain 2001; Chakravarti 2007)].

Production-consumption relations involved a communication process through which resources are mobilized from producers to consumers and vice-versa. In the process, traders act as media. They make profit for themselves through exchange. Traders can be categorised/classified among many groups and sub-groups considering their exclusive sphere of interactions in the exchange network in early Indian context. *Śreṣṭhis* who were big merchants cum bankers controlled and regulated resource mobilization in a market. It was the group/class of smaller merchants/traders (of divergent sub-categories) who communicated with the producers cum consumers on one hand and with the big merchants on the other hand and thus linked markets to hinterland. It was the group of itinerant merchants who linked markets to their foreland located in cities and trade centres along the long distant commercial networks. There are many references in *Jātakas* where *sārthavāhas* are depicted as traders travelling from one place to another with their carts loaded with goods (Fausboll 1962: 98, 106, 194, 270-1, 368; Cowell 1995: 4, 10, 74, 135-6, 212). They travelled across the boundaries of the countries/regions along with their merchandises to important exchange centers of the subcontinent and even beyond. Thus production-consumption relations involved intra and inter-regional network of exchange.



1. CONNOTATION OF THE TERM *SĀRTHA* AND *SĀRTHAVĀHA* –

In Sanskrit the term '*sārtha*' in masculine gender means a caravan or a group of itinerant traders who travelled with their carts loaded with commodities (Monier-Williams 1960: 1209; V.S. Apte 2015: 1101). The term is also used to indicate the mobile community of mendicants, beggars, refugees, labours who are in search of work, and even to a herd [*Amarakoṣa* 2nd Kāṇḍa, *Simhādivargaḥ*, Verse 105 (Sardesai & Pandhye eds. 1940: 87; Chandra 1977: 161, 163) or in other words such band of wandering people were also called *sārtha*. In the present research paper our focus will be the caravans moving mainly with the purpose of trade. It is worth mentioning here that, Prakrit (Sheth 1986: 862) and Pali lexicons mention the term *sattha* (Rhys-Davids and Stede. eds. 1959: 747) which is derived from the Sanskrit *sārtha* to denote the same meaning. *Sārthavāha* literally means the one who carries *sārtha* or in other words the one who leads or guides the *sārtha* (Monier-Williams 1960: 1209). *Sārthadhara*, *Sārthapāla*, *Sārthapati* had also been found to be used as synonyms of *Sārthavāha* (Monier-Williams 1960: 1209). So, *sārthavāha* is the leader of the itinerant traders and necessarily is a trader himself. In some context, the term is also used to indicate a trader in general (Fausboll 1962: 193-96). Buddha is also mentioned as a *sārthavāha* in Buddhist literature (Windish 1889: 80; Feer 1884: 191-2; Davids 1920-1: 208; Pousin 2001: 446; Stede 1988: 264).

2. NATURE OF THE *SĀRTHA*

Sārtha was a composite mobile community, which involved different groups and individuals moving together from one place to another. However, movement was purposive, organized and buoyant/acquisitive. Traders form the major component of a *Sārtha*. In *Arthaśāstra*, the term *sārtham* is used to imply a caravan and it has always been mentioned in neuter gender and in singular number. Interestingly, in *Apasarpapranidhi* (13.3.50-3) of *Arthaśāstra* the term has been supplemented with the term *vaidehakāḥ* i.e. the traders (in plural number, masculine gender) (Kangle 2014 1: 263). This reflects that, the term *sārtha* has a collective sense and

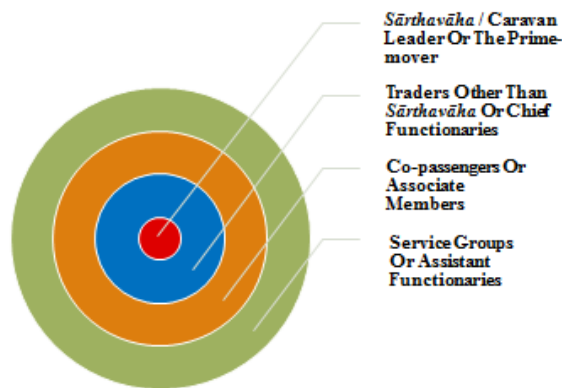
therefore, the term in singular has been used to address the mobile community as a whole. Secondly, it indicates the traders or *vaidehakas* or in other words traders were the main constituent/social component of the *sārtha*.

Though traders were seminal in the preparation and organization of *sārtha*, and also in successful accomplishment of their journey one can trace several other factors and functionaries (or factors and individuals) involved in the process. The purpose of the present research is to explore the diverse social elements (other than the traders) in *sārtha*, their role and functions, their relation to the *sārtha* and the broader society and to situate this in the early historic (Pre-Gupta) socio-economic context of the lower and middle Gangetic valley.

It is worth mentioning here that, to indicate those moving with caravans, the term which has been coined and collectively used in *Arthaśāstra* was *sārthagaṇavāsi*. The suffix added to it is in plural form i.e. *sārthagaṇavāsibhiḥ* (Kangle 2014 1: 262). Elsewhere the terms *sārthika* (Kangle 2014 1: 148). and *sārthavasi* (Fausboll 1962: 333-4) are found mentioned which indicate the individual members of the *sārtha* i.e. in singular number.

To understand the vibrant nature of the *sārtha* it is imperative to study in detail of the social elements, their actions and interactions with other social groups and individuals in and outside the *sārtha*. Before delving deep into this, considering their exclusive role in *sārtha* social elements (or the groups and individual members of the *sārtha*) can be categorized into four genres vis’ associate members or co-passengers, service groups or assistant functionaries, chief functionaries and the prime mover.

Categorising Social Elements In *Sārtha*



3. METHODOLOGY OF THE RESEARCH

Previous researches on *sārtha* are considered for thorough survey. Here we noticed a lacuna in the field of micro level study exclusively on *sārtha* and its social composition. We have exploring the facts and information about *sārtha* and *sārthavāhas* in literary and epigraphic

sources. Here we have followed homogeneous random sampling method for data collection. Selected literary texts and inscriptions have been considered for thorough reading and critical analysis. Data collected from literary sources have been compared and corroborated with the data culled from epigraphic records while we were analyzing the chosen epigraphic text to situate the *sārthas* and *sārthavāhas* in early historic socio-economic context and to understand the social dimensions of *sārtha*.

4. ACTIONS AND INTERACTIONS AMONG DIVERSE SOCIAL ELEMENTS OF *SĀRTHA*

4.1 Associate Members or Co-passengers

The genre involved ladies, elderly persons, children and men, religious mendicants and some professionals like couriers, messengers, envoys, spies etc. They moved along with *sārtha* while travelling to the common destinations. Though their purpose of journey differs they constituted part of the *sārtha* and thus became relevant to the context. *Sārtha* ensured safety, conveyance and food to their co-passengers and acted as means of communication.

4.1.1 People Who Are Shelters vis' Ladies, Mendicants Other Passengers

As mentioned earlier *Arthaśāstra* referred to *kanyāvāhika* as one among *sārthagaṇavāsis*. Existence of *kanyāvāhika* implies that, brides travelled along with the caravans while moving to the house of in laws or to their parental house. The term *kanyāvāhika* did also imply that there were separate arrangements or some exclusive carriage for the women, mostly for the travelling bride. This is worth mentioning here that though *kanyās* and *kanyāvāhika* moved together their position alters. *Kanyā* found shelter in *sārtha* which ensured security to their co-passenger. *Kanyāvāhika* provided service to the *kanyā* and thus had a business relation with the same. So, there were interactions at two levels. On one hand *kanyā* interacted with the *sārtha* at one level and on other hand she interacted with *kanyāvāhika* at another level and thus formed a network.

Travelling of women along with *sārtha* can be substantiated by plethora of evidences available in *Jātakas*, *Dīghanikāya*, *Mālavikagnimitram* and *Mahābhārata* and so on. This is evident from a passage in the *Nyagrodha-Jātaka* (Cowell 1995: 22-7) which mentions that, when the daughter in law of the *śreṣṭhi* of Magadha declared her wish to return home and give birth to her child in her father's house, taking leave of her husband's parents, she mounted a carriage, and with a large number of attendants left *Rajagrha* and proceeded along with a *sārtha*. It is noteworthy that, travelling in front of her was a caravan and she was always trying to maintain close proximity to them while in the move. Here we get reference to another lady who was mentioned as poor and hence stood in *sārtha*. She had to give birth to her child under a banyan tree. After that, she thought, "That without the caravan she could not get along, but that if she lived she might receive the child, covered him up as he was, and left him lying there, at the foot of the banyan tree" (Cowell 1995: 23). The above reference reflects that *sārtha* had special protection and were considered safe. Hence the lady was trying to maintain close proximity to the *sārtha*. At the same time the narrative also conveys that reaching on time was important for

a *sārtha* and it would not wait even for a lady who had just given birth to a child. What is common in the case of both the women is that, they were pregnant. There was (and is in today's country) a practice of travelling to the paternal house for giving birth to child and these women used to travel along with *sārtha*. However this was probably not the case always as another narrative shows that presence of a new born child in the *sārtha*. In the narrative of *Payasi-suttānta* of *Dīghanikāya*, we find that, a fire worshiper who dwelled in the forest found a new born child in the camp of the caravan. The new born child in turn indicates the presence of the lady in the caravan (Rhys Davids 1989: 339-40). In *Nalopākhyāna* of *Mahābhārata* we find that Damayantī while wandering in the forest in search of her husband took shelter with a *sārtha* (Dutt 1895: 96-8; Roy 1983: 139-43). The play *Nalodaya* by Kālidāsa on the basis of the *Nalopākhyāna* of *Mahābhārata*, also resonates the same description (Yates 1844: 206-7).

Apart from the ladies, there were religious mendicants and other passengers who, took shelter with the *sārtha* mainly for the sake of food and safety while travelling. Terms which is found mentioned in association with *sārtha* are *āriyasāvako* (Fausboll 1962: 332) i.e. *āryaśrāvaka*, *tāpasa* (Kangle 2014 1: 13, 22, 93; Kangle 2014 2: 21, 38, 184), *pravajitalingī* (Kangle 2014 1: 262). and *śramanas*, *bhikṣu* and *bhikṣuni* (Chandra 1977: 158ff). It is suggested in *Arthaśāstra* to indulge the spies, secret agents in disguise of *Tāpasa* for collecting information about the traders (Kangle 2014 1: 93, Kangle 2014 2: 184). This in turn reflects that some *tāpasas* used to travel with the traders. There are many references available in *Bṛihadkalpasūtrabhāṣya* which clearly show that Jain monks most often travelled along with *sārthas*. This text mentions about a lot of duties and restrictions of the monks while on the move. This also discloses some difficulties which they would have to face during the travel (Chandra 1977: 159-64). Once a group of such monks left behind by the caravan reached the camp where the carts carrying goods for the king had encamped. There they got food and were informed about the road that they had to follow. But, the monks had to face many difficulties when the caravan did not provide them with food (Chandra 1977: 163). Two points emerge from the above discussion that there were separate arrangements for carrying goods for the king and the second is that monks needed the association of *sārthas* not only for the food but also for the proper guidance of the way/route which they would follow.

The mention of *apasarpa* in disguise of *pravajitalingī* i.e. those bearing the marks of monks in *Arthaśāstra* also implies that, people were well acquainted with the visual of *parivrājakas* or mendicants as a component of the *sārthas*.

Among other co-travelers as part of the *sārtha* we find reference to children and old aged in the *Bṛihadkalpasūtrabhāṣya* (Chandra 1977: 162-3). According to the *Arthaśāstra*, the *brāhmaṇa*, mendicants, children, old, sick and pregnant women are allowed to use ferry only by showing the gate pass, and without payment (Kangle 2014 1: 83; Kangle 2014 2: 168). The same rule might be followed in the other modes of transport too.

4.1.2 Envoys, Couriers And Messengers

As *sārthas* guided by the *sārthavāhas* communicated with many regions, sometimes the envoys also accompanied them. We have shown earlier that in *Arthaśāstra* envoys or *dūtas* traveled in *sārtha* along with other *sārthaganaṅavāsīs* 13.3.48-9 (Kangle 2014 1: 262; Kangle 2014 2: 484; Basak 2016: 530). They were probably regular messengers and if they were so, they certainly

did not carry urgent messages which would require swift movements. In general the movement of the *sārthas*, especially big *sārthas* would have been slow (Rhys Davids 1911: 98; Chandra 1977: 162). but at the same time it should also be kept in mind that, traders were well aware of the distance and the expected travel time to reach the final/ desired destination. While describing the term *aribarga* on the basis of Kharoṣṭhī documents found from Niya, in central Asia T. Borrowes mentions that envoys followed *Arivargas* i.e. *sārthavāhas* to communicate their message to other regions (Borrow 1937: 76f). It is interesting that, *sārthavāhas* have been mentioned as *arivarga/arivargi* which means mediator or one who mediates. Thus the role of guiding an entourage to their goal/direction is reflected.

Messenger or courier, who acted as channel (means of transmission), transmitted goods or messages from sender to receiver, located at two different places. In the process of communication *sārtha* acted as medium (means of communication) and thus became relevant to the context. In relation to the rules concerning *ādeśa* or *anvādhi*, it is mentioned in *Arthaśāstra* that, “if a person in whose charge is the object to be handed over, does not reach the place indicated while going with a caravan, or is plundered and abandoned by robbers, he shall not be liable for the object in his charge” (Kangle 2014 1: 115; Kangle 2014 2: 231). So, this is clear that, *anvādhi* (and/or *ādeśa*) bearers (*sārthenanvādhihasto*) (Kangle 2014 1: 115; Kangle 2014 2: 232) used to move with *sārthas* it is further mentioned that, “if ... the caravan or the herd is plundered by robbers, or there is loss of the wheeled carriage, or the (deposit) is enveloped but flames or by the current... or the boat has sunk or is plundered, the (depository), if himself involved, shall not be liable for the deposit” (Kangle 2014 1: 115; Kangle 2014 2: 232). So, it is reflected from both these references that, the owner of the goods did not travel himself in all cases. Instead they appointed some agents to dispatch their goods as courier. These agents and/or the vendors on behalf of the agents did travel with the *sārthas*. The people were liable to send/dispatch those couriers to the intended person at the proper place and on time. In this connection it is worth mentioning that, Manu also mentioned about the men who made a contract to carry goods by a wheeled carriage for money and had agreed to a certain place or/and time (Buhler 1998: 281).

4.2 Service Groups Or Assistant Functionaries

Organizing a caravan is a huge task. This required a lot of functionaries for the whole arrangement for the tour as well as for the accomplishment of journey. Though there are very few mentions about the servants in literary and archaeological sources so far we have surveyed it is imperative that *sārtha* used to involve many of them. Here we have references to extra load bearers, utensils bearers, carriers of women and servants of diverse unspecified works along with some professional escort vis’ dessert pilots, guards and forest guides. They served to the other groups/members of the *sārtha* [i.e. *sārthavāhas* (prime mover) traders (chief functionaries) and co-passengers] and it is their service which make *sārtha* function properly.

4.2.1 *Bhṛtyas*

As the *sārthas* used to travel long they would have to carry required implements, tools and equipment -for raising camps, clearing the path, even making arrangement for water by digging well, if necessary, and so on. This also brings us to the question of man power which the *sārthas* would have carried along. They were probably the *upakaranahāarakas* (which is mentioned in *Arthasāstra* (Kangle 2014 1: 262; Kangle 2014 2: 484; Basak 2016: 530). They were indeed kind of slaves and laborers. This is noteworthy that, there is no mention of *dāsabhaṭakas* or *bhṛtyas* in aforesaid group of men but *sārthas* would have been composed with a lot of *bhṛtyas* or slaves worked under the traders. Though there is no direct reference to slaves travelling with *sārtha* but we get mention of *saṃghabhṛtyas* working in partnership (labourers from unions) under the traders (Kangle 2014 1: 115; Kangle 2014 2: 240). So, on one hand servants interacted with the traders in certain professional/business relationship on other hand they had their own understanding with each other and interacted within their community according to the guidelines of their *saṃgha*. *Ātivāhikas* were probably the persons who used to carry some extra loads. They might be included among the *bhṛtyas*. In fact there were certain difficult and inhospitable terrains where the caravan needed some extra strength and equipment to carry the loads. In this connection it is worth mentioning that the following citation from *Divyāvadāna* (yet this is a later text), where we see that the coolies or the load bearers are mentioned to have carried the loads or the merchandise along with the carts and camels (Cowell 1986: 501). *Jātakas* mentioned a *Sārthavahaputta* who while crossing through a lowland felt the need of extra carrier and rented Bodhisattva, who was the strongest bull, to help him to cross the area. Interestingly it is mentioned that, Bodhisattva along with the other bulls of the village had been waiting there for long to earn money (Fausboll 1962: 144-5; Cowell 1995: 73-4). However it may be pointed out that here we do not get reference to *ātivāhika* but the context is very similar to that of an *ātivāhika*. It is also probable that there were some people who escorted the traders by carrying loads in the uneasy contours and thus were mentioned as *ātivāhikas*.

4.2.2 Dessert Pilot

There were persons who guided the *sārthas*, while traveling across the deserts. They were the *sthala-niyamakas*. *Jātaka* mentions that, “Travelling on this desert, was like voyaging over the sea; a ‘desert-pilot’, as he was called, had to convoy them over by the knowledge of the stars. And this was the way in which our merchant was travelling that wilderness.” (Cowell 1995: 10) We have also found corroborative evidence of the desert pilot in Jain texts. We also get reference to the fact that some of the caravan leaders appointed assistants or officers to guide their caravans (Chandra 1977: 162).

4.2.3 Guards/Escorts

As *sārtha* moved with resources they had risks and for this they needed protection/security. Robbery was the foremost among the risk factors which *sārtha* had to face. *sārthas* were provided with necessary protections by the state officials and by the village headmen along with their fellow villagers within the *janapadas*, where the state might have some authoritative control but beyond that, especially in the forests and even in the border areas or the *pratyantas* they did not have such control at all or they have marginal control over those areas. In that case *sārtha* resolved the problem by two ways. Firstly, They appointed *valnāyakayas* (Fausboll 1962: 103) i.e. armed guards and thus maintained a security system of their own. In the *Jātaka*

narrative *valnāyakaya* who might have been leaders of the guards appeared as a member of the *sārtha*. Secondly, *sārtha* communicated with the agencies which would escort them security service. This is evident again from narrative of the *Jātakas*¹ (Cowell 1995: 231, 229) that, some foresters (*vaṇarakṣakas*) engaged or employed themselves to guide and guard/protect the men/*sārtha* while they were passing through the forests. The band of the forest guides or the forest guards used to have a leader. It was the leader of the caravan and the leader of the foresters, who deal the business and fixed the rate respectively on behalf of the *sārthikas* and the forest guards. This reflects role of *sārthavāhas* as the spokespersons of the entire mobile community, who had the authority/right to deal with others/outside on behalf their own. This is evident from many sources that the caravan traders usually had guards and escorts with them [Arthaśāstra 13.3.48 (Kangle 2014 1: 262; Kangle 2014 2: 484), *Jātaka*, *Nipāṭha* 2, No. 76 (Cowell 1995: 186); *Nipāṭha* 2, No.157 (Cowell 1995: 19-20); *Nipāṭha* 3, No. 265 (Cowell 1995: 232), *Nipāṭha* 14, No. 495 (Cowell 1995: 229), *Nipāṭha* 16, No. 513 (Cowell 1995: 12-3)].

So, in question of security *sārthavāha* on behalf of *sārtha* interacted with three different actors / groups of actors at three cases. Firstly, the State officials who on behalf of the state/political authority collected customs and tolls and thus had its share in the profit of the merchants. State was liable to provide necessary protection to the merchants and traders or else had to compensate for the loss. Secondly, *valanināyakas*, who were the leaders of the group of professional guards constituted another service group in *sārtha*. Traders appointed them to protect their goods and men. Thirdly, the leader of the forest guides/guards along with their fellowmen (*vaṇarakṣakas*) who escorted *sārtha* as outsiders along the forest roots and thus mentioned a business relation with *sārtha*.

4.2.4 Cart Drivers

As far as the mode of transportation is concerned the question of carts and bulls come in. A lot of men were involved with cart and animal driving the cart, though there is no direct mention of cart drivers in the sources which have been surveyed. As the *sārthavāhas* generally had their own carts and bulls they could collect fare from the passengers. We have the references of *Yānabhāṭaka* (Kangle 2014 1: 66) which the people who used the *yāna* or the cart of others probably had to pay this service.

4.2.5 *Kanyāvāhikas*

They were mentioned earlier should also be considered as one of the service groups.

From the above analysis it is perceived that, *sārtha* involved many service groups and individuals who maintained certain business relations with the other members of *sārtha* (with the traders, co-passengers and especially *sārthavāhas*) and performed their duties accordingly and thus made *sārtha* function in a proper rhythm. This also justifies calling them assistant functionaries of the *sārtha*. Member functionaries of each service groups participated in intra and inter group communication and acted accordingly and thus formed network.

4.3 Chief Functionaries

Traders formed the chief component of the *sārtha*. They undertook the commercial exchange and were directly involved in the profit making. The businessmen/traders who were mentioned in the above-mentioned episode (*Arthasāstra* 13.3.48) from the *Apasarpa-pranidhi* of *Arthasāstra* were *asvavyavahārika* i.e. dealers in horses, *paṇyavyavahārika* i.e. the dealer in crops, *dhānya-kreṭṛ-vikreṭṛ* i.e. the sellers and purchasers of grain. Here it is noteworthy that, the dealer of *paṇya* had been distinguished from the dealer of *aśva* in one hand and also distinguished from the sellers and purchasers of *dhānya* on the other thus indicating two things; first, neither *aśva* nor *dhānya* was equated with or regarded as *paṇya*. Secondly, *vyavahārika* and *kreṭṛ-vikreṭṛ* indicated two distinct business people who were associated with two different kind of business transaction. It is worth mentioning here that, *Jātakas* are replete with references to horses and horse traders or dealers. Among all the horses the demand for the *saindhava* horse i.e. the horses coming from the Indus region was high. Mostly they have been portrayed as coming from north (Cowell 1995: 22, 200). In the *Mahābhārata* (Dutt 1895: 97; Roy 1983: 141) and in *Bṛihadkalpasūtrabhāṣya* (Chandra 1877: 162) horses are found mentioned as a part of the caravan probably as commodities of trade. However elsewhere *Arthasāstra* referred to *vaidehakas* indicating the traders in general who travelled along with *sārtha*. It is imperative from the above discussion that *sārtha* involved different categories of traders who traded different commodities and sometimes of whom traded certain specialized objects/items.

As far as the narrative of *Vaṇṇupatha Jātaka* is concerned, in a camp of the *sārthas* they assembled or settled in four concentric circles. In the outer circle the escorts assembled in the circle following the outer one carts would be tied with ropes then in a third concentric circle the relatively safe zone the *sārthikas* would be made to settle and finally in the inner circle cattle were kept safe. Within this circular arrangement different trading groups or traders with common interests would settle in their own camps or tents. This reflects that individual merchants maintained their own networks involving men and goods while travelling. As the traders are outside the purport of the present paper here we would like to stop the discussion on this group.

4.4 *Sārthavāha*: The Prime Mover?

Sārthavāha was himself a trader. In the narrative of *Apaṇṇaka Jātaka* The *Bodhisattva*, who is portrayed as a *sārthavāha*, introduced himself along with his fellow merchants saying “We are traders” (*mayamvaṇijā-nāma*) (Fausboll 1962: 102). Again, in *Nalopākhyana* of *Mahābhārata* we see that, the *sārthavāha* introduced him in the following words, “I am a merchant and the leader of this caravan” (Roy 1983: 140). In *Kaṇha Jātaka* the term *sarṭhavāha* and *vaṇija* are used interchangeably (Fausboll 1962: 193-96). So, It is mainly the leadership of caravan which distinguished him from the fellow itinerant traders and this itinerant character distinguished him from other traders in general [like, *pratyantavanika* (Cowell 1995: 1-4, 20-30), *janapada-vanika*, *nagara-vanika* (Cowell 1995: 127-9)]. He was even different from the salesman for whom the term *kacchapuṭavanija* is used in *Jātaka* (Fausboll 1962: 111). It appears in the *Jātaka* stories that, *sārthavāhas* were generally the owner of a number of bullock carts (Fausboll 1962: 98, 106, 194, 270-1; Cowell 1995: 4, 10, 74, 135-6). It is he who played the vital role in

preparation for the onset of journey for trade, fixing the suitable time of journey, organization of *sārtha* and making other arrangements. He was well acquainted with the trade routes and their difficulties, conveniences and inconveniences (the whereabouts of the route) as well as the present situation of the market. As the leader or the supervisor of the caravan the *sārthavāha* had to arrange for the necessary provision or resources required in the course of the journey for the caravan members. He was also responsible to make arrange for Safety of his fellow men and goods (Fausboll 1962: 95-106; Cowell 1995: 1-9). So, in all respect *sārthavāha* was the leader of *sārtha*. In a certain story being asked about the way of getting rid of danger some of the *sārthikas* replied, "We didn't know, it was our leader who knew" (the way out of the danger). Here leadership of the *sārthavāha* is also approved by the words of his followers (Cowell 1995: 135-6). Indeed he not only acted as leader but also as the spokesperson of the caravan. He dealt with the officials, forest guards, revenue officers, or price assessors on behalf of the *sārtha*. Interestingly, according to the *Jātaka* stories, the success and failure of the journey and the business of the *sārtha* also depended on his experience, presence of mind and wisdom (Fausboll 1962: 95-106; Cowell 1995: 1-9).

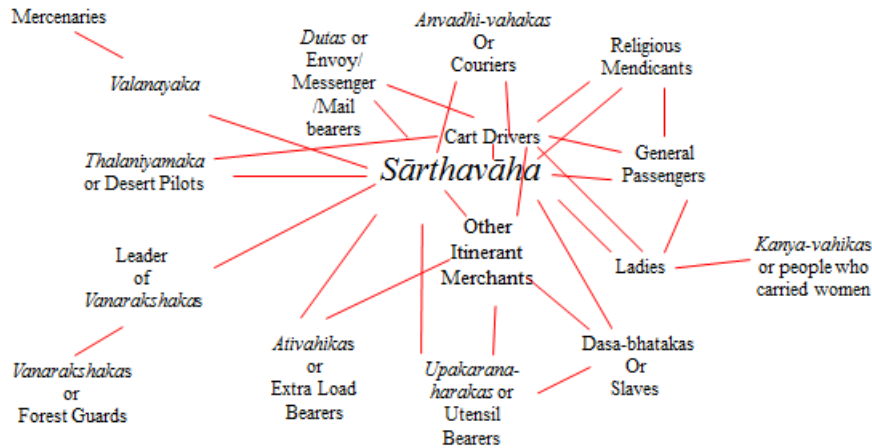
Generally the *sārthikas* obeyed him, followed his suggestions and did seek his permission/opinion/consent before taking any major/important steps. It is evident from many stories that, *sārthavāhas* used to take necessary decisions and give instructions to the followers which ought to be followed by them (Fausboll 1962: 95-106, 107-10; Cowell 1995: 1-11, 135-6). At the same time this is also evident in the same source that, sometime traders disobeyed their leaders. In *ApaṇṇakaJātaka* (Cowell 1995: 135-6) we see that, when the opinion of the others contradicted with that of him, the *sārthavāha* ordered a halt, assembled the *sārthikas* and held a discussion. In fact it should be kept in mind that, the *sārthavāha* is after all a trader. The traders, who travelled along with him, needed his leadership but were not bound to be loyal to him. The role in which the *sārthavāhas* are generally portrayed in the *Jātakas* is that of a good adviser.

It appears that *sārthavāhas* were linked with the members (groups and individuals) of each genres/categories. Further, each groups had their own interactive networks/circles within. It is the story in the *Mahāvāṇija-Jātaka* (Cowell 1995: 221-3), where we come across the fact that, coming from many places traders met together in a certain place and then chose a chief among themselves at the outset of their journey, and thus the *sārthavāha* was selected or elected (Cowell 1995: 221-3). This not only implies the understandings and interactions among the chief functionaries and reflects the significant role that they played in conducting the enterprise as a whole but also quite interestingly shows the evolving of the very status of *sārthavāha* itself out of their interactions.

This is true that, at least partially other members of the *sārtha* had to depend on *sārthavāhas* for their safety and security. At the same time, interestingly, it is mentioned in *Arthaśāstra* that, if one who is travelling with *sārtha*, is left or threatened to be left on the way it is a punishable offence and the person who threatens or leaves him would be punished and also to all the members of *sārtha* may have to pay a fine as punishment (Kangle 2014 1: 128; Kangle 2014 2:

252). There is no mention of any special fine for the *sārthavāha*. This reflects that the *sārthavāha* was not sole responsible/liable to provide security of the whole team. Rather the community as a whole would have been responsible for this. This implies the mutual understanding of/among the *sārthikas* reflecting interactions among the members within the mobile community.

Social Interactions Among The Human Agencies and Actors Of *Sārtha*



CONCLUDING REMARKS

It is perceived from the above analysis that, *sārtha* can be characterized as a composite mobile community which involved diverse social groups and individuals who had exclusive role in *sārtha*. Co-passengers neither helped caravan functioning nor participate in profit making. They only accompanied caravan while travelling for their own purpose. Assistant functionaries were service men or professional escorts who served under other groups. Their actions helped caravan functioning but they did not take part in profit making. Chief functionaries comprised the group of traders who alone participate in profit making thus constituted the core components of caravan. *Sārthavāha* was the foremost among them who guided the caravan and supervised the whole process from the preparation to the accomplishment of the business endeavour.

It is also reflected that, *sārtha* comprised a complex network which involved actions and interactions of/among many groups and individual actors within and outside. At the macro level *sārtha* acted as media of inter-regional communicational network. In the process they were linked with sender/receivers residing at cities in hinterlands. At micro level different groups and individuals within the groups interacted with each other and thus formed certain encompassing and intersecting circles of networks in the social sphere of *sārtha*. *Sārthavāha* acted as a major link though which macro and micro level networks converged. It is the interplay of networks which made *sārtha* vibrant.

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Exploring The Emergence of a Region and Its Socio-Political and Cultural Dynamics: A Case Study of Vidarbha (C.1st BCE to 8th CE.)

Ms. Poulami RAY

Dept. Of History

Jadavpur University

raypoulami11@gmail.com

Orcid: 0000-0003-0768-011X

ABSTRACT

Article attempts to understand the concept of space and its historical evolution over a long span of time taking up the specific example of Vidarbha. The name Vidarbha itself raises certain questions which are addressed in this article itself. The term Vidarbha has appeared in several ancient texts and even archaeologists have used the term though their main focus area was Wardha – Waingangā valley which has been designated as the core area of Vidarbha. In this thesis instead of accepting Vidarbha as a region in the first it has been conceived as a space that was preferred for human settlement from the early period of human history. This is well confirmed both by the archaeological as well as literary sources. How this space evolved as a distinctive cultural zone and whether historically larger spatial formations ever developed and Vidarbha emerged as a region at any particular historical time frame is the central theme of this article.

In this article we would rely on both literary as well as archaeological sources to understand how Wardha-Waingangā valley which was the core habitational area of the megalithic people experienced new socio-cultural and political developments in the physical as well as cultural landscapes of Vidarbha in the subsequent historical periods leading to the emergence of a region .however these two sources give two different picture of Vidarbha. The literary sources mainly show how it had been conceived in the minds of people whereas the archaeological evidence throw light on the processes involved in shaping Vidarbha as a region. But what happens after sixth century CE. Is the most interesting aspect when Vidarbha no longer remains under the political umbrella of any ruling authority?

Keywords: Vidarbha, Region, Landscape, Emergence, Process.

INTRODUCTION

The term region has been defined in many ways by scholars from different fields. Geographers, cultural anthropologists, archaeologists have their own way of defining a region. According to the famous geographer Dov Nir (Nir 1990: 1-4), study of region is in fact studies of places, spatial relationships and values attached to places and relationship. Geographers talk of regions at both the macro and micro levels – mainly in terms of physical traits. Archaeologists during the first several decades of the 20th century was mainly interested in analyzing the human settlement pattern. However, the emergence of the new archaeology in the mid-1960s led birth to the concept of regional archaeology. It introduced not only scientific methods and new analytical tools but brought the eco system approach (Kent Flannery) which emphasized on the inter relationships between human behavior and surrounding environment (Kantner 2008: 37-81) Thereby advocating a holistic regional perspective. Landscape archaeology is also a new tool used by the archaeologists to understand the processes that were involved in making of a region.

Thus, moving away from the study of isolated sites, emphasis is given by the archaeologists on the landscapes of varied types. A well noted work by Julia Shaw – ‘Buddhist Landscapes in Central India: Sanchi Hill and Archaeologies of Religious and Social Change, Third Century BC to fifth century A.D. where she has introduced the theoretical tool of landscape archaeology to understand the settlement in and around the Sanchi hills and integrate it with the Buddhist history is an excellent example of how archaeologists have tried to look at region.

With the birth of a New Western History, the famous American Historian Donald Worster gave succinct definition of region from historical perspective.

What regional historian should want to know is how people acquired a place and how they perceived and tried to make use of it (Armitage 2001: 32-47). Patty Limerick gave less environmental and more cultural twist to the definition of region. She stated that the idea of region is firmly rooted in the social history. Identifying the survival technique they adapted, their patterns of work and economy and social relationship are the main tasks of a historian according to Limerick (Armitage 2001: 32-47).

Coming to context of Indian subcontinent we find that the way region has been perceived in history has changed from time to time. In the colonial writings region have been understood as a homogeneous space and there was a tendency of identifying communities with regions to highlight the difference and divisiveness. It was in the post –independence era, understanding of the emergence and socio-economic trajectories of a region was put under the dominant framework of feudalism. Shifting from the earlier trend of writing only dynastic history where local heroes were unnecessarily valorized, it was the work of R.S. Sharma which was considered to be a path breaking one. It focused on land itself and showed how the land grant system brought changes in the socio-economic structure of a region. However, there was still existed problem in which region was understood. Within this perspective region was perceived to be an extension of an imagined epicenter which was considered to be Northern part of India (Sharma 1965). However, Romila Thapar opened a new dimension in the way a region needs to be looked at. She rightly pointed out that region is a part of a whole not whole in itself (Sahu 2015: 33-47). An example to illustrate her opinion is that one who wishes to study the coastal Andhra i.e., Vengi region has to take into account of the entire Andhra deśa and also the whole

of Deccan. It must be remembered that no region exists in isolation, there is always interaction and communications with one another.

It was from 1970s onwards that the understanding of region and the elements involved in making a region were studied afresh under the first German Orissa Research project. It was from this period onwards that region which was the context of historical events became the subject of study in history. That region itself became subject of interest among the historians which was no longer understood under the theoretical framework of feudalism instead new research and debates were introduced. This project is also important as in making region the subject of discussion under the discipline of history it involved scholars from sister disciplines- indology, linguistic social anthropology. In the two important works, one by Hermann Kulke – *The Cult of Jagannath and the Regional tradition of Orissa* (Eschman 1978) and the other one by Brajadulal Chattopadhyaya – *The Making of Early Medieval India* in the context of Bengal, Odisha, Andhra and Rajasthan mostly focused on the making of regional/supra regional states and societies in the wider context of trans regional interactions and adaptations (Chattopadhyaya 2012). B.D. Chattopadhyaya gave the idea of autonomous space, disregarding the concept of centralized omnipresent state in pre-colonial India. According to him spaces are essentially differentiated, and historical growth is uneven across spatial segment. The different spatial entities lived together and constituted each other through the normal processes of interaction, entanglement and overlaps. The sub-regions integrated with the regions, and even the regions also imbibed elements of the trans –region or Pan- India in course of constituting each other. For instance, the cultural linkages of Vidarbha with rest of Deccan and even with Northern India from the early historic phase bring into relief the wide ranging and vivid interactions (Chattopadhyaya 2011: 21-35) B.P.Sahu in his work ‘ Changing Gaze and Regions and the Construction of Early India’ viewed that it was from the early medieval period, multiple processes of changes happening simultaneously in the domains of culture, economy and society. These changes took place in relation to each other. Between fourth to seventh century there was expansion of agrarian base, new crops were introduced. Localities were formed which served as an agrarian space, these localities join together to form sub regions – deśa. There was formation of regional agrarian bases in different part of the Indian subcontinent. To sum up his view region were not undifferentiated, and they encompassed varying sub-regions and localities (Sahu 2015: 33-47). The coming together of localities led to the shaping of sub-regions, the latter coalesced in the making of a region.

What separated one sub-region from another were their environment, history and cultural ingredients, which included food, forms of cooking, spoken language, and networks of marriage preference, art and architecture (Chattopadhyaya 2011: 21-35).

B.D. Chattopadhyaya in his article entitled as ‘*Space, History and Cultural process*’ has coined the concept of imitable model negating the idea that a particular cultural pattern engulfed the entire region in pre-colonial times. Instead, he cited that the construction of Buddhist monuments and gifts of land to the monasteries were given in the Gupta age whereas the basic imitable model of kingship was Brahmanical at that time. What is most important aspect of his idea on region is that the processes or characteristics in making of region would obviously vary from one region to another and the chronology too may have differed (Chattopadhyaya 2011: 21-35).

We shall bring into the example of Vidarbha to show that the ingredients in making of region are varied and focus on the processes that were involved in the emergence of Vidarbha as a

region. It is necessary to trace the patterns of changes and continuities that shaped the physical and cultural landscape of Vidarbha from a long period of time and ultimately led to delineation of Vidarbha as a region. The processes of shaping Vidarbha into a region cannot be understood if we limit our discussion only to the early medieval period, instead trace it from a long span of historical time. The complex processes that were involved in shaping Vidarbha as a region has been addressed from two perspectives: firstly, by understanding the perceptions that developed in the minds of people about Vidarbha. Delving into the literary evidence we can understand how Vidarbha was conceived by people. It was not in the sense of a region rather as a janapada (Asmakajanapada identified as Adam) that Vidarbha emerged in the literary sources. Janapada was not a homogeneous space, and it was an inhabited space distinguishable from the forest land. Secondly, to understand the dynamics of socio-economic and political developments that were involved in the process of shaping Vidarbha as a region.

The locale of these literary texts was mainly in Northern India. Various ideas of Vidarbha revealed through such texts were mainly the perception of the outsiders, i.e., the people who were the dwellers of the brahmanical heartland. In some texts, Vidarbha has been understood in the sense of people or tribal unit, whereas in most of the literary sources it was presented as a newly established kingdom. Another interesting aspect of Vidarbha revealed through these literary sources was conceptualization of Vidarbha in connection to Daṇḍakāraṇya. Thus, the perceptions on Vidarbha reflected in the ancient texts give us a varied picture.

The earliest reference of Vidarbha in the literary sources is found in Aitareya Brāhmana. In this text, the prince Bhima is called Vaidarbha. Thus, it is believed that the name Vidarbha was derived from the name of this prince. Bhima was contemporary of the Gandhara ruler Nagnajit :Bhimaya Vaidharbhaya Nagnajite Gandharaya (Dey 1927: 34). This not only hints on the nomenclature but shows that Vidarbha had emerged as a kingdom like Gandhara. Even it is seen that people of Vidarbha were considered to be different from the other groups of people from Deccan. Unlike the Andhras, Pundras, Savaras and Pulindas and Mutibas, the people of Vidarbha were not considered 'udantya' i.e., people living beyond the borders of Aryandom (Yazdani 1960: 15). Though Vidarbha was geographically part of Deccan, but due to its strong cultural association with Northern India, it was considered as an extension of the Aryandom. In Jaiminiya Upaniṣad, Vidarbha was identified as a place where a special breed of dogs (Machala) was found profusely (Dey 1927: 34). In Brhadāraṇya Upaniṣad (first two Vamsas, 2.5, 22:4.5, 28) Vidarbha was perceived as a place where efflorescence of knowledge took place. It mentions of a renowned teacher Vaidarbhi Kaundinya. His name suggests that by that time Vidarbha had already earned fame for cultivating knowledge and the teacher Kaundinya was thus associated with the place from where he came (Deoras 1959: 157-64). That Vidarbha continued to be an important centre of learning and cultural activities in the later period is even known from the works of Rajashekhara. Though Panini's Aṣṭadhyayi does not speak of Vidarbha directly but mentions of a place called Kundin. This place Kundin was placed in the category of nagara by Panini (Suvrathn 2012: 155). Archaeologists have identified Kundin with the modern Kaundinyapura in the Amravati district. It was habitational site of Vidarbha which flourished from the Mauryan time and continued till the sixth century CE (Sali 1998: 3-38). In Sabhāparva as well as in Nalopakhyan parva of Vana parva, Vidarbha appeared as a powerful kingdom under the famous king Bhima. In the Sabhāparva of Mahābhārata it is stated that the kingdom of Vidarbha was located in the route connecting Aryavarta with the south (Yazdani 1960: 14-5).

As far as Puranic traditions are concerned, Vidarbha was considered as one of important janapada of Deccan which developed into a kingdom. In the Purānas (Matsya, Vayu and Padma) dated between 3rd to 5th century CE, Vidarbha was considered as a famous kingdom of Deccan named after his king Vidarbha. The stories presented in these Purānas throws light on the political history of Vidarbha and how later rulers of Vidarbha (Yadus and Bhojas) derived their lineage from the sons of this famous king (Singh 1972: 43-4) In the Puranas the people of Vidarbha were called Dakṣināpathavasinah (Law 1982: 319-20).

In the non-religious texts composed between the third to sixth century CE, Vidarbha was understood not only in terms of its territorial identity but also included its people. Kalidāsa in his Raghuvamṣa uses the word Kratha- Kaisik (meaning that the dwellers of Vidarbha were descendants of two legendary figures Kratha and Kaisik). Kundin, which was earlier considered as an important urban centre, appeared as the capital of Vidarbha in this work of Kalidāsa. Vidarbha had already developed as an important region in Deccan is also evident from the play-Malavikāgnimitram. The story related to Vidarbha depicted in this play indicated that Vidarbha as a newly established kingdom and was under the influence of the Mauryas from north (Law 1984: 341). All these literary sources might not give the picture of the real processes that were involved in making Vidarbha a region, but help us to understand how it was conceptualized in the minds of the people.

Shaping of Vidarbha as a region

In order to understand the historical processes that were involved in delineation of Vidarbha as region it is necessary to look into archaeological sources. Archaeological evidence not only throw light on the material culture but even help to figure out the changes and continuities that Vidarbha experienced in different historical periods which led to the emergence of Vidarbha as region. However, both archaeological as well as literary sources are consensus on the fact that Vidarbha had a long history of human intervention. The availability of natural resources and the advantageous geographical location of Vidarbha was the main reason why human settlement grew up from the Chalcolithic times. There was hardly any disruption in the human settlement till third century CE. Habitational sites mainly developed in the Wardha- Wainganga River basin which was identified as the core area of Vidarbha. Vidarbha displayed its distinct cultural identity from the megalithic period onwards. The architectural style and the burial customs that developed in Vidarbha were strikingly different from the rest of Deccan (Deo 1982: 27-32). It is noteworthy to mention that the cultural traits that Vidarbha exhibited were unique from the rest of the Megalithic tradition of Deccan. These are reflected in the burial style, idea of commemorating the deceased, pottery type and also the inner designs of the burials which are found from the sites of Vidarbha (especially the Upper Waingangā valley) and also in the metallurgy (Suvathan 2012: 122). The settlement pattern of Vidarbha has been studied in detail by Deo (Deo 1989: 89-91). Location of habitations, habitation-cum-burial sites, and only burial sites seem to have been dependent upon the function, characteristic and expertise of the site (Vaidya: 102-13). Habitations without burials occupied an ecological niche that seems to be conducive and favourable for agriculture. They were located near or surrounded by vast tracts of arable land with adequate water resources, for example, Adam (Natha 1992: 69-70). Habitation-cum-burial often exploited a dual economic niche where craft specialized raw material was available along with arable land for a sufficient though not extensive agricultural production. They are also seen located near low-lying hills and deciduous forests. Sites like Takalghat (Deo 1970), Mahurjhari (Mohanty 2001-2: 45-47), Khairwada (IAR 1981-82: 51-52),

and Bhagimohari (IAR 1982-83: 61-62) etc. belong to this category. They had a composite economy, craft specialization and also supported by an agro-pastoral lifestyle. All these sites of Vidarbha are situated near the banks of major rivers or their principal tributaries. The habitation sites of the Early Iron Age were situated near the banks of the river where the soil is suitable for agricultural production (Deo 1970: 78-80). The pattern of habitation suggested that they were strategically located to exploit more agricultural potentialities. Even the sites showed hierarchy in terms of size among themselves and most of these sites continued till the sixth century C.E. except a few like Adam (Nath 1992: 69-70).

The strong subsistence base that the people of Vidarbha created from this early phase of human history was an important factor that enabled Vidarbha to carve out its unique cultural traits within the broader megalithic tradition of Deccan (Deo 1970: 23-31).

Table 1: The table below will help us to understand such differences in the architectural style of megalithic burials available from Vidarbha (mainly upper Waingangā valley) Deccan and the Southern part of India.

Serial Number	Typology	Vidarbha(mainly Upper Waingangā valley)	Durg area in Chhattisgarh	Southern India
1.	Stone Circle	available	available	available
2.	Cairn Circle	available	available	available
3.	Cist	rare	Not found	found
4.	Menhir	less	popular	
5.	Dolmen	rare	Not found	popular
6.	Capstone	Available in the valley	popular	absent
7.	Rock cut cave	absent	less	popular
8.	Umbrella stone	absent	popular	less

Burial types such as rock-cut caves, umbrella stones and hood stones which are a dominant variety of south India are absent in this region but strikingly enough this part of Peninular India is endowed with huge deposits of laterite which is the basic raw material for constructing rock-cut caves and umbrella stones. Menhirs within the cairns and circles of stone are considered the most well-known megalith type in the Durg district of Chhattisgarh and menhirs inside the stone circles and cairns constitute the popular megalith type in the Durg district of Chhattisgarh, whereas these two types are not found in the sites of Vidarbha (IAR 1990-91).

Menhirs are only reported from the sites of Pachkhedi, Bhiwapur and Tilota Khairi (ASI 1930 31: 141). The latest unearthing done in the upper valley of Waingangā gave an insight to various menhirs at Janva, Silli, Satona, Malli and Gangla. Menhirs of upper Wainganga valley could be further separated into two categories; first is the menhirs that are independent and then the menhirs found inside stone circles. The menhirs that are independent are found from the sites of Janva, Gangla and Vadegaon while the second category is available in the site of Malli (Sontakke et al 2015: 43-53) **Burial Custom and the Society of the Megalithic Builders**

The construction of a variety of megaliths within Vidarbha itself suggested that people had affiliations towards different beliefs and practiced a variety of customs in the same society. As a result of this, we find a wide variety of megalithic monuments with different designs and patterns in their innermost sections of those burials. For example, from the ethno archaeological studies in the Vidarbha we come to know that menhirs were erected for those who died naturally whereas the burials constructed to commemorate the death of a child or a pregnant woman were completely different in their type. Studies of Ethno-archaeology have shown that the megalithic

burial builders had their own processions and persuasions associated with the burial construction and commemoration. The wide variety of burials found in different megalithic sites of Vidarbha indicated that a hierarchical society was formed in Vidarbha by that time. Megalith burials were not meant for all but for few, suggesting a division within the society. Excavation at the site of Malli shows that the fragments of pottery were located at different places of the burial ground (Sontakke et al 2015: 43-53). Such kinds of fragments of pottery indicated that the burials belonged to a group of people who were from the lower ranks of the society. These people were unable to construct megaliths due to a lack of money. Various usages of megaliths are also recorded in the sites of Takalghat Khapa (Deo 1970: 34-36), Mahurjhari (Mohanty 2001-2: 34-6). It has been clear from the study of the megalithic tradition that the building up of burials involved combined effort from the society and it also required labor, monetary resources and time. The idea of commemorating death is a distinguishing cultural trait of Vidarbha. This kind of mortuary practice also reveals that the sites chosen for burial activities were preferred by the people for settlement in the subsequent historical periods.

Material Culture of Vidarbha in the Megalithic / Early Iron Age –

The megalithic builders of Vidarbha used wheel turned and klin fired ceramics. Black and red ware, the caustic red ware, coarse red ware and black burnished are the major type of pottery found in various sites of Vidarbha during this period. The common shapes are bowls, dishes and pots with lids (Deo 1970: 23-31). Various kinds of bowls are seen in such categories. Painted black and red ware is a typical feature of the megalithic Vidarbha. The kind of mica slipped red ware reported from this part of Deccan suggests that it was distinct from the other parts of Deccan. According to Deo, it is unique as it has mica in its sections. This type of ware is a peculiar feature of the megalithic tradition of Vidarbha and gained special importance as it was recovered from the majority of the burial and habitational sites of Vidarbha.

The complexities in the socio-cultural domain of Vidarbha during this period laid the foundation for further development of it as a region in the subsequent historical periods. From the discussion done so far it is clear that Vidarbha was displaying unique cultural traits from the megalithic period onwards and the distinctive burial types and subsistence strategies adopted by the people of Vidarbha contributed in the process of gaining regional character in the later period. The majority of the sites which were purely habitational or habitational cum burial continued to exist in the Early historic and Mauryan period. Thus there was hardly any disruption in the settlement pattern and some of these sites emerged as an important urban centres when Satavahana made their appearance in the political orbit of Deccan.

From the Early Historic period onwards, the external influences and internal developments were the major factors that contributed to shaping Vidarbha as a region. Though Vidarbha till fourth century CE was not under any political authority, it created no obstacle in the process of attaining its regional identity. Vidarbha was located on a strategic position forming linkages between Northern India and Deccan. Numerous cultural trends passed through Vidarbha, which cultivated reciprocal relationships and induced development of Vidarbha as a region. The appearance of NBPW, silver and copper-punch-marked coins and the spread of early Buddhism were indicative of the fact that the cultural identity of Vidarbha in the early historic phase was greatly shaped by influences from Northern India (Suvratha 2012: 122). Even the penetration of Buddhism was considered to be a Mauryan influence. Though there is no direct evidence of Aśoka sending Buddhist missionaries to this part of Deccan, it is believed by scholars that Buddhism as a religious faith gained a strong foothold in Vidarbha from the Aśokan times. The Buddhist stupas on the Jagannath mound of Pauni and the other in Chandkapura give clear evidence of penetration of Buddhism in Vidarbha during the Maurya-Sunga period (Nath 1998:

8-9). As Vidarbha was an important nodal point in the trading route of Dakṣiṇapatha, it played active role in the inter-regional and intra- regional trading activities. A recent study based on the quantity of ceramics available at important sites of Adam, Bhon and Kaudinyapura suggest that there was thriving local and regional exchange in a wide variety of goods (Smith 2002: 145-147). This thriving overseas trading activities continued till the Satavahana epoch. Prior to the establishment of the Satavahana rule in Deccan, the physical landscape was divided into two geo-political units under two local rulers. Based on numismatic evidence it has been suggested that one unit developed centering the Waingangā basin which was under the Bhadras and the other on the side of Wardha river controlled by the Mītras. However, this internal development of Vidarbha ceased to exist in the Satavahana epoch. Though the Satavahanas had ‘nominal domination’ (sawant: 95-123) over Vidarbha but still the process of attaining regional identity was strengthened due to its role in the trading activities. Rouletted wares have been found in major sites of Vidarbha. It has been claimed by archaeologists that marine shells and beads were important items of long-distance trade (Morrison 1995: 203-221). From the study of the ceramics and other artifacts collected from the sites, it is evident that Vidarbha played a major role in the trading networks.

During the period from fourth to sixth century CE, Vidarbha witnessed certain prominent internal developments. These internal developments brought changes in the physical as well as in the cultural landscapes of Vidarbha. It was for the first time that Vidarbha came under any political control. With the establishment of Vakataka rule in Vidarbha, new political culture flowed here.

The physical landscape of Vidarbha experienced new internal developments- formation of administrative units, emergence of a strong statehood and expansion in the contour of Vidarbha. All these internal developments played an important role in shaping Vidarbha as a region. The system of land grant practiced by the Vakataka rulers also led to the introduction of new elements in the cultural landscape of Vidarbha. The ‘tribal societies of the wastelands’ (Baker 2015: 282) were united with core area of Vidarbha. As a result of such a policy, new cultural trends were visible within Vidarbha. The cultural practices of the tribal society were accepted within the folds of brahmanical tradition. The presence of the image of Bhograma (snake deity) in the temple complex of Ramtek indicates such development (Baker and Issacson: 46-74). There was also major change in the settlement pattern, most of the sites displayed a single cultural layer, and were situated away from the main river valley. It was the time when the attainment of regional identity and state formation went simultaneously. The complex web of socio-economic and political developments from a long period of time was thus involved in shaping Vidarbha as a region.

CONCLUSION:

It is difficult to figure out the historical processes experienced by Vidarbha in the post 6th century CE due to the dearth of evidence. After the collapse of the Vakataka power, Vidarbha was no longer the centre of any political activities. Rather it was subsumed within territorial jurisdiction of the Kalachuris. Most of the sites of the preceding period ceased to exist in the post – Vakataka period. No concrete explanation has been provided by the archaeologists on this issue. The description of severe drought by Dandin in his Daśakumārcharitam can be taken into account for giving suitable explanations on this disruption of settlements. Even the Markandeya Purana, dated between 6th to 7th century CE, refers not only to a prolonged drought that affected human settlement, but also gives description of goddess Sakambari, projected as the savior of mankind from famine and natural calamities. This severe natural calamity occurring in Deccan must have also adversely affected the human settlement of Vidarbha.

A contrasting picture of Vidarbha is reflected in the works of Rajsekhara and in Agni Purana. Both these texts consider Vidarbha as the birthplace of knowledge, famous for its distinct language and diction- Vaidarbhi. It can be said that between sixth to 9th century CE, Vidarbha expressed its regional identity through its unique linguistic cultural style.

Thus, it becomes clear that perceptions as well as the historical processes are two prisms through which we can understand how from a long period time Vidarbha was carving out its regional identity.

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Corporate Social Responsibility As a Development Basis For A Tourist Enterprise

Assoc. Prof. Dr. Antonina VERHUN

Kyiv National University of Technologies and Design

vergun.am@knu.edu.ua

Orcid: 0000-0002-2825-9511

Assoc. Prof. Dr. Julia BONDARCHUK

Kyiv National University of Technologies and Design

bondarchuk_julia28@ukr.net

Orcid: 0000-0002-4851-8701

ABSTRACT

Given the current strategy of the world economy, the leading place belongs to the social responsibility of business, which provides for such an enterprise direction, which considers not only the personal interests of the company but also the needs of the society. The continuation of European integration processes and the entry of companies into international markets require businesses to be open and transparent, to highlight the areas of implementation of the company's goals and the tools by which this goal is achieved. Today, the development of corporate social responsibility strategy for enterprises is one of the integral components of their successful operation, as it brings to a higher level the relationship of the enterprise with society and is one of the most important factors in economic development and the country as a whole.

The article proves that the issues of corporate social responsibility of public enterprises are especially relevant. It has been proved that CSR should be built considering the specifics of the external business environment of the enterprise, social environment, activities and scale of the enterprise. The stages of CSR strategy development have been proposed. In addition, the authors propose a system of indicators (parameters) for assessing the integrated CSR indicator for the components of economic, environmental and social performance, both in general and for enterprises in the tourism industry, which is the authors' development.

Keywords: Corporate Social Responsibility (CSR), Parameters Of Performance, Tourism Enterprise.

INTRODUCTION

Issues of corporate social responsibility have recently become increasingly important for business, raised and considered by international organizations, business associations, but insufficiently developed from a theoretical point of view. Recognition of the importance of the principles and development of the draft ISO 26000 social responsibility standard was announced at the World Summit on the Environment in Rio de Janeiro (1992) and at the World Summit on Sustainable Development in Johannesburg (2002), which focused on the world community on the need to join forces in achieving sustainable development. Since the second half of 2003, the discussion of corporate social responsibility has taken one of the leading positions both on the pages of world business publications and on the forums' agenda of state heads and business leaders, theoreticians and practitioners of strategic management.

Corporate Social Responsibility (CSR) is one of the leading concepts, according to which the main goal of large firms and companies "ceased to be the maximum appropriation of profits, and the decisive factor is to meet social needs and interests of all segments" [1, p. 418].

Ukraine is currently going through an important period in its history and strives to meet European standards [12]. Today, the concept of CSR is spreading and trying to integrate into their business activity, first of all, most large domestic enterprises, banks and corporations. At the same time, it has a significant impact on small and medium-sized businesses, sustainable development of society. According to a UN survey, about 76% of business structures in Ukraine are involved in corporate social responsibility programs [2].

In order to operate successfully in today's market, an enterprise must not only create, maintain and develop resources that are essential for achieving competitive advantage, but also integrate into the industry structure, which includes competitors, suppliers and regulators, as well as in the structure of a certain territory with its social and political environment, which includes individuals, organizations, local communities and local governments that work together to create a certain organizational wealth and risk. Under such conditions, the development and maintenance of CSR principles becomes a key competence of management, turns into the main means of achieving sustainable development.

CSR has become part of the business strategies and operations of many influential companies around the world due to the benefits that the company receives, namely [3-5]: increased corporate profits and access to socially responsible investments, in the distribution of which investors take into account indicators characterizing the activities of companies in the social and ethical spheres, in the field of environmental protection (FTSE4Good indexes, Dow Jones Sustainable Index, etc.); optimization of operational processes and reduction of operating costs; improving the image and reputation of the company, quality and competitiveness of products, which allows you to develop and open new markets and business areas; growth of sales volumes, market share, increase of loyalty of clients and investors; increasing the competencies of its own staff; improving company management; establishing effective relationships with other companies, government agencies and non-governmental organizations; improving financial and economic performance, etc.

These days, the tourism sector promotes partnerships between the state and the private sector, helps to strengthen interstate partnerships, promotes the development of individual regions of the country, and most importantly – stimulates cooperation between the tourism industry and civil society. It is the realization of the social orientation of the tourism sector that promotes the use of the "partnership" approach with clients, business entities, public authorities and local governments, non-governmental organizations, employees of tourism enterprises. This is how corporate social responsibility is formed. After all, the implementation of the principles of corporate social responsibility involves going beyond the statutory norms of doing business.

Enterprises seek to establish relations with society and invest in its development, strengthen their reputation, harmonize the “living environment”. However, socially responsible behaviour involves diverting some of the financial resources to solve tasks that are not directly related to making a profit. The desire to prosper in the long run encourages companies to find a balance between the need to invest in the social sphere and possible economic outcomes. Recognizing the fact that corporate social responsibility can be an important tool of competition, companies are actively incorporating its principles into corporate strategy.

1. ANALYSIS OF LEADING SCIENTISTS RESEARCH

It should be noted that in general, since 1992, when the issue of corporate social responsibility was first raised, the conceptual apparatus has been developed, public expectations have been defined and systematized, and the experience of socially responsible domestic and foreign companies has been analysed and summarized. Blagov Yu., Bowen G., Berman S., Davis K., Drucker P., Carroll A., Katkalo V., Friedman M., Shepard J. and others devoted their works to study corporate social responsibility. However, some aspects of corporate social responsibility, including assessment of its level, issues of corporate social activity, strategic management, remain underdeveloped, while through the formation of an appropriate system in the enterprise it is possible to ensure the implementation of sustainable development principles. Thus, the scientific and business literature on the relationship between business and society, uses a large number of concepts associated with corporate social responsibility.

CSR, according to A. Carroll, is a multilevel responsibility, which is based on economic responsibility, at the following levels, respectively - legal, ethical and philanthropic responsibilities, which conditionally form a pyramid of corporate responsibility [6, p. 39-48]. Noteworthy is the approach of D. Wood, who allowed to link the concepts of CSR, CSS and CSD into a single concept, defining the leading role of CSD and noting that corporate social activity is “existing in the business organization system of principles of social responsibility, processes social receptivity and their obvious results, which belong to the sphere of social interaction of the firm” [7, p. 693]. According to S. Vartyk and F. Kohren, KSD is a “fundamental relationship between the principles of social responsibility, the process of social perception and policies aimed at solving social problems” [8, p. 758].

It should be noted that corporate social responsibility cannot be considered in relation to society as a whole. For each enterprise operating in a certain field and in a certain territory, society is a system of stakeholders: consumers, owners, employees, suppliers, competitors, government agencies, local communities, etc., which are essentially the microenvironment of the enterprise, with elements of which there are interdependent relationships.

A number of works by domestic researchers, such as I. Angelko [1], O. Kolesnyk [2], O. Korkuna [3], S. Kuzyk [4], O. Muzychenko-Kozlovska [5], M Chorna [6], V. Shkonda, A. Kalyanov [7] are devoted to the problems of tourism enterprises development. However, the issue of corporate social responsibility in the tourism sector remains unclear.

The purpose of the article is to study the features of the implementation of social responsibility as a development basis for a tourist enterprise.

2. FORMATION OF THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY

The generalization of the existing approaches to the definition of CSR categories allowed us to conclude that an important task of CSR implementation is to create an appropriate management system, which should be based on procedures and rules for standards in quality management, human resources management, labour protection and environmental standards. Management of sustainable development and social responsibility requires a comprehensive program of

implementation of international management standards, which clearly defines the directions and specific responsible for their implementation in all areas of the enterprise (Fig. 1).

In the first approach, “corporate social responsibility of tourism companies” can be understood as foreign and domestic policy, a set of practical activities and programs that are integrated into the creation and provision of tourism services and based on social, environmental and economic responsibility of tourism enterprises to consumers and society.

The urgency of forming the concept of corporate social responsibility in the tourism business is due to the need to be guided not only by standard financial indicators, but also public interests, the requirements of sustainable development, compliance with business ethics and others. This position is due to the fact that tourism is a type of economic activity with a significant social focus, as it is aimed at meeting the needs of people and improving the quality of life. Enterprises in the field of tourism are at the initial stage of development and implementation of social responsibility, due to the ambiguous interpretation of its essence and the ambiguity of the perception of the tourism enterprises management.

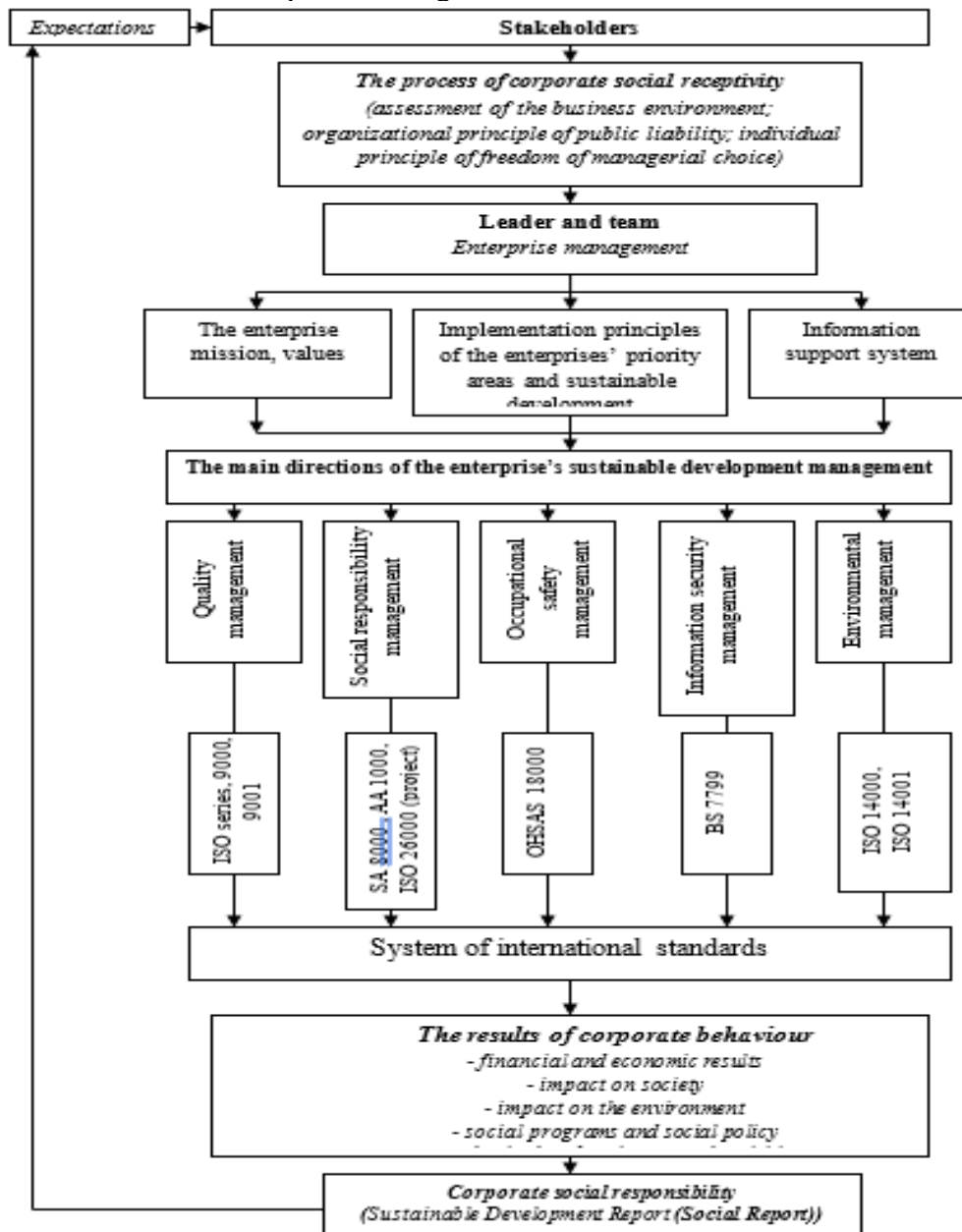


Fig. 1. The system of international standards for management in ensuring sustainable development and social responsibility of the enterprise (authors' development).

However, in each individual sector, considering sectoral characteristics, the priorities of social responsibility may be distributed differently. The main tasks in the field of CSR at the present stage include: in the field of innovation – the development of innovations, especially technological in order to replace environmentally hazardous technological processes with more environmentally friendly, reducing the negative impact on the environment; in the economic sphere – improving the quality and competitiveness of products, and on this basis to strengthen the financial stability of the enterprise; in social – investing in skills and training of staff throughout working life, creating a balance between working time and personal life, increasing the level of competence; creating healthy and safe working conditions; in ecological – ecological safety of activity on the basis of increase of organizational and technical level of production, updating the basic means both of nature protection, and industrial appointment. All these tasks should be subject to a single CSR strategy.

The company's strategy in the field of CSR should be based on the specifics of the external business environment of the enterprise, social environment, activities and scale of production. An enterprise that builds its activities on the principles of CSR should be monitored for internal areas of activity in order to improve them and implement a CSR strategy. This involves the development of the following types of policies: human resources development and working conditions policies; environmental policy; economic policy; community relations policies; corporate governance and business practices.

It is recommended to develop the CSR strategy in the following stages:

I. Assessment of the current situation (analysis of external and internal factors, stakeholders that affect the development of the enterprise (affected) and encourage the implementation of CSR; identification of available resources for enterprise development in accordance with the principles of social responsibility).

II. Development of a system of measures to implement the concept of sustainable development of the enterprise in accordance with the principles of CSR (achieving economic, environmental and social results according to established criteria, development of integrated business strategies, implementation of leadership in daily practice based on control and audit, assessment and analysis of dynamics, trainings, etc.).

III. Evaluation of results for each group of measures, clarification of objectives and corrective actions.

IV. Assessment of the level of CSR achieved by the enterprise and formulation (adjustment) of the organization's development strategy.

One of the important tasks of the company in order to form a balanced CSR strategy is to monitor the level of corporate social responsibility. When forming a methodological approach to the implementation of these procedures, it is necessary to solve the following tasks: formation of a unified system of indicators and criteria for CSR evaluation; development and implementation of CSR reporting; formation of enterprise development programs based on the results of preliminary analysis of the company's compliance with CSR principles.

In solving these problems, national enterprises often face the following problems: lack of a national concept, experience in reporting and implementation of CSR in the economy as a

comprehensive management system for enterprise development based on the principles of social responsibility and the concept of sustainable development.

The analysis of foreign and domestic practice of solving the problem of CSR monitoring and evaluation allowed to identify the following approaches:

- 1) the enterprise implements annual reporting in accordance with one of the generally accepted standards of CSR reporting, such as AA1000 or GRI (the process of preparing reports, in particular with GRI, includes measures to monitor compliance with CSR principles in the company and evaluate their effectiveness);
- 2) the enterprise introduces a system of internal monitoring and assessment of compliance with CSR principles, which is based on internal corporate approaches to defining CSR principles and reporting in this area;
- 3) the enterprise engages external experts to monitor compliance with the principles of CSR and (or) external evaluation.

It should be noted that the first approach, which involves the implementation of reporting in accordance with generally accepted standards, in particular the AA1000 standard, requires compliance with the following three key principles:

- inclusivity (acceptance) – participation of stakeholders in the development and achievement of social responsibility policy, consistent with the overall strategy of sustainable development of the enterprise, which would meet the principles of environmental safety, sustainable business development and development of unions in which the company operates;
- materiality (relevance) – the relevance and significance of the problem (decision, action) for the organization and stakeholders;
- responsiveness – the organization provides answers to stakeholders on issues that affect its activities and its sustainability.

The research has shown that following core CSR standards already provides companies with criteria and tools to monitor and evaluate their performance in this area. Monitoring and evaluation in this case are included in the company's minutes of preparation of reports according to these standards, but in the case of AA1000 the company may engage external certified evaluators to prepare a separate report on the state of CSR. In addition to following the two most common CSR reporting standards (AA1000 and GRI), companies can implement their own internal CSR monitoring and evaluation systems. It should be noted that in the process of monitoring CSR within the enterprise, the objects of regular assessment should be: policy in the field of environmental risk management; stakeholder relations policy; occupational safety and health policy, guarantees and social package for workers; economic policy – production and satisfaction of consumer needs, labour incentives, taxes, investments in infrastructure development, charitable activities, etc.

Different approaches to the organization of CSR monitoring and evaluation are used. In large multinational corporations, CSR issues have been brought to the level of the Board of Directors and management with the requirement to report regularly (at least twice a year) to the company's Board of Directors.

To solve the problem of analysis and evaluation of indicators of social responsibility of business (by components of economic, environmental and social performance) and to build an integrated

indicator on their basis, it is advisable to identify certain blocks of performance parameters, namely environmental, financial, economic and social. Their evaluation and interpretation are essential for the operational analysis of the source data (many parameters that characterize the activities of the enterprise), as well as for the decision-making process (justification of development strategy). To find the level (state) and its interpretation for each block of parameters (local indicators) in the practice of analysis using various methods (differential and complex; methods of distances to the standard, the sum of places and the Delphi method; the method of expert evaluations, etc.). Thus, in particular, when assessing local indicators of organizational and economic stability of the enterprise for each calculated parameter determine some limits of its changes in time or dynamic states.

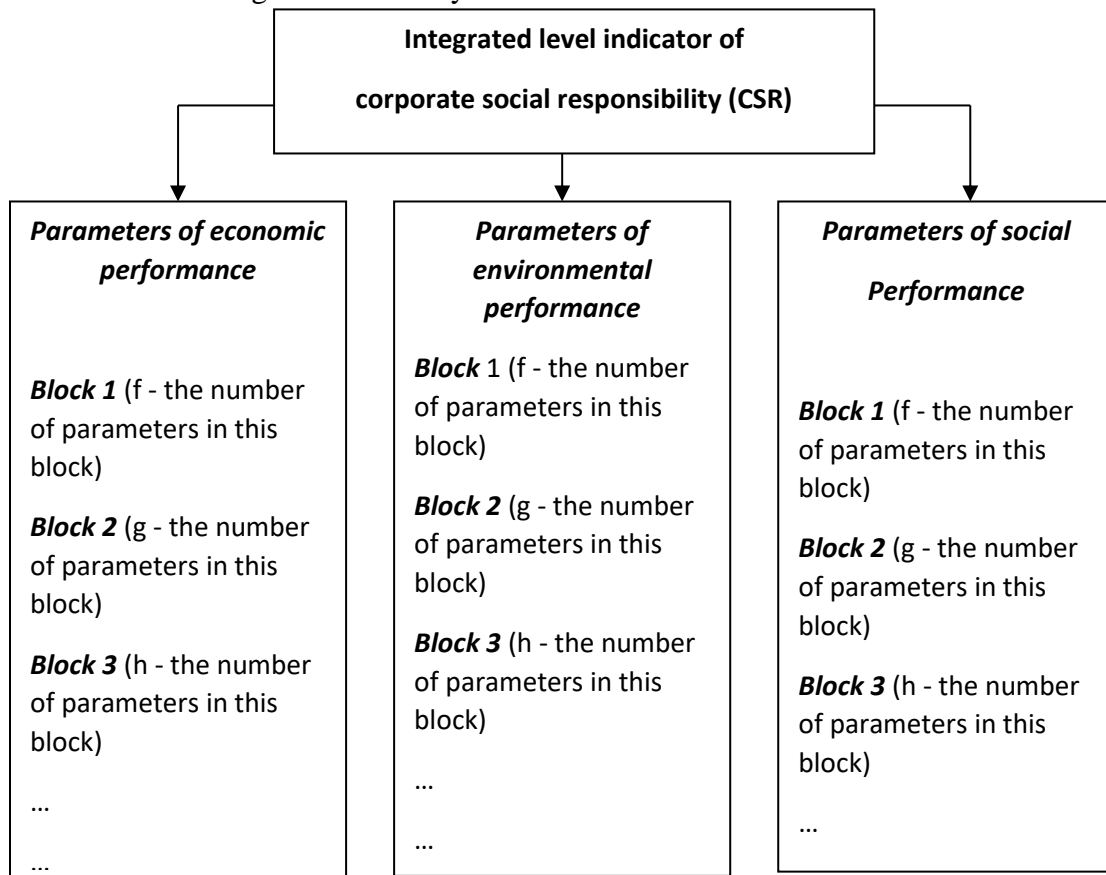
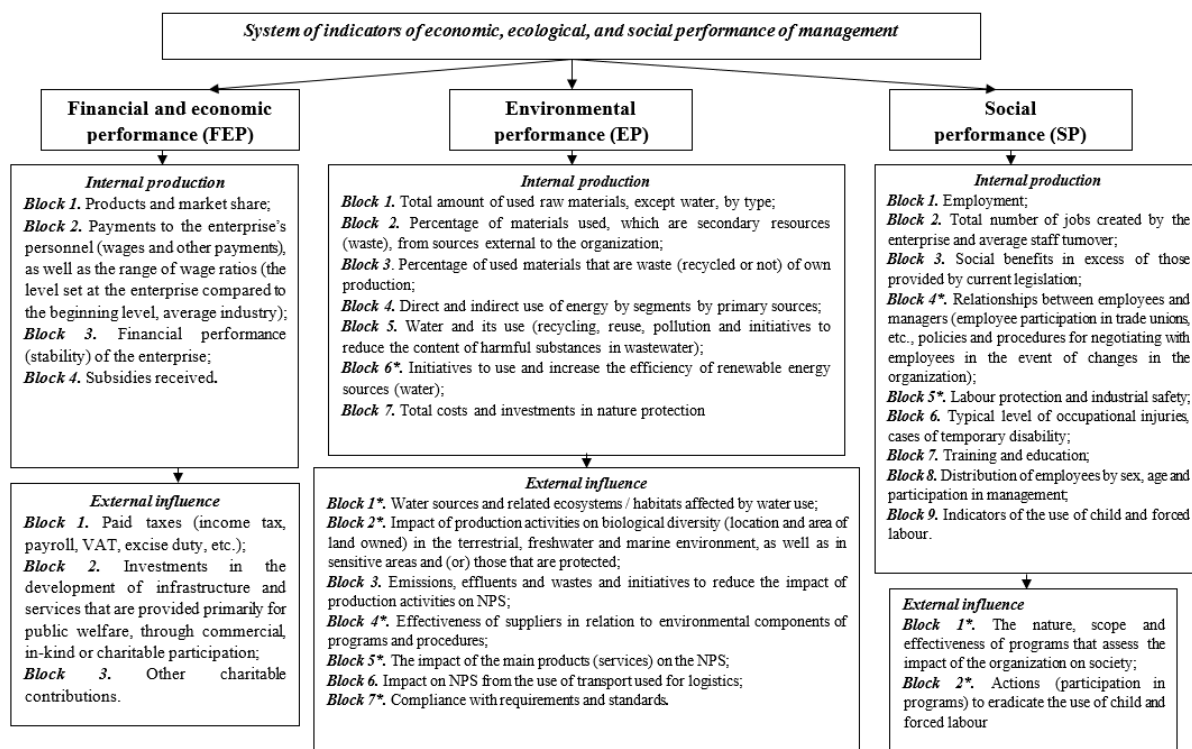


Fig. 2. The system of indicators (parameters) for assessing the integrated indicator of CSR on the components of economic, environmental and social performance (authors' development)



This assumes that for any parameter it is possible to determine (using the method of expert decisions), which values of the parameters are acceptable, normal or crisis. Thus, through expert assessments determine the limits of changes in certain selected parameters, i.e. form classes of their states in the dynamics [9]. However, it is well known that expert methods are characterized by a high degree of subjectivity.

The analysis provided for the assessment of indicators, which are formed on the basis of the system recommended by the GRI standard, and adapted for the enterprises of the leather sub-sector, considering industry specifics (Fig. 3). Indicators of economic, environmental and social performance are divided into two groups – internal performance (performance of the enterprise itself) and external influence, i.e. those that characterize the impact of the enterprise on its external environment.

When calculating the set of parameters, there is always a significant problem of comparing them with each other and in time, which is due to the following:

- different parameters have different units of measurement. In addition, some of the presented indicators are quantitative, others – qualitative (in Fig. 3 marked – *), descriptive, which complicates the construction of a single integrated indicator of social performance of the enterprise;
- an increase in one indicator can have a positive effect on the change of the integrated indicator, while an increase in another indicator can lead to its decrease;
- the limits of change of parameters in the dynamics can differ significantly and vary, which makes it difficult to bring the set of selected parameters to an integrated indicator for the enterprise as a whole. In addition, it should be borne in mind that a large number of parameters are interdependent and changes in one of them can lead to changes in other parameters.

To avoid subjectivity in determining the threshold values for each local indicator and to solve the problem of bringing different indicators to a single basis, it is proposed to use the theory of desirability, which is one of the methods of solving the problem of creating a single indicator (group, integral, complex) single indicators that have different dimensions and physical content [10]. This approach is based on finding the best (desired) and acceptable (baseline) values with which it is recommended to compare the actual performance of enterprises. By determining the scale of evaluation (classes or gradations) of indicators, this will allow the J. Harrington function to normalize the values of different indicators and bring them to a comparable form. Then the integrated indicator of the level of social responsibility will be an assessment, the use of which will streamline enterprises, determining the rank of each.

It should be borne in mind that the application of this method differs slightly depending on whether the parameters are quantitative or qualitative. According to this method, each unit quantitative indicator (in our case, the parameter of the block) is proposed to evaluate using a transitional dimensionless value on a special table – the scale of desirability (preference), and then on the basis of single (local) dimensionless indicators to determine group indicators for each of the blocks (generalizing function of desirability). The generalizing function of desirability is a universal indicator that allows you to consider the degree of importance of a parameter and its value, which may vary within certain limits.

The sequence of iterations that must be performed when determining the level of desirability of quantitative local parameters is presented in Fig. 4.

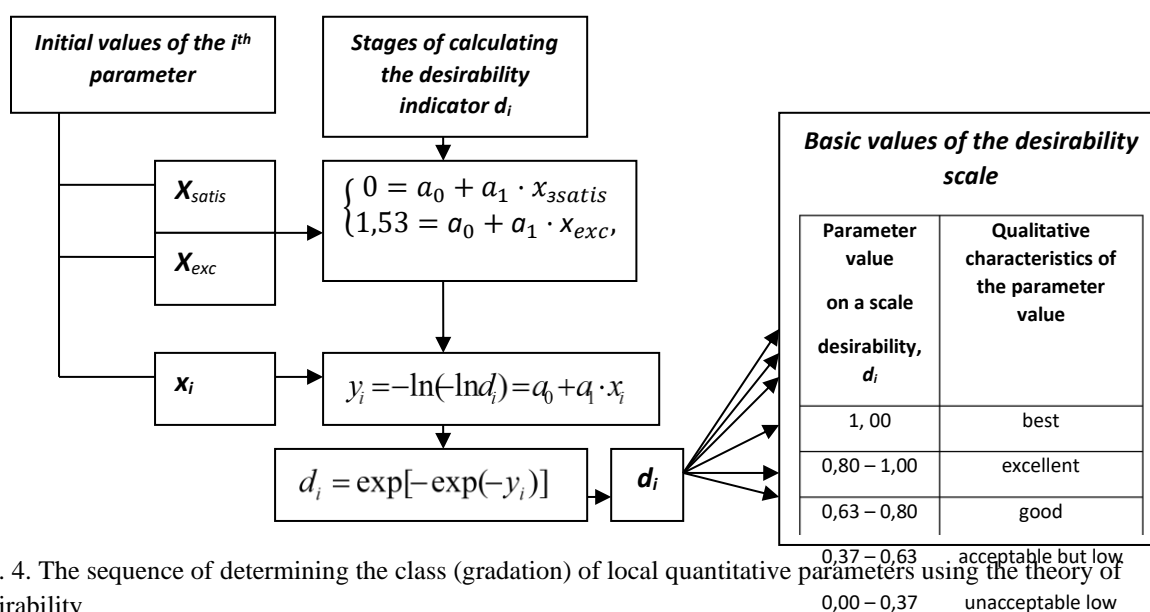


Fig. 4. The sequence of determining the class (gradation) of local quantitative parameters using the theory of desirability

As can be seen from Fig. 4 that for each quantitative parameter of a particular block of performance it is provided the definition of a class (gradation of the indicator and its quantitative assessment), which corresponds to the real state of the indicator at the moment. In this case, the indicator of desirability d_i , as a dimensionless quantity that characterizes a certain indicator, varies from 0 to 1.

It should be noted that a more complex category of internal social responsibility of the enterprise is the responsibility to consumers. To implement it, a travel company needs to create

an image by demonstrating responsible business conduct, as well as fulfilling all the conditions in front of its employees, which will help create the image of a consumer travel agent and implement the principles of social responsibility to consumers.

CONCLUSION

As the basic principles of corporate social responsibility of doing business at most Ukrainian enterprises are only at the stage of implementation, tourism enterprises have a great chance to become one of the first pilot projects to use these principles. Forming corporate social responsibility, tourism enterprises must consider the entire complex structure of tourism activities in the country, because due to the geographical diversity of the country we have different types of tourist recreation. Another important stage in the formation of corporate social responsibility of the tourism business is the cooperation of private enterprises with government agencies, civil society institutions, research institutions and institutions of higher education. To achieve global sustainable development, it is required to develop social systems and social standards that would help maintain the necessary level of equity in the distribution of wealth to which European countries are now approaching. To support regional and national initiatives, it is necessary to encourage and stimulate the development of targeted programs, including sectoral, aimed at accelerating the transition to sustainable consumption and production models that would contribute to the socio-economic development of relevant industries and regions, beyond the assimilation potential of ecosystems, to increase efficiency and sustainability of production processes, to reduce resource degradation, pollution and losses.

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From Prosperity to Crisis: Extinction of Native Rice Species as a Result of Green Revolution

Amineeta PAL

Department of History
University of Kalyani, West Bengal, India
amineetapal@gmail.com
Orcid: 0000-0003-2357-0543

ABSTRACT

Rice is one of the most important food grains in Asia. In India and especially in Bengal, various varieties of paddy were cultivated and, in some places, more than one indigenous and high-quality species of paddy was cultivated. Some of them also had medicinal values. Before the arrival of the British, the relationship of the state and feudal authorities with the agrarian society was specifically bound to the collection of surpluses. They had no practice of interfering in the freedom of the peasantry. The state levied taxes on the grain produced, which had to be paid in grains itself. Since there was no fear of losing land and no risk of exclusion from production despite not having exclusive ownership of immobile property, there was never a lack of interest in new method of paddy cultivation and protection of diversity. Later, with the introduction of zamindari-jotdari system, private ownership of land was created. Land was then considered as immovable property and the farmer works on that land as an employee under the zamindar-jotdar. The farmer now has to sell his crop in the market and pay the tax to the state, in proportion to the grains he would have been paid like before, but in the money, he receives from selling them. This complication was later exacerbated when the state intervenes between land and farmer after the arrival of the British. However, shortage of food was a thing to worry about in India after independence. Aftermath of partition, a large number of refugees migrated to India in groups through the Bengal and Punjab borders. The refugees in Bengal in particular were the cause of excessive pressure on production from lands. As a result, the primary notion of the Government of India was to produce more food grains in less time by any means. As rice and bread are the staple of almost all the migrators. In Bengal and Punjab, the initial shock of destruction came upon the production of paddy and wheat. On the other hand, in the international arena, research has been done for a long time on how to make a high yielding crop by genetically modifying it. India agreed to the PL-480 agreement with the United States under the pressure of providing adequate food for its massive explosion of population. This has led to a temporary increase in the production of grains, but on the contrary, the millennia-old variety of rice is getting annihilated into the abyss of time

Keywords: Zamindar-Jotdar System, PL-480, Green Revolution, HYV Seeds, Variety Extinction.

INTRODUCTION

Paddy is a crop that is cultivated in different countries of the world in diverse environments. The ability of rice to adapt to changing natural environment is remarkable. The range of agricultural Paddy production is from 53°N (Northeast China in Northern hemisphere) to 35°S (New South Wales of Australia in Southern hemisphere). That means, it includes Equatorial, Tropical, Subtropical to Temperate regions of earth. In 6750 BC, the archeological fossils of paddy proves that the Indians have been familiar with paddy since time immemorial. The scientific name of the rice cultivated in the Indian subcontinent is *Oryza sativa* var *Indica*. West Bengal is known as the Rice Bowl of India. So many varieties of rice are produced here without any effort that scientists have named them, *Oryza sativa* var *bengalensis*.

In Bengal, rice is a symbol of happiness and prosperity. Even the custom of worshiping rice in theology was prevalent in Bengal. In the Rig Vedic age, paddy was called 'Brihi'.¹ M. Monier Williams says that in the Vedic age, the cultivation of maize was the most common crop. Occasionally a word called paddy or "sita" is found. Although Monier Williams uses it to mean rice, A. A. McDonnell and Keith suggest that the word used in the Rig Veda may not have been used to mean "rice." There is some confusion among historians that, in the Rig Veda, the words 'Yava' and 'Dhana' are used only as the names of ordinary grains or as special grains.

In the fourth mandala of The Taittirīya Samhitā, there are fourteen types of grains mentioned in Sutra 6.4, of which seven are agricultural grains and seven are wild grains. These are: rice or "vrīhi", barley or "yava", beans or "māsha", sesame or "tila", bean or "mudga", gram or "khalavasha", wheat or "godhuma", lentils Grain or "masura", buckwheat or "syāmaka", panicum miliaceum (buckwheat) or priyangu, panicum frumentaceum (buckwheat) buckwheat "menava" and wild rice or nivara / "nīvara". So here it is seen that the grain called paddy is present in both agricultural and wild fields. As a result, there were different varieties of paddy even in that era.

In ancient Vedic texts, rice has been described as a much more devotional offering. Rarely has the name of productive variety of rice been found. The Buddhist texts there are much more realistic. There are two types of rice mentioned in Binoy Pitak - Brihi and Shali. It is believed that Shali is actually a Pali version of the Sanskrit word Brihi. Cooked rice was known by three names, namely, Odānā, Bhattā and Sukkhākura. Hearing the last name, it seems that in this case the rice was probably boiled and dried and then used.

On the other hand, in Jatakas, which was the story of the next births of the Buddha; Shali is called one of the hilly varieties of rice. The wild rice was called 'Nīvāram' and 'Sayamjātusālim' in Pali. The variety of red rice was called 'Rattasālivam'. But here Vrihi was termed as a separate high-quality rice. Rice was often referred to as 'tandula'. The cooked rice was called 'bhattam' and 'pāyasa'. Also, the land on which rice was produced was called 'sālikhettam'. Dhammapada is the most popular and longest work of Buddhist literature. There are basically three types of rice - red rice, hill rice and wild rice.

The books Susruta Samhitā and The Charaka Samhitā, based on medical science, contain various references to food and drink with a variety of medicinal properties. The main attraction of the chapter is the stock of rice with various medicinal properties. The names of four types of rice are found, namely, Shali, Shashtika, Vrihi and Kudhanya.

According to the Puranas, rice was mainly used as a religious offering in religious ceremonies. Such as red rice, black rice and Sāli in Agni Purana, Vrihī, Sāli, white rice and Samathi rice in Matsya Purana, Aman and small grained rice in Markandeya Purana, Nivāra in Vishnu Purana, Sastika in Shiva Purana and Syamaka in Ling Purana. The names of many indigenous varieties of rice are found in the 'Birth of Dhanya' chapter of Shunya Purana written by Ramai Pandit. Namely, Kamad, Duggvaghog, Tulasali, Bhaddamukhi, Tulan, Pangsi, Boali, Gujura, Tilsagari, Patal, Sitasali, Latamau, Khejurchhari, Pabbatjira, Dalaguri, Kusumamali, Raktashal etc.

Hiuen Tsang came to India as a Buddhist tourist and wrote his famous travelogue C-Yu-Ki. Here he mentions rice and maize as important food grains. He speaks of a kind of rice called keng-t'ao. However, he did not comment on the salient features of this new variety of rice.

A total of sixty varieties of rice are named in Bharatchandra Raigunakar's Annadamangal. Namely, Dalakchu, Olakchu, Ghifla, Raipani, Patra, Megghasa, Kalamana, Kalindi, Kanakchur, Chanachur, Guasali, Harilebu, Guathudi, Dudi, Sundi, Ghisali, Poyalbira, Kalamocha, Kaijuri, Khejur, Khejur, Khejur Chilat, Karuchi, Kalojira, Padmaraj, Dudhsar, Luchi, Kancharangi, Kapilabhog, Bamshajjal, Bajal, Marichshali, Kajla, Shankarachina, Maku, Mete, Mosilot, Shivajata, Dudhjana, Suda, Dudhkamal, Khari, Kamuti, Vishnuv, Basmati, Kadma, Kusumsali, Rama, Lakshmi, Alta, Chanargura, Juti, Gandhamalati, Amrit and Latamau.

In the Padmavati poem, Alaol describes the variety of royal rice at the royal feast. These names are 'Raibhog', 'Kajrani', 'Jhinra', 'Rudra', 'Basmati', 'Kajri', 'Ratnari', 'Madhukar', 'Dhela' and 'Jhinasari'. Krishnaram Das's poem 'Kalamangal', composed in the verse of Pyaar, contains the name of the species of rice. Here the poet imagines Dhanyalakshmi. Dhanyalakshmi's ornaments are different varieties of paddy here. For example, 'Konakchur', 'Garuda', 'Sitabhog', 'Bankamal', 'Patamal', 'Kamini', 'Kinkini', 'Jamainadu', 'Khaihar', 'Desuti', 'Shitaljire', 'Haribhog', 'Parijat', 'Suryabhog', 'Chandramani', 'Muktashali', 'Kamini', 'Lakshmibhog', 'Punjabhog', 'Muktajhuri', 'Patkhop' and 'Anjanalakshmi'.

So, it is clear that in India and especially in Bengal different varieties of paddy were cultivated and, in some places, more than one native variety of excellent paddy was cultivated. A socio-economic explanation can be given to preserve this diversity of paddy or rice production. Before the arrival of the British, the relations of the state and feudal authorities with the agrarian society were specifically confined to the collection of surpluses. As producers, they had no habit of interfering in the freedom of the peasantry. Towards the end of the eighteenth century there was a revolutionary change in agricultural production. The commercialization of agriculture in India was initiated by the direct and indirect policies and activities of the British government.

There are three types of land system in British Occupied India - Zamindari, Raitwari and Mahalwari. The British government made food grains and other agricultural commodities for sale through the Permanent Settlement and the Raitwari Settlement. The zamindars were recognized as the owners of the land through a permanent settlement and a wealthy landlord class was created.

The demand for money increased as cash revenue became compulsory during the British rule and farmers became dependent on money to buy their necessities. In this situation, the farmers look at the market and start producing crops keeping in view the fluctuations in the market price

of rice. The opening of the Suez Canal in 1869 AD reduced the distance between India and England, making trade safer and faster. As a result, not only commercial crops like jute or cotton, but also food grains like rice and pulses became profitable to export.

When the export of essential food grains like rice started in foreign trade, the deficit was seen in its diversity. In this context, the economic historian Tirthankar Roy has commented that in any aggregate production its value has increased at every level. However, Tirthankar did not always like the theory of increasing the poverty of the farmers. According to him, the rich may get richer but this does not necessarily mean that the poor became poorer, as their total income is likely to increase. Speaking on the commercialization of agriculture in Bengal, Amit Bhaduri said that this system created subsistence in the land. Sugata Basu thinks that this has led to a stagnation in agriculture.

A notable feature of the Bengal economy during the last half of the nineteenth century was the emergence of private rights over the lands of the jotedars. One of the major reasons for this is the Bengal Tenancy Act of 1855, which recognized the right of the landlords over the land and gave them a permanent right. As a result, they consider agriculture as a part of business. By reducing the production of food grains by the landlords and forcing the farmers to cultivate other commercial crops on that land, the farmers were also getting mentally devastated. Gradually it is seen that the farmers are shifting away from their own productivity.

One of the features of this system at the beginning of the twentieth century was the acceleration of monetization in the Bengal economy, that is, the increasing use of money. As the market moves towards the city, the control of grain trade goes to the emerging grain traders, their profits increase in exchange for currency but the surplus value remains elusive to the farmers. However, in hierarchical land structure, the farmer, deviating from the authority of the consumable crop, has to procure food from the market at a new price. As a result, the exchange entitlement of his labor decreases.

Amartya Sen clearly states that in the twentieth century, especially after 1910, the circulation of currency in Bengal increased drastically. As a result of the commercialization of agriculture, the production of food grains is reduced, the farmers lose interest in production, and in some places the farmer loses his right to produce.

The diversity of paddy production and the bio-cultural diversity were synonymous with the farmer. It was not a new phenomenon for the farmer to discover new varieties of rice seeds by combining two or more rice seeds of different species. But with the increase of this land tenure control, the freedom of the farmers decreased. Due to the increasing emphasis on commercial crop production by the farmers, the diversity of rice has been declining. No type of rice yields at the same time. Different types of land, different amount of water is required for each rice species. Moreover, according to the species, the amount of yield of rice varies. The more the control of the land and its yield goes from the hands of the farmer to the cultivator, the less the passion of the farmer towards the land and the yield.

One of the characteristics of the twentieth century is the war economy. As a result of this system, the farmer has to produce a large quantity of ordinary quality rice. Because the government took a large part of the rice from the market for the war. The government will never buy a variety of fragrant rice for the army like Basmati or Randhuni Pagal. In that case Minikit is

more acceptable. As a result, the farmer is also obliged to fulfill his duty of becoming a citizen; He will then produce more Minikit rice. So as the demand for government offices and government purchases increases, the demand for more varied rice will continue to decline. It was this war economy that reduced the farmer's exchange entitlement.

Food problems were a problem for post-independence India. Besides, as a result of partition, a large number of refugees arrived in India in groups through the Bengal and Punjab borders. The population of these refugees in Bengal in particular was excessive. As a result, the main goal of the then Government of India was to produce more food grains in less time by any means. On the other hand, in the international arena, research has been done for a long time on how to make a crop more productive by genetically modifying the crop. India agreed to the PL-480 agreement with the United States on the pretext of providing adequate food in the face of its massive population explosion.

The term "Green Revolution" was first used by William S. Gaud, the administrator of the U.S. Agency for International Development (USAID), in a speech on 8 March 1968. He said, "These and other developments in the field of agriculture contain the makings of a new revolution. It is not a violent Red Revolution like that of the Soviets, nor is it a White Revolution like that of the Shah of Iran. I call it the Green Revolution."

The process of food production in India at that time was dependent on natural weather. Before the Green Revolution, rainfall variations in different parts of India, and various agricultural and irrigation systems developed in tandem with the natural order. At that time various techniques of crop selection, water conservation and irrigation system were developed in keeping with the local nature and environment. Agriculture in Bengal was mainly riverine. Similarly, before the Green Revolution, crops were selected based on the amount of water.

Meanwhile, in the sixties, the food crisis again created a lot of internal pressure. In this situation, India had to face considerable pressure to get US food grains under the PL480 program. Due to this situation, India had to take the path of Green Revolution in 1961 under the leadership of MS Swaminathan.

The discussed green revolution but could not be launched in the whole of India; There were some selected areas. Initially, it was introduced in areas where infrastructure was developed. Among them the states of Punjab, Haryana, Madhya Pradesh, Andhra Pradesh etc. were advanced. In the case of Punjab, it was observed that non-labor-intensive materials like agricultural implements, irrigation, fertilizers, etc., were used more in large holdings. In addition to state subsidies, large farmers invested heavily in agriculture. The average investment rate per year was 25 percent. But those who owned small holdings or whose land size was between one and two hectares; Those who borrowed and bought irrigation water, seeds, fertilizers, etc. from the open market, suffered losses.

When the AKI agreement was signed between India and the United States, a high-powered joint board was formed to implement the agreement. The joint board was represented by Walmart, the world's number one retailer, Daniel Midland, the world's largest food retailer, and Monsanto, the sole regulator of chemical, seed and biotechnology research. According to the agreement, these companies are included in the overall process from the initial stage of

distribution of agricultural produce in India. Tata, Ambani and Mittal of India were partners in various projects of these companies.

In the case of the application of biotechnology in Indian agriculture, it was said that the first green revolution could not be implemented equally in all the states. Equally advanced agricultural technology has not entered all regions of India. If we want to increase food production in line with the population growth in the country then there is no other way forward except the second green revolution. It was said that India was a country rich in natural resources. During the first Green Revolution or HYV crop cultivation, Indian scientists and farmers showed great skill. They invented 3500 high yielding varieties using the technology of Green Revolution. It also developed a variety of environmentally friendly seeds, which was not possible in the United States. But the amount of capital that needs to be invested in GM crop production is not available to low-income marginal farmers and middle farmers in India. As a result, there was a growing emphasis on contract farming by the state.

Living Object claims or patents have been introduced in the United States since the 1960s. Multinational corporations have patented food grains. They delivered the patented grain to the homes of farmers in various Third World countries. From then on, there was the possibility of replanting the crop and its seeds. Because from every grain seed the seeds were regenerated in a natural way. It will not be able to stop the multinational companies in any way, nor will it be able to file a complaint against any farmer. There was also an ancient custom among the farmers to exchange seeds among themselves. It is almost impossible for companies to locate a farmer if he buys seeds from a multinational company, cultivates the crop, cultivates the crop and gives the seed to his ally, and if he is a farmer in a remote village. And if it is found, then the accused farmer has to file a complaint according to the law of the country of which he is a citizen and the case will proceed accordingly. In addition, the problem is that patents on grain seeds or plants are not legal in many countries in Asia and Africa. The result is huge financial losses for multinational companies. So, for decades they have been conducting experiments to ensure that even if the seeds of the patented food grains remain in the farmer's house, the farmers will not be able to cultivate those seeds again.

Finally, a joint study by the US Delta and Pine Company and the US Department of Agriculture (USDA) found a solution to the problem. The Delta & Pine Company named it 'Seed Protection Technology'. The famous Canadian voluntary organization named it 'Terminator' or destructive technology. The grains produced as a result of this technology were made barren. This means that a type of toxin-protein enzyme will be kept dormant in the terminator seeds which will be effective in the seed of the crop produced. The enzyme then activates and kills or inactivates the reproductive gene by poisoning the seeds of the crop produced.³² As a result the seed will be barren. The farmer then does not have to cultivate normally from the seeds bought once again. Each time he will be forced to buy new seeds from the company. The company's fixed income was also ensured.

Then came the second exclusive business policy of the trading company. The companies then started selling various types of chemical pesticides along with grain seeds. Notable among which is the round-up. They spread all these pesticides and herbicides in the villages. Although weeds in the land play its role as indirect friends of the land. Land weeds are different and often these weeds help to increase the fertility of the land as an organic fertilizer. There is a type of infestation of rice plant called Mazra insect which is not harmful in case of paddy. But

international trading companies, such as Monsanto, described it as harmful and toxic, and introduced a variety of powerful chemical pesticides to kill it.

This roundup has a deadly detrimental effect of using pesticides. That is, if the application of this pesticide did not kill the crop insect, then its chemical caused genetic changes in that type of body and made it stronger. Not only this, the rate of reproduction is also doubled. These new insects no longer kill the old pesticides. Then the companies came up with more powerful new chemical pesticides for those insects. As a result of the gradual use of chemicals, organic farming gradually moves to the back row. Because once the farmer gets in the habit of cultivating Terminator seeds and Roundup Ready grains, then naturally the diversity in the country will be lost.

It is also worth considering how high yielding these high yielding seeds actually were. In this context, Mrs. Vandana Shiva in her book has harshly criticized the Green Revolution in terms of Punjab. She showed how the land and ecosystem of rural Punjab faced a crisis within decades. The pesticides or chemical fertilizers used to cultivate these HYV seeds have a detrimental effect on the surrounding biodiversity, reduce soil fertility and cause incurable diseases (such as cancer) in the distant future.

Not only Vandana Shiva, but many other historians and researchers have discussed the far-reaching effects of the Green Revolution in Punjab. Vijay Jayadhar, a farmer from Joydhargaon village in Tehri district of Uttarakhand, started the 'Save the Seed' or “beej banchao” movement in the late 1980's. Vijay Jayadhar said that before the Green Revolution, about three thousand varieties of paddy could be found in Garowal area. There, the number has now dropped to 320. But not just rice, this movement of Vijay Jayadhar was towards every local seed. He repeatedly appealed to the farmers in person so that they could cultivate commercial seeds and cultivate more local seeds without harming the soil.

Bengal plays a leading role in paddy production. So, what was the impact of this green revolution on Bengal? Was there a miserable situation like Punjab? Historical books on this, however, are insufficient. In fact, the terrible form of green revolution has not been directly captured in Bengal like in Punjab. But the impact was profound on agriculture, on food diversity. Thousands of native rice species became extinct.

Before the 'Green Revolution', more than 42,000 desi paddy was cultivated in India. During the Green Revolution, hybridization of Japonica and Indica led to the emergence of new hybrid rice. It is said to be the seed of high yielding variety or HYV (High Yielding Variety). Initially these high yielding seeds yielded good yields but soon the prices of seeds, fertilizers, pesticides, pump sets etc. for irrigation increased. This modern cultivation was also being carried out by force on uncultivated fallow lands. Since 1965, due to the abundance of government subsidy in technology-based agriculture, commercial aggressive advertisements, etc., the diversity of rice varieties that have been cultivated for thousands of years is on the verge of losing. This high-yielding seed did just what decades of natural disasters failed to do.

So much for the calculation of direct losses on crops. Moreover, there have been some indirect losses which were not easily noticed in the initial stage. In the case of paddy, the word 'straw' comes first in the list of indirect losses. The paddy trees were dried and turned into straw and used to make the roof of the village house. Earthen walls and thatched roofs are a familiar sight

in rural peasant houses. As straw and soil are poor conductors of heat, it protects the household from the scorching heat of summer. But most of these high-yielding rice plants are short, unfit for roofing. Tin asbestos as an alternative is actually unable to withstand the heat of the sun.

Paddy lands are usually submerged. As a result, some fish are grown there. Paddy land is mainly a breeding ground for Magur fish. In addition, small anonymous small fish, nuts, googly easily meet the demand for protein in the soil. Besides, such land is also suitable for duck grazing. Gondi and googly are one of the favorite food of ducks. While grazing, he unknowingly does the work of weeding the land. But the existence of all these aquatic animals is endangered due to the prevalence of chemical fertilizers and pesticides. Dr. Anupam Pal, Assistant Director, ATC Fulia, pointed out that in the past, about 40 kg of Magur was normally available on one bigha of land and at Rs. 50 per kg, the market value was around Rs. 20,000. Without any investment. Even if we invest more money there now, the yield is not matching.

In addition, the number of fallow lands is declining in the case of high yielding paddy cultivation. Uncultivated land is also being brought under forced cultivation. The forest is being cleared and converted into cultivable land. As a result, the loss of normal grain yields, as well as oilseeds and pulses, is declining significantly. Earlier, pulses like khesari, musur etc. were sown 8-10 days before harvesting aman paddy. But with the increase in boro paddy cultivation, it is no longer possible. As a result, even though the amount of rice in pulses and rice is the same, there is a shortage of pulses. Even lately we have to import pulses from outside. And naturally its price is also higher.

In addition to this, there is a shortage of ground water. With the technology of pumping ground water, the area under borrough cultivation has also increased. It takes about three and a half thousand liters of water to cultivate 1 kg of boro paddy. So, the cost of water per bigha is easy to guess. As a result of continuous pumping of ground water, the water table in more than 50 blocks of West Bengal has gone down a lot. Somewhere again the problem of arsenic has appeared.

But the hope is that as a result of the tireless work of some people, we are getting back some native rice varieties. Although the number is much lower than before. Leading role in this work has been taken by Dr. Debal Deb's organization 'Vrihi' and Assistant Director Dr. Anupam Pal of Phuliar Agriculture Training Center. So, in the end, the scientific name for making Third World agriculture a monopoly business was the 'Green Revolution'. And Punjab was its main pasture. But within decades, the expected picture of happiness and prosperity in Punjab turned out to be just the opposite. In the case of Bengal, it was not understood so quickly. The 'high yielding' business quietly laid its hands on the huge variety of grains in Bengal. Yet the good news is that farmers are now recognizing the true 'high-yielding' approach to commercial advertising. Farmers in Bengal have realized that domestic paddy is capable of yielding twice as much as the cost of cultivating high yielding paddy, at almost half or less than half the cost. Besides, there is no need for environmentally harmful chemical pesticides, organic fertilizers are enough. Along with this, various indigenous rice such as kala bhat, kerala sundari, satia etc. have also entered the urban luxury kitchen. At present, in many cases, doctors tell diabetics to eat kalavat or black rice. The hope is that scientists, environmentalists as well as ordinary farmers in the city are gradually becoming aware of the benefits of native wealth. If one day we can really recover even half of our lost wealth then the real 'green revolution' will come to Bengal.

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A Study of Human Development Index of Southern Rajasthan: Future Prospects and Potentialities

Tamish AGARWAL

The Doon School
tamishagarwal@gmail.com

ABSTRACT

Human Development is a new approach that takes into account all aspects of a person's life, including their socioeconomic status. Human well-being is nurtured through a multifaceted approach that considers not only economic but also social factors. Human development progress is gauged using the Human Development Index (HDI). Human development has traditionally ranked Rajasthan as one of the least developed states in the country. The state's economic, social, and health progress was sluggish for the first three decades of its development. Rajasthan's economic and social performance began to improve in the 1980s, just like many other southern and northwestern states. The human development index status in Rajasthan and Southern Rajasthan is thus determined through a review of the reports available concerning HDI of Southern Rajasthan. Human development index in the selected area will also be examined to see if there are any future prospects or potentials for growth. Research shows that Human development is a distinct approach to human well-being from the more conventional approaches. There is a low unemployment rate and low poverty rate in Rajasthan, according to its livelihood profile. "According to the 2002 Human Development Report of the Planning Commission, Rajasthan's position among Indian states has risen from 12 in 1981 to 9. Some northern and some eastern districts and most urban areas have shown dynamism while the southern districts, particularly, have lagged behind". This development pattern has a regional dimension. As a result of the investigation's findings, It is suggested that steps be taken to improve the region's human development index.

Keywords: Human Development, Human Development Index, Livelihood, Sustainable Development

INTRODUCTION

Human Development is a new approach that takes into account all aspects of a person's life, including their socioeconomic status. Human well-being is nurtured through a multifaceted approach that considers not only economic but also social factors. Human development progress is gauged using the Human Development Index (HDI).

According to Mahbub ul Haq, the UNDP's Human Development Index is based on Professor Amartya Sen's writings and personal advice to the UNDP. Many economic growth theories and theories about the development of human capital view the individual as a tool for increasing output. Human beings are seen by them as merely a means to an end. The human welfare approach sees human beings only as recipients of the development process and does not consider their participation in the process. As a basic needs approach, it's all about meeting people's basic needs, placing them on a pedestal, and ignoring their potential. As a result, the human development approach removed these roadblocks and provided a fresh perspective on human development by emphasising the importance of expanding one's range of personal options. The human development approach does not overlook the importance of human participation and capabilities in the development process. Progress in Human Development has been measured using the Human Development Index (HDI). Human Development Index is based on the actual capabilities as well as income, and is compiled by the United Nations Development Program. Health, education, and nutrition are all areas in which these abilities can be applied

All of India's states share some common characteristics, but each state also has its own unique set of characteristics, making it impossible to generalise about any one state without ignoring the differences between them. "Financing Human Development across states was an important objective of government, and while maintaining a fairly consistent format for study reports, highlighting the state's specificities".

India's westernmost state, Rajasthan, is the country's largest in terms of area (342.24 million square kilometres) and the eighth-most populous. "Due to the low population density in the state's six westernmost districts", which account for more than half of the state's land area, this is primarily due to the state's desert (and near-desert) conditions. "Thus, the state has one of the lowest densities in India, with a population density of 165 people per square kilometre. More than a quarter of the state's rural population, or about 77% of the total, lives in settlements that are only a few hundred people in size". In addition, about 70 percent of the population relies on farming.

In terms of human development, Rajasthan has been ranked low in the past. In 1981, it ranked 28th among 32 states and union territories in terms of the human development index, "with only Madhya Pradesh, Uttar Pradesh, and Bihar among the larger states behind; the rank improved slightly in 1991 to 27 with Orissa also falling behind". As a result, Rajasthan ranked 9th among the 15 largest states in terms of human development index, which implied a significant improvement in the state. Recently, India's 12th Finance Commission ranked each state according to various human development and infrastructure indicators, which ranged from high to low. "Rajasthan was in the group 'lower middle' for human development and in the group 'low' for infrastructure".

Although the state began at an extremely low level of human development, it has made significant strides forward, especially in the 1990s." There is a long way to go, and the state's low per capita income means that its efforts must be broadened to include both economic and human development, which is not a simple task". The human development index of the state, particularly in southern Rajasthan, must therefore be examined. Researchers are trying to find out how human development index is currently doing in the southern region and what the future

holds for it.

Human Development:

Human Development is a new approach that takes into account all aspects of a person's life, including their socioeconomic status. Economic and social aspects of human well-being are included in the human development approach. An index known as the Human Development Index (HDI) is used to measure human development. The following are a few of the most important HDI takeaways:

- In order to determine whether the country is a developed, developing or an underdeveloped economy.
- In addition to this, it is utilised Economic policies can have a significant impact on the quality of life of a country's citizens, and this can be measured.
- Based on the Human Development Index (HDI), the countries of the world can be divided into high, medium, and low human development.
- development is both an outcome and a process of increasing people's options for living lives they value
- It is important to remember that economic growth is only a tool for human advancement.

Importance of HDI

Using the HDI, countries can be classified as either developed, developing, or underdeveloped, based on their "human development."

- "Human development and the complex relationship between income and well-being can now be viewed through a broader prism".
- Governments frequently use the HDI as a benchmark against which to measure their own progress in comparison to that of neighbouring countries.
- This is a snapshot of the country's average human development performance
- As a useful starting point, the following indicator tables on various aspects of human development contain a wealth of information.

Categories of HDI

These metrics are used to rank countries each year. "Human Development Index 2011 is divided into four quartiles based on the number of people living in each". Index of human development that is extremely high;

1. Very High Human Development Index – 0.900 – 1
2. High Human Development Index – HDI 0.699-0.899
3. Medium Human Development Index – HDI 0.522 to 0.698
4. Low Human Development Index – HDI below 0.521

Emergence of Human Development Index (HDI):

Many studies and efforts have been made to find a more comprehensive measure of development that provides a more accurate depiction of growth. Economists and institutions have attempted to measure socioeconomic dimensions of development using a variety of indices, but none of them have been able to provide a clearer picture. Their meaning and analysis has become more difficult to decipher and comprehend. Mahbub ul Haq emphasised the fact that this search had been plagued by a number of difficulties. After conducting trials, several composite measures that lacked a methodological foundation were discarded. Efforts to build, examine, and evaluate alternative socio-economic indices were not long-term enough, nor was there enough investment in such measures.

People's lives don't improve automatically as a result of economic growth, as they learned from World War II. Most countries' experience has shown that people's lives are worsened by a higher level of economic development, despite the fact that economic progress should trickle down. Because of this, the idea of re-evaluating the measurement of development arises. Human well-being has been measured using socioeconomic indicators.

The United Nations Development Program (UNDP) sponsored an initiative to create a Human Development Report in 1989. In order to compile a Human Development Report, it is necessary to take measurements. The Human Development Index (HDI) has emerged in the search for a new composite indicator of socioeconomic progress. The United Nations Development Program (UNDP) released its first Human Development Report in 1990. This report introduces HDI, a new measurement index for measuring human development. The search for a composite index to reveal the correct state of human well-being was extremely difficult. For Mahbub, the search was guided by several principles. People's options would be expanded by the index's measurement of human development. There were options for people who wanted to live a long and healthy life, learn new things, have a good standard of living, work hard, have access to clean air, and be part of a community. "To keep things simple and manageable, the new index would only include a small number of variables". It would be better to create a single composite index than a multitude of individual indices. Social and economic factors would be taken into account by the HDI. Keep HDI's scope and methodology open-ended.

Due to the growing demand for a single, comprehensive measure of human progress, the Human Development Index (HDI) came into existence.

Concept of Human Development Index:

Professor Amartya Sen's writings and personal advice influenced the UNDP's Human Development Index, which was created by Mahbub ul Haq of Pakistan. In economic growth theories, human beings are seen as a tool for increasing production.... They view humans as merely a means to an end rather than a person in and of themselves. The human welfare approach sees human beings only as recipients of the development process, ignoring their involvement. As a basic needs approach, it's all about meeting people's basic needs, placing them on a pedestal, and ignoring their abilities. As a result, the human development approach removed these roadblocks and provided a fresh perspective on human development by emphasising the importance of expanding one's range of personal options. The human development approach recognises the importance of human participation and ability in the process of development. Progress in Human Development has been measured using the Human Development Index (HDI). The 'UNDP's Human Development Index is based on actual capabilities as well as earnings. Health, education, and nutrition are all areas in which these capabilities can be applied.

HDI dimensions and HDI indicators:

Longevity; education; and income all play a role in the HDI's three basic dimensions of human development. There are three fundamental options in each of these three dimensions. Living a long, healthy life, getting an education, and having a decent standard of living are all important goals for everyone. The HDI is simply a sum of these three fundamental measurements. Human development is influenced by these three fundamental dimensions:

health, education, and income. HDI is composed of three axes and four metrics (see Table 1.1).

Table 1.1

Dimensions and Indicators of HDI

Sr. No.	Dimension	Indicators
1	Longevity	As measured by life expectancy at birth.
2	Education	1) As measured by adult literacy rate (with 2/3 weight)
		2) The combined gross enrolment ratio of primary, Secondary and tertiary level of education (with 1/3 weight).
3	Income	As measured by GDP per capita (ppp US \$).

Source: UNDP, Human Development Report 2001

Method of HDI construction:

To begin, determine the maximum and minimum values for each dimension's indicators. According to the actual observed values, their upper and lower bounds are established (see Table 1.2). Maximum and minimum values have been determined using fixed goal posts. All of these numbers represent the 'most extreme values' that have been observed or predicted for the next three decades. The 60-year-old goalposts allow for meaningful comparisons between countries' performance. To calculate the sub indices, the minimum and maximum values must be established.

$$\text{Dimension Index} = \frac{\text{actual value} - \text{minimum value}}{\text{maximum value} - \text{minimum value}}$$

There has been used natural log of values for calculation of income index. The HDI is the simple average of three dimension indices.

$$\text{HDI} = \frac{\text{Health} + \text{Education} + \text{Income}}{3}$$

Table 1.2

Goalposts for Global HDR

Indicator	Maximum Value	Minimum Value
Life Expectancy (Year)	83.6 (Japan2012)	20.0
Mean years of schooling	13.3 (united states2010)	0
Expected years of schooling	18.0 (capped at)	0
Combined education Index	0.971 (New zeland2010)	0
GNI per capita(ppp US \$)	87.478 (Qatar,2012)	100

Source: UNDP, Human Development Report 2013

1. CHAPTER - IMPORTANCE OF THE STUDY:

Over the past 40 years, Asian countries have led the world in economic growth, with India in the top 10 in income growth, according to the Human Development Report (2010). Multi-dimensional poverty, gender gaps, and rising inequality have been identified as major regional challenges. With the help of the District Human Development Index (DHDI), the government can better allocate public resources to the most economically and socially disadvantaged areas of the district. DPDC can also help to reduce economic and social backwardness within

districts. Any state's metropolitan areas are always home to a concentration of industries. The HDI of the city and state in question is impacted by this situation. In Rajasthan's backward districts, it's critical to figure out what's preventing people from progressing. According to the Rajasthan State HDR 2002 and 2012, all districts in the southern Rajasthan region are underdeveloped in terms of human development. The current research focuses on the HDI status of the districts of Southern Rajasthan. Problems and roadblocks to human development at the district level will be identified as a result of this research. Decisions and policies can be made more effectively thanks to this research. The findings of this research will help to improve district-level planning. Human Development issues at the district level will be identified and planning will be facilitated as a result of this research.

1.1 Status of HDI in Rajasthan:

The state of Rajasthan has long been regarded as one of the least developed in the country. Up until the early 1980s, the state's economic, social, and health indicators all showed only modest progress. The economic and social performance of Rajasthan, like most other southern and northern states, improved in the 1980s. People's incomes increased, poverty levels decreased and literacy rates went up, as well as all

around infrastructure improvements. "Some northern and some eastern districts and most urban areas have shown dynamism while the southern districts, particularly, have lagged behind. This development pattern has a regional dimension. Secondly the far western districts (e.g. low literacy rates and extremely unfavourable sex ratios in Jaisalmer, Barmer) and some eastern districts (e.g. low female literacy and high infant mortality in Bharatpur, Dholpur) have sharp differences in social attainment from the rest of the districts".

There are numerous issues that need to be addressed in the context of human development, including "how to maintain steady growth rates in state incomes, instil pro-poor (job-creating) growth, maintain and deepen early literacy gains, overhaul health delivery and related sectors, achieve a gender-balanced ratio, and close regional and district gaps". 'Inclusive Growth' is still at the heart of this update, despite the report's omission. The distribution of human development across regions, social groups, and gender is examined.

Economic data from 2007 is used in the updated report, rather than 1997, as was the case in the original report. As opposed to the previous report, which relied on data from 1998 to 2006, this one uses data from 2006 to present.

1.2 Livelihoods

The state's economy has grown steadily since 1980, which is a saving grace. In 1980, the growth in real gross domestic product (GDP) was among the highest in large Indian states.- 97. Rajasthan is one of India's best-performing states, with a long-term trend rate of growth estimated at just under 6% over the period 1980-2006. Due to a slowdown in the primary sector, which includes agriculture, the largest employment sector, growth has slowed significantly in the new millennium.

Agricultural growth in the 1980s and 1990s appears to have sparked the diversification of the economy. These factors, along with public and private investment in irrigation and an appropriate price environment, helped improve agricultural performance during this time period. The expansion of irrigated land, both ground and surface, allowed for this growth. The state's advantage was lost, and large swaths of land were returned to wheat while mustard was

pushed to the fringes. In addition to slowing agricultural growth, it has had a negative impact on other economic sectors as well.

The rapid expansion of the global economy in the 1980s and 1990s had a twofold effect on progress. By diversifying the household's economic activities, this was possible. Due to the low yields from agriculture due to repeated droughts, people have developed alternative adaptation strategies (both within and outside of agriculture) to maintain their livelihoods. Mixed farming, animal husbandry, multiple jobs in a household, and short-term migration are all examples of these. Having multiple sources of income allows families to enjoy a higher standard of living.

1.3 Literacy Rate

As of 2001, 75% of men and 43% of women in Rajasthan were literate, an increase from 54% and 20% in 1991 respectively. These figures place Rajasthan at the top of the list for this metric over the last decade. As a result, the disparity between the state's literacy rate and the national average has narrowed from 15% in 1991 to 3% in 2001. Our progress in literacy should be measured by the Incremental Literates to Incremental Population (above 6 years) Ratio.

In terms of literacy, there isn't a huge disparity between men and women. During the period from 1991 to 2001, the male-to-female ratio of incremental literacy was 130. Girls outperform boys in two districts, Sikar and Jhunjhunu. In Alwar, Bhilwara, Dungarpur, Jalore, and Tonk, the ratio exceeds 150. When it comes to socially disadvantaged groups, such as SCs and STs, the spread of literacy appears to be more inclusive. Although there has been a long history of discrimination against SCs and isolation among STs, the incremental literate to total population ratio among SC/STs and the same ratio among total incremental population in this period has been nearly unity: only in seven districts out of 32 has this ratio been some what less than one.

1.4 Aims of Enrolment and Persistence

Primary enrolment rates have increased steadily since the 1990s and early 2000s, and the gender gap has closed somewhat, but the enrolment rate for females has not yet caught up to that of males. According to NSS sources, the net enrolment ratio for SC/ST girls in rural Rajasthan increased from 14% to 41% between 1986-87 and 1995-96, compared to a rise of 25% to 42% for all girls. However, the high dropout rate is a serious issue; only about 60% of children who enrol in class 1 make it to class 8. In none of the districts do all students who start school in the first grade graduate to the eighth grade. Except for Nagaur, the districts of Baran, Banswara, Dungarpur, Jaisalmer, Nagaur, Rajsamand, and Sirohi have the worst dropout rates because they are located in either a geographically difficult (the desert) or a predominantly ST-populated (the south) region. Jodhpur, Barmer, Karouli, Sawai Madhopur, and Udaipur all have high rates of school abandonment. Districts like Bikaner, Churu, Hanumangarh, Jaipur, and Jhunjhunu, which are more progressive and have higher dropout rates than the national average, require additional investigation. The Mid-Day Meals Scheme, however, has been credited with boosting school enrolment, attendance, and promoting social equity. According to a recent study, the programme appears to be more effective in Rajasthan than other states.

1.5 Supply Constraints

Access to formal education is hampered not only by a lack of supply, but also by a lack of demand. Children, especially girls, may not be able to sustain themselves in schools unless some basic infrastructure is put in place. The presence of a primary school with sufficient staff and resources has a direct correlation to student literacy rates. The data presented in the report is based on three critical impediments.

Only a few districts, such as Dungarpur, Jaisalmer, Jodhpur and Udaipur, have a shortage of one-room schools. Only one teacher was in charge of 30 percent of schools in 11 out of 32 districts. Poorest districts include Banswara, Barmer, Dungarpur and Jaisalmer as well as the educationally backward Jhalawar, Jhalawar, Jalore, Jodhpur and Rajsamand. Less than half of the primary schools in any district have female restrooms. There are fewer girls' toilets in schools in the districts of Baran, Barmer, Dungarpur, Jalore, Jodhpur, Karouli, and Udaipur than in any other district.

1.6 Health Status

The health of a population is influenced by a wide range of variables. Household economics: livelihoods, poverty and food security; social development, especially literacy; public health care delivery; and the cost of private health care are just a few examples of this. A population's health outcomes, such as life

expectancy, mortality rates (including infant, child, and maternal mortality), and the prevalence of disease and malnutrition are used to determine an area's health status. Progress in controlling communicable diseases like small pox, leprosy, guinea worm and pulse polio was not enough to improve the state's health status as depicted in the 2002 Human Development Report.

Among major Indian states, Rajasthan's rural population is estimated to consume the most calories. Furthermore, calorie consumption disparities are narrowing over time. Vitamin and micronutrient consumption is also significantly higher than the RDI for each individual (RDA). But when it comes to the state's health, things are a little less than stellar. This is evident from the most recent data on the health of women and children. In 2005-06, one-third of women were estimated to have a BMI lower than normal (BMI). More than half of all married women between the ages of 15 and 49 are anaemic, and 80 percent of all infants between the ages of 6 and 35 months are anaemic, according to studies. Almost half of children under the age of three are underweight, according to a recent study. Since 1992, this number has remained the same.

According to the National Family Health Surveys, Rajasthan had a higher rate of child malnutrition than the country as a whole, at 51.2% in 1998-1999.

1.7 Public Health Delivery

An in-depth look at how the state's health system has evolved since 1998 is included in Rajasthan's Human Development Report-2002. Other than primary health centres and rural sub-centres, there has been no discernible increase in the number of medical institutions since then. According to NSS data, there are currently a number of vacancies in remote rural areas. The already skewed distribution of public health services would have been exacerbated if medical personnel were less readily available.

1.8 Paradigm shift in Health delivery System:

Public-private partnerships in public health are ushering in a new era of care. "It aims to improve access to health care in rural and urban areas by strengthening the public health system and involving the private health care system". The infrastructure and human resources of health care facilities at the primary and secondary levels are being improved, as is the availability of necessary supplies and equipment. It is anticipated that the untied funds will cover the costs of the public health delivery components. Health care institutions will have access to a well-trained workforce to provide services. "Through the Rajasthan Health System Development

Project (RHSDP) and the National Rural Health Mission (NRHM), the district hospitals and community health centres will have the necessary infrastructure and residential facilities (NRHM)". The infrastructure of primary health centres will receive special attention. The Health Department will benefit from the availability of unrestricted funds for all three levels of institutions. Auxiliary nurse midwives will be assigned to each sub-centre, primary health centres will have three staff nurses to assist the medical officer, and community health centres will have enough staff to provide services 24 hours a day, seven days a week, under the NRHM. There are also improvements being made to all 365 of the state's health care facilities so that they can provide Emergency Obstetric Care around the clock to the entire country.

1.9 Status of Women

Sex ratios

The dwindling gender disparity is a sure sign of women's long-standing oppression in society. Affective sex ratios are a problem in Rajasthan and other states in northwestern India. There were 910 women per thousand men in 1991, and 921 in 2001. Since women who survive childhood are more likely to outlive their male counterparts later in life, the ratio of females to males in this age group is more useful than the overall sex ratio, which was 909 in 2001. This represents a decline of almost 1% since the previous count in 1991. Western and northern regions have worse sex ratios than southern and southern-eastern areas. As a result, the sex ratios in different districts are becoming more or less equal: districts with more or less equal sex ratios are becoming worse, and vice versa. The fact that the juvenile sex ratio is deteriorating shows that improvements in the worst performing districts are not enough to counteract declines in the better-performing ones, as evidenced by the overall decline.

Customs and traditions of the community

The status of women is affected by a number of common customs, practises, and values, such as "female foeticide, infanticide, son preference, nata, child or early marriage, and bride price". Poor people in general and women (and girl children) in particular are harmed by these policies. Many of these methods result in the development of more entrenched patterns of wrongdoing. As an example, there are practises like Nata and Jhagda that are now used to exploit women instead of providing them with sexual freedom. Nata is practised by the SC, ST, and other backward castes in India (OBCs). One of the most common practises in Rajasthan is child marriage. Several communities in South Carolina engage in this practise. "Despite the fact that girls are formally sent to their marital homes only when they reach puberty, parents-in-law often do not allow their daughter-in-law to continue her education".

Goals for the New Millennium

The Millennium Development Goals (MDGs) are a set of goals set by the United Nations that must be met within a specific time period. The MDGs have been signed by 189 countries, including India. "In spite of the fact that India and Rajasthan are following their own goals set in the Five-Year Plan documents rather than those set by the United Nations, there is often a convergence". The goals in poverty reduction, literacy, gender equality, and IMR are all within reach; however, they are still far off the mark. This may take a lot of time and effort to get off the ground.

Human Development Index

Human development is a broad concept that encompasses factors such as economic growth, social development, democracy, and freedom, but in order to keep things simple, an index composed of three to four variables is used to operationalize the concept. Income, education, and health status are the three broad variables (with some variants) that make up the index. As a cross-sectional, comparative metric, the HDI should not be used for temporal comparisons

or for making decisions based on its absolute value without appropriate adjustments. According to the 2002 Human Development Report, Rajasthan has gone from 12th place in 1981 to 9th place in 2002. According to data from the 1990s, this was the case. Since then, there has been no official interstate comparison.

2. CHAPTER - REVIEW OF LITERATURE

United Nations Development Program (2009), a sub-subject of human development The year 2009 was all about breaking new ground in the areas of human mobility and advancement. The study looked at the effects of relocation on statistics and patterns of growth and imbalance. In addition, it delved deeper into the personal, family, and community experiences of impeded groups, as well as the less obvious developments sought by these groups, such as present-day and regular relocation.

UNDP (2010), Human Development Report Captions Humanity's path to progress was clearly visible in 2010. HDR's twentieth anniversary was marked in 2010. Prof. Amartya Sen, the Nobel Prize-winning business analyst, worked with Pakistani business analyst Mahbub ul Haq on the first HDR and made significant contributions to numerous subsequent volumes of the HDR. Verifiable viewpoints of human development in countries over the past two decades were central to HDR 2010. In addition, the report analysed the development of sexual orientation and sex-enhancement measures. The HDI, HPI1, and HPI2 progress of the various countries is also shown in the report. To put it another way, the report stated that there is no single recipe for human development or path to human development over time. Global economic growth is closely linked to the advancement of the human race. The roadblocks to human progress vary from country to country, and there is no single path to achieving long-term, economically beneficial human progress. According to another study, the developing world has made significant progress in the field of human resources over the last two decades, but there are clear spillover effects in the approaches taken by the developing countries. In the last 20 years of the HDR, the developed countries have also helped the developing countries.

UNDP (2011), the sub-subject of the Human Development Report 2011 was the value of a better future for everyone. There was an argument made in the report that addressing the serious global problems of sustainability and value must be done in concert with other efforts at the national and global levels, which the authors acknowledge. One of the main themes of the report was the widening gap between wealthy and impoverished countries, as well as within each individual country. The UNDP also talks a lot about the issue of maintainability. In developing countries, sexual orientation uniformity, financial circle correspondence, and political basic leadership balance are still far from the norm. One of the greatest dangers to achieving practical development is the devaluation of regular assets. In the world's most populous cities, pollution of the water supply and the air are major concerns.

Sub-topics of human development were examined by the UNDP in 2013. Ascendance in a diverse world was the theme of 2013: human development. The report stated that southern countries have made significant progress in human asset development. According to the report, the southern countries are in the middle of it. Since 1961, these countries have made a significant investment in education, research, and development. It's possible because of the abundance of skilled workers and the enormous openness of these countries. Although the issues faced by developed countries are distinct from those faced by developing countries, the manner in which they address these issues is admirable. The developed countries' secret motives for notable progress in human development lie in their sound institutional framework and solid foundation of leadership.

Supporting human development: reducing vulnerabilities and building flexibility was a sub-topic of the 2014 Human Development Report by the United Nations Development Program (UNDP). An important theme at this year's HDR was the need to make decisions and protect human rights. According to the report, social progress cannot be impartial and practical unless and until legislatures in developing countries reduce the risks associated with expanding decision-making authority and safeguarding human rights. Disparity and human progress can be addressed through long-term investment in the strategy. There should be a limit on the country's urban framework hole to ensure there is enough provincial mass to develop natural products.

In the United Nations Development Program's 2015 Human Development Report, work for human development was a sub-topic. Report stated that from a human development perspective, the concept of work is more expansive and deeper than the concept of occupations or business. Work and human development are also examined in the report. They asserted that the links between work and personal growth are interdependent. The report stated that getting to work, training, well-being, and a career path all contribute to a person's growth. However important office design may be, human progress is also dependent on the practical application and verification of the specific target plans. The government's monetary strategy should be proactive rather than reactive. The report also stated that human development can be recognised by reducing the burden of poverty, ensuring equitable development, and enabling individuals to participate in public life as a network development programme.

Human development for everyone was a sub-theme of the 2016 Human Development Report by the United Nations. This year's Human Development Report (HDR) emphasises the importance of disseminating the benefits of economic growth to the local population. Indeed, it has first reached out to those with disabilities, those who move frequently, and those who are socially excluded from the rest of society. In the report, the social and economic issues of these denied portions are discussed and the concept of comprehensive development is clarified. Throughout HDR 2016, the strategy system to ensure human development for everyone was prominently displayed. According to the reports, social exclusion and employment disparities are the most important topics. A market flaw has also been identified as a root cause of the unequal distribution of business resources. In developing countries, a successful monetary approach is needed to reduce salary disparities. As a result, it has suggested rethinking the term "poverty" in relation to developing countries.

India Human Development Report 2011: "Towards Social Inclusion" was released by the Government of India in 2011. Specifically, it has focused on social inequities, such as predetermined social standing and prearranged clan affiliations. Human progress in India's states, as well as variations in that progress, are shown in the report. Over the Indian states, it has generally been discussed the idea of avoiding the base population and their financial situation. It has also focused on the state of health, hunger, food inadequacy, education, and neediness in different states. Human development in India has been examined in the report, which focuses on both the challenges and successes.

CONCLUSION:

Traditional approaches to human well-being are not compatible with the human development approach. GNP or GDP is the traditional approach to well-being, but it is not sufficient for human development. It's been demonstrated time and time again. In the human capital formation and human resource development approach, people are viewed as capital goods, but they are more than that. As a result, they stand to gain the most from it. Welfare approaches focus on people as recipients rather than participants in development. Basic need approaches

rely on charitable donations to keep people alive. Individuals' ability to earn money is not the primary focus of this model. Thus, the human development approach covers almost all aspects of human well-being.

Rajasthan's livelihood profile shows that, despite its high growth rates, unemployment and the proportion of its population living in poverty are low. There are some alarming trends that need to be addressed urgently because of the state's rapid population growth. The 1990s saw a decline in Rajasthan's NSDP growth rate. The rate of decline in urban poverty is stalling, despite the fact that it is still at high levels. Agriculture and animal husbandry, which are heavily weather-dependent and exist in a low technology equilibrium trap, continue to predominate the employment portfolio.

Future Prospects and Possibilities

Livelihoods

An previous phase of high increase in state income has slowed due to slowing in the agriculture sector in later years. However, the 1980s population explosion resulted in a two-percentage-point rise in the labour force, with a major chunk of that workforce in severe need of work and income. The issue here is that the government should concentrate on reforming and rejuvenating agriculture, as well as non-agricultural livelihoods.

Agriculture

Legislators should enact and implement a water bill that is completely integrated with the agricultural development strategy as soon as possible. A law must be 'teethy' once it is passed.

1. More efforts should be made to preserve water (e.g., by drip/sprinkler irrigation; an endeavour that is being supported in newer regions) and to sow more value-added crops in the irrigated zones (particularly in the eastern and part northerly districts) (with forward linkages). Market-based incentives are required to achieve this goal.
2. Given that river water (from the IGNP, the Narmada) is on its way to many of the country's driest areas (in the west and south-west), the possibilities for encouraging low-water-use crop varieties should be explored. Other activities such as adding value to animal husbandry, agro-forestry, and other tree crops that can resist weather swings better than seasonal crops should be investigated (including those that produce biodiesel).
3. Land consolidation is another significant factor in the hills and southern Rajasthan, as the current fragmented nature of the land makes it difficult to encourage value addition in agriculture in these areas. The ST community has a strong tradition of claiming land for new families when they are created, a practise that dates back to when land was more generally available for farming. This practise has resulted in forest destruction and additional land fragmentation. This form of land use is now being phased out in favour of more environmentally friendly options. As a result, a new settlement process must be initiated.
4. Drought readiness is critical in all places. To achieve all of these objectives, watershed development and early warning systems will be required.

Non-agriculture

1. The non-agricultural sector should be given top focus because younger generations are already going there in quest of work. As a result, the labour market must better accommodate these additional workers. The following three elements must be present in any concrete policy:
 2. Appropriate demand must be identified for low-skilled employees in marketable choices (ideally at the district level), and appropriate institutions of skill impartation must be

established to accommodate that demand. After finishing these short-term training programmes, which can last anywhere from three to eight weeks depending on the course, students should be encouraged to pursue self-employment options.

3. There is no need to go into detail on the second factor: financing availability (and other input).

4. The development of (micro) market infrastructure is completed as a final step. Naturally, requirements will differ by location and sub-region, and the policy must account for this. As much as feasible, improved agricultural practises should be linked to off- and non-farm activities.

Education

1. Among the specific recommendations for boosting primary education is the 'anti-poverty window,' which entails planning for the entire childhood (ages 0 to 14). Extending mid-day meals for youngsters up to Class 8 is one option.

2. Children who are "out of school," including those from the labour market, their own households, and more traditional settings, must enrol in special programmes. Special attention should be paid to the girl child.

3. Efforts should be made to increase teacher qualifications, upgrade educational infrastructure, and make education relevant and marketable for job seekers (including vocational education). Finally, English language abilities should be a priority for employment compatibility in a globalising market.

Health

1. Public investment in health (across all sectors) needs to be increased because existing allocations are woefully inadequate. With the foundation of the National Rural Health Mission, a significant step has been taken (NRHM). The SSA may offer the required motivation if it were duplicated in this way.

2. It's also vital to update the standards for various facilities, as some of them may have outlived their usefulness. This is especially true in distant and off-the-beaten-path locations.

3. There must be a bridge built between what is sanctioned and what is actually available. This is especially true in tribal places.

4. In this context, neonatal care, newborn care, and mother and child mortality-reduction programmes should take primacy.

5. ICDS, primary health care, and even education must all be consolidated under a regional umbrella.

6. It is possible to decentralise health planning and dispensing in order to maximise efficiency.

Gender-related concerns

1. Special programmes should be focused on strengthening women's status in society. One option is to reestablish some of the WDP's generic features, such as women's empowerment per se, in addition to the MCH, IMR, CMR, and sex ratio framework.

2. Support should be given to programmes like Kishori Shakti and the National Program for Adolescent Girls.

3. Female-specific programmes analogous to the ICDS could be developed.

4. Each of these measures must be given its own sub-regional focus: hotspots must be identified and tracked.

HDI has the following drawbacks:

1. It is not comprehensive in terms of human progress. Only three dimensions of capability are taken into account.

2. The Human Development Index is not designed to quantify progress in human development

over a short period of time since two of its component indicators, adult literacy and life expectancy at birth, are not sensitive to short-term policy changes.

3. It also fails to account for disparities in human development among countries.

4. Despite having the same HDI, a country's human development can vary greatly from region to region or social group to social group.

5. Data comparability and dependability concerns, as well as a lack of relevant data.

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Hayvanların Korunmasında Evrensel Haklar: Hayvanlara Saygı Gösterilmesi Hakkı

Prof. Dr. Z. Gönül BALKIR

Kocaeli University
gonulbalkir@yahoo.com
Orcid:0000-0003-0710-8375

Lect. Başak BALKIR GÜLEN

Kocaeli University
basakbalkir@hotmail.com
Orsid:0000-0003-0527-2980

ÖZET

Hayvanlar, insanlar gibi sevince, acıya, ağrıya, korkuya ve diğer duygulara sahiptir ve uğradıkları şiddet ve keyfi davranışlara karşı korunmaları gerekir. Hayvan hakları ve hayvanları korumanın özü, hayvanların rahat yaşamlarını ve hayvanlara iyi ve uygun muamele edilmesini temin etmek, hayvanların acı, ıstırap ve eziyet çekmelerine karşı en iyi şekilde korunmalarını, her türlü mağduriyetlerinin önlenmesini sağlamaktır.

15 Ekim 1978'de Paris UNESCO evinde ilan edilen Hayvan Hakları Evrensel Bildirisi, hayvan haklarının korunmasındaki temel ilkeleri belirlemiş ve bildirge, 1989 yılında Hayvan Hakları Birliği tarafından tekrar düzenlenerek, 1990 yılında UNESCO Genel Direktörü'ne sunulmuş ve aynı yıl halka açıklanmıştır.

Hayvan hakları Evrensel Bildirisinin başlangıcında; yaşamın tek olduğunu, yaşayan bütün canlıların ortak bir kökeni olduğunu ve türlerin evrimi yönünde farklılaştığını, yaşayan bütün canlıların doğal haklara sahip olduğunu ve sinir sistemi olan her hayvanın kendine özgü hakları bulunduğunu, türlerin birlikte olmasının, diğer hayvan türlerinin yaşama hakkının insanoğlu tarafından tanınmasını ifade edeceğini, insanların hayvanlara saygı göstermesinin bir insanın, diğerine gösterdiği saygıdan ayrı tutulamayacağına dikkat çekilmiştir.

Hayvanların korunmasına ve rahat yaşamalarına ilişkin temel ilkelerin başında bütün hayvanların eşit doğması ve yaşama hakkına sahip olması gelir. Hayvanlar var olmalı ve var kalmalıdır. Tüm hayvanlar desteklenmeli ve korunması, gözetilmesi, bakımı ve kötü muamelelerden uzak tutulması için gerekli önlemler alınmalıdır. Hayvanların türüne özgü şartlarda bakılması, beslenmesi, barındırılma ve taşınması temel ilkedir. Hayvanları taşınmasında, türüne ve özelliğine uygun ortam ve şartlar sağlanmalı, hayvanların taşıma sırasında beslenmesi ve bakımı yapılmalıdır.

Yerel yönetimlerin, sahipsiz ve güçten düşmüş hayvanların korunması için, hayvan bakımevleri ve hastaneler kurarak, hayvanların bakımlarını ve tedavilerini sağlamaları ve eğitim çalışmaları yapmaları temel ilkelerden biridir. Kontrolsüz üremeyi önlemek amacıyla, toplu yaşanan yerlerde beslenen ve barındırılan kedi ve köpeklerin sahiplerince kısırlaştırılmasıyla birlikte, hayvanlarını yavruvatmak isteyenler, doğacak yavruları belediyece kayıt altına aldirarak, bakmakla ve dağıtımını yapmakla yükümlüdürler.

Ülkemizde, 2004 tarihli 5199 sayılı hayvanları koruma Kanunu ve 2021 tarihli yeni düzenlemesinde, hayvanlara nihayet canlı statüsü kazandırılarak var olma hakları, hukuki temellere oturtulmuştur. Bütün hayvanlar, saygı gösterilme hakkına sahiptir. Hayvan hakları, insan haklarının ayrılmaz bir parçası, onun tamamlayıcısıdır. Hayvanların korunması için, yasalarca belirlenen hukuki bir temellere dayanılarak, haklarına saygı gösterilmesi gerekmektedir. Hayvanlara saygı gösterilme hakkına özenerek korunması gereğine odaklandığımızda ise bu hakları korumak ve gerçekleştirmekle ilgili muhataplar sorunu ortaya çıkmaktadır. Hayvanlara saygı gösterilme hakkının ve hayvan haklarının özenle korunması yükümlülüğünü kimler, nasıl yerine getirecek ve hayvanlara saygı gösterme hakkına kimler nasıl özenecektir? Bu sorulara cevap vermek, hiç kolay değildir. Çalışmamızda, araştırma yöntemi olarak, araştırma konumuzla ilgili düzenleme ve politikalar taranarak, nicel araştırma yöntemine başvurulmuş, içerik analizi tekniğiyle irdelenmiştir.

Anahtar Kelimeler: Hayvan Hakları, Hayvanların Yaşama Hakları, Hayvanlara Saygı Gösterilmesi Hakkı.

Universal Rights in the Protection of Animals: The Right to Respect for Animals

ABSTRACT

Animals, like humans, have joy, pain, fear and other emotions and need to be protected against violence and arbitrary behavior. The essence of animal rights and animal protection is to ensure the comfortable life of animals and the good and appropriate treatment of animals, to ensure that animals are best protected against pain, suffering and suffering, and to prevent all kinds of victimization.

The Universal Declaration of Animal Rights, proclaimed at the UNESCO House in Paris on 15 October 1978, determined the basic principles in the protection of animal rights, and the declaration was reorganized by the Animal Rights Union in 1989, presented to the Director-General of UNESCO in 1990, and announced to the public in the same year.

At the beginning of the Universal Declaration of Animal Rights; that life is one, that all living things have a common origin and that species differ in the direction of their evolution, that all living creatures have natural rights and that every animal with a nervous system has its own rights, that the coexistence of species will mean that other animal species' right to life is recognized by human beings, it has been pointed out that people's respect for animals cannot be separated from the respect one person shows to another.

At the beginning of the basic principles regarding the protection and comfortable living of animals is that all animals should be born equal and have the right to live. Animals must exist and must remain. All animals should be supported and necessary precautions should be taken to protect, watch over, care for and keep them free from abuse. The basic principle is to care for, feed, house and transport animals in conditions specific to their species.

In the transportation of animals, suitable environment and conditions should be provided for their species and characteristics, and animals should be fed and cared for during transportation.

It is one of the basic principles for local governments to establish animal shelters and hospitals, to provide care and treatment for animals, and to carry out educational activities in order to protect stray and weakened animals.

In order to prevent uncontrolled breeding, the cats and dogs that are kept and kept in communal areas are sterilized by their owners, and those who want to have offspring are obliged to register, look after and distribute the offspring to be born by the municipality.

In our country, in the Animal Protection Law No. 5199 of 2004 and the new regulation of 2021, animals were finally given the status of living things and their right to exist was placed on legal foundations. All animals have the right to be respected. Animal rights are an integral part of human rights. For the protection of animals, their rights must be respected, based on a legal basis determined by law. When we focus on the need to protect the rights of animals to be respected and protection of animals, the problem of who will be the interlocutors related to protecting and realizing these rights arises. Who and how will fulfill the obligation to protect the right to respect for animals and animal rights diligently, and who will encourage the right to respect animals? Answering these questions is not easy at all. In our study, as a research method, the regulations and policies related to our research topic were scanned, the quantitative research method was applied, and the content analysis technique was examined.

Keywords: Animal Rights, Animal Rights, Right to Respect for Animals.

GİRİŞ

Bildiri başlığımız, hayvan haklarının korunması ve hayvanlara saygı gösterilmesi olarak özetlenebilir. Çalışmamızda hayvan haklarının gelişimine ve evrensel hayvan hakları ilkelerine odaklanacağız.

1.HAYVAN HAKLARININ GELİŞİMİ

Hayvanlar, insanlar tarafından ekosistemin bütünlüğünden ayrı olarak kabul edilmeye başlayınca birer mal ve eşya niteliğine indirgenmişler, her türlü sömürü ve istismara uğrayarak sömürülmüşlerdir. Antroposan çağda, insan-doğa arasındaki ahenk bozulmuş ve hayvanlar, modern insanın gittikçe artan ihtiyaçlarını giderecek hammadde stoklarına dönüşmüştür(Aslantaş, 2019).

Türçülük, insan şovenizmi dışında hayvanların aşağı varlıklar olarak kabul edilmesi olarak da kendini gösterebilir (olgun, 2020). İnsanların, kendini hayvanlardan üstün görmesine ve onları katletmekte sakınca görmemesine türçülük olarak tanımlanır (Arslantaş, 2019).

Birçok ülkede, sayıları sokak hayvanları, gelişmiş ülkelerde barınaklarda sahiplendirilmeyi bekliyor. Kısa bir zaman içinde iki üç gün ya da biraz daha beklentikten sonra sahiplenmeyen hayvanlar öldürülüyor. Aynı şekilde spor olarak avlanan, sirklerde, hayvanat bahçelerinde gösteri ve sergileme yaptırılan, güreştirilen, dövüştürülen, üzerlerinde deneyler yapılan; kürkü, derisi, eti için öldürülen hayvanlar, ürünleri için yığınlar halinde daracık yerlere hapsedilip taşınan hayvanlar var. Tavuk ve yumurta çiftliklerinde hayvanlar kafeslere koyulup gün yüzü gösterilmiyor. Bundan dolayı hırçınlaşıp birbirlerini gagalamasınlar diye gagaları kesilirken, bazı civcivler kan kaybından ölüyor. Bu yönetime gagasızlaştırma adı veriliyor (Tekin, 2018, 244).

İnsanlık, uygarlaşmaya ve insan hakları gelişmeye başlayınca, hayvanlarında insanlar gibi hissedebilen canlı varlıklar olduğu gerçeği yeniden fark edilmeye başlamıştır. Hayvan haklarının savunulması çalışmaları 1970'lerde başlıyor. Bu dönemden itibaren hayvan haklarını savunan birçok kitap yazılıyor. Bu kitaplar içinde Peter Singer'in 1975'te yazdığı 'Hayvan Özgürleşmesi' isimli çalışma, hayvan çalışmaları için köşe başı kitabı olmuştur. Bu çalışmalarla öncü kabul edilen Singer, vejetaryenliği savunuyor, itlafa ve hayvanların deneylerde kullanılmasına karşı çıkıyordu (Bingöl Yüce, 2016). Hayvanlarla ilgili çalışmaların çoğu insanmerkezciliğin tahakkümü altındadır (Arıkan, 2021, 30).

Herkes ve tüm canlılar için, adil ve yaşanabilir bir dünya özlemimiz var. Bu ideal, istisnasız tüm türlerin ve canlıların, özgür olduğu bir düzen ile sağlanabilir. İnsan uygarlığının ve insan haklarının gelişimi ile hayvan haklarının ve hayvanların korunmasıyla ilgili çalışmalar, süreç içinde sonuç vermeye başlamış, böylece zaman içinde hayvan haklarının gelişimi ile birlikte hayvanların, gasp edilen hakları yeniden iade edilmeye ve onların da canlı bireyler olduğu gerçeği ortaya çıkmıştır.

2.3. Hayvan Haklarının Korunması ve Güvencesi

Hayvanların mal ve eşya olarak görülmesi, canlı bireyler olarak kabul edilmemesi her alanda haklarının gasp edilmesine neden olmaktadır. Geçen yıldan beri tüm dünyanın mücadele ettiği koronavirüs pandemisi ve pandemilerin, dört de üçü hayvanlarla kurduğumuz bu sömürü ilişkisinden doğmuştur. Yakın zamanda yasal zemine oturan ve düzenlenen Kanunun, hayvan ihlalleri için pek de caydırıcı olamayacağı ortadadır. Bizler gibi, hissedebilen hayvanlara zarar veren alışkanlıklarımızdan vazgeçmeliyiz. Böylece barış içinde bir dünya yaratmaya başlayabiliriz (Timurlenk Pozut, 2021).

Türkiye, sokakları hem sokak hayvanı hem de terk edilmiş ev hayvanlarıyla dolu bir ülkedir. Petshopların düzgün koşulları sağlayıp sağlamadığının kontrol edilmesiyle ilgili kanunen yetkili kurum Orman Bakanlığıdır. Orman Bakanlığı, illerde bu konudaki yetkisini en büyük mülki amire devredebiliyor. İllerde ayrıca bir denetim elemanı ve pek çok il temsilcisinin görev yaptığı, Hayvanları Koruma Kurulu bulunuyor. Bu kurulun görevleri arasında, hayvanların korunması ve 5199 sayılı Kanunda belirtilen görevleri yerine getirmek bulunuyor.. Kanunda denetime tabii işletme ve kişilerin, yıllık denetim programına alınarak, izlenmesi ve denetime tabii tutulmasıyla ilgili düzenlemelerde belirlenmiştir (Timurlenk Pozut, 2021).

5.Hayvan Haklarının Korunması ve Güvencesi

Hayvan Haklarının Temellerine ait ilk belge, hayvan hakları evrensel bildirgesidir. Hayvan Hakları Evrensel Bildirisi, 15 ekim1978'de UNESCO merkezinde ilan edilmiş, 1990'da ise UNESCO direktörlüğüne sunularak, aynı yıl halka açıklanmıştır.

Bidiri,14 maddeden oluşmaktadır. Hayvan Hakları Evrensel Bildirgesi'nin giriş bölümünde; 'yaşamın tek olduğunu, yaşayan bütün canlıların ortak bir kökeni olduğunu ve türlerin evrimi yönünde farklılaştığını, yaşayan bütün canlıların doğal haklara sahip olduğunu ve sinir sistemi olan her hayvanın kendine özgü hakları bulunduğunu, bu doğal hakların küçümsenmesi ve hatta kolayca göz ardı edilmesinin, doğa üzerinde ciddi zararlar doğuracağını ve insanoğlunun hayvanlara karşı suç işlemesine sebebiyet vereceğini, türlerin birlikte olmasının, diğer hayvan türlerinin yaşama hakkının, insanoğlu tarafından tanınmasını ifade edeceğini, insanoğlu tarafından, hayvanlara saygı gösterilmesinin; bir insanın, bir diğerine gösterdiği saygıdan ayrı tutulamayacağına dikkat çekilmektedir:

1. Bütün hayvanlar yaşam önünde eşit doğar ve aynı var olmak hakkına sahiptir.
2. Bir tür hayvan olan insan, öbür hayvanları yok edemez, bu hakkı çiğneyerek, onları sömüremez, bilgilerini hayvanların hizmetine sunmakla görevlidir.
 - 2.1.Bütün hayvanlar saygı görme hakkına sahiptir.
 - 3.Bütün hayvanların insanlarca gözetilme, bakılma ve korunma hakları vardır.
 - 3.1.Hiçbir hayvana kötü davranılmaz, acımasız ve zalimce işlem yapılamaz.
 - 3.2.Bir hayvan öldürülmesi zorunlu olursa; bu bir anda, acı çektirmeden ve korkutmadan yapılmalıdır.
 - 4.1.Yabani türden olan bütün hayvanlar, kendi özel ve doğal çevrelerinde, kara da, hava da veya suda yaşama ve üreme hakkına sahiptir.
 - 4.2.Eğitim amacı ile olsa bile, özgürlükten yoksun kılmanın her çeşidi bu hakka aykırıdır.
 - 5.1.Geleneksel olarak insanların çevresinde yaşayan bütün hayvanlar uyumlu biçimde türüne özgü yaşam koşulları ve özgürlük içinde yaşama ve üreme hakkına sahiptir.
 - 5.2.İnsanların kendi çıkarları için bu uyumda ya da bu koşullarda yapacakları her türlü değişiklik bu haklara aykırıdır.
 - 6.1.İnsanların yanlarına aldıkları bütün hayvanlar, doğal ömür uzunluklarına uygun sürece yaşama hakkına sahiptir.
 - 6.2.Bir Hayvanı Terk Etmek Acımasızca ve insanlık dışı Bir Davranıştır.
 7. Bütün çalışan hayvanlar iş süresinin yoğunluğunun sınırlandırılması, onarıcı ve güçlerini artırıcı beslenme ve dinlenme hakkına sahiptir.
 8. Hayvanlarda fiziksel ya da psikolojik bir acı çektiren deneyler yapmak, hayvan haklarına aykırıdır. Tıbbi bilimsel, ticari ve başka biçimlerdeki her türlü deneyler için de böyledir.
 - 9.Hayvan beslemek için yetiştirilmişse; bakılmalı, barındırılmalı, taşınmalı, ölümü de korkutmadan ve acı çektirmeden yapılmalıdır.
 - 10.1.Hayvanlardan insanın eğlencesi olsun diye yararlanılmaz.

10.2. Hayvanların seyrettirilmesi ve hayvanlardan yararlanılan gösteriler hayvan onuruna aykırıdır.

11. Zorunluluk olmaksızın bir hayvanın öldürülmesi demek olan her davranış, bir "biocide" yani yaşama karşı suçtur.

12.1. Çok sayıda yabancı hayvanın öldürülmesi demek olan her davranış bir "genocide" yani türe karşı suçtur.

12.2. Doğal çevrenin kirletilmesi ve yıkılıp yok edilmesinin sonu "genocide", soykırıma varır.

13-1. Hayvanın ölüsüne de saygı göstermek gerekir.

13.2. Hayvan haklarına saldırıyı göstermek amacı gütseler bile hayvanların öldürüldüğü şiddet sahneleri, sinema ve televizyonlarda yasaklanmalıdır.

14.1. Hayvanları savunma ve koruma kuruluşları, hükümet düzeyinde temsil olunmalıdır.

14.2. Hayvan hakları da insan hakları gibi yasa ile korunmalıdır.' (Haykonfed, 2015).

Bildiri, bir bütün olarak değerlendirildiğinde, hayvanların eşit varoluş hakkı, onurlu yaşam hakkı ve hayvanlara saygı gösterilmesi haklarının öne çıktığı görülmektedir.

Ülkemizde ise hayvan haklarının korunmasıyla ilgili olarak, 2004 tarihli 5399 sayılı Kanun çıkarılmıştır. Ancak 5399 sayılı Kanun, hayvanların korunmasında yetersiz kalmış ve 14 Temmuz 2021 tarihinde 7332 sayılı kanun ile 5399 sayılı Kanunda değişiklik yapılarak, Hayvanları Koruma Kanunu, yeniden düzenlenmiştir.

5199 sayılı Hayvanları Koruma Kanunu nun 1. maddesinde; 'kanunun amacı, hayvanların rahat yaşamlarını ve hayvanlara iyi ve uygun muamele edilmesini temin etmek, hayvanların acı, ıstırap ve eziyet çekmelerine karşı en iyi şekilde korunmalarını, her türlü mağduriyetlerinin önlenmesini sağlamak', olarak belirlenmiştir.

5199 sayılı Hayvanları Koruma Kanununun 4. maddesinde ise; 'hayvanları korumanın ve rahat yaşatmanın genel ilkeleri' açıklanmıştır. 'Hayvanların korunmasına ve rahat yaşamalarına ilişkin 4. madde de yer alan temel ilkeler ise' aşağı da sıralanmıştır:

a) Bütün hayvanlar eşit doğar ve bu Kanun hükümleri çerçevesinde yaşama hakkına sahiptir.

b) Evcil hayvanlar, türüne özgü hayat şartları içinde yaşama özgürlüğüne sahiptir. Sahipsiz hayvanların da, sahipli hayvanlar gibi yaşamları desteklenmelidir.

c) Hayvanların korunması, gözetilmesi, bakımı ve kötü muamelelerden uzak tutulması için gerekli önlemler alınmalıdır.

d) Hiçbir maddî kazanç ve menfaat amacı gütmeksizin, sadece insanî ve vicdanî sorumluluklarla, sahipsiz ve güçten düşmüş hayvanlara bakan veya bakmak isteyen ve bu Kanunda öngörülen koşulları taşıyan gerçek ve tüzel kişilerin teşviki ve bu kapsamda eşgüdüm sağlanması esastır.

e) Nesli yok olma tehlikesi altında bulunan tür ve bunların yaşama ortamlarının korunması esastır.

f) Yabancı hayvanların yaşama ortamlarından koparılmaması, doğada serbestçe yaşayan bir hayvanın yakalanıp özgürlükten yoksun bırakılmaması esastır.

g) Hayvanların korunması ve rahat yaşamlarının sağlanmasında; insanlarla diğer hayvanların hijyen, sağlık ve güvenlikleri de dikkate alınmalıdır.

h) Hayvanların türüne özgü şartlarda bakılması, beslenmesi, barındırılma ve taşınması esastır.

ı) Hayvanları taşıyan ve taşıyanlar onları türüne ve özelliğine uygun ortam ve şartlarda taşımaları, taşıma sırasında beslemeli ve bakımını yapmalıdırlar.

j) Yerel, gönüllü kuruluşlarla iş birliği içerisinde, sahipsiz ve güçten düşmüş hayvanların korunması için hayvan bakımevleri kurarak onların bakımlarını ve tedavilerini sağlar ve eğitim

çalışmaları yapar. Ayrıca yerel yönetimler, ilgili karar organının uygun görmesi halinde hayvan hastanesi kurar.

k) Kontrolsüz üremeyi önlemek amacıyla, toplu yaşanan yerlerde beslenen ve barındırılan kedi ve köpeklerin sahiplerince kısırlaştırılması esastır. Kedi ve köpek sahipleri, hayvanlarını dijital kimliklendirme yöntemleriyle kayıt altına aldırarak yükümlüdürler.’ (Haykonfed, 2015).

Kanunda ayrıca özellikle yerel yönetimlerin, sahipsiz ve güçten düşmüş hayvanların korunması için, hayvan bakımevleri ve hastaneler kurarak, hayvanların bakımlarını ve tedavilerini sağlamaları ve eğitim çalışmaları yapmaları, temel ilkelerden biridir. Kontrolsüz üremeyi önlemek amacıyla, toplu yaşanan yerlerde beslenen ve barındırılan kedi ve köpeklerin sahiplerince kısırlaştırılmasıyla birlikte, hayvanlarını yavrulatmak isteyenler, doğacak yavruları belediyece kayıt altına aldırarak, bakmakla ve dağıtımını yapmakla yükümlüdürler. Hayvanları Koruma Kanununda yapılan son yasal düzenleme ile hayvanların artık eşya ve mal statüsünden çıkarılarak, canlı bireyler olarak kabul edildiği ve bu ilkelere göre saygı gösterilip korunması gerektiği aşamaya geçilebilmiştir.

SONUÇ

Hayvanlar, insanlar gibi sevinç gösterir, acı çekebilirler. Korkarlar ve şiddete uğrayabilirler. Hayvan hakları ve hayvanları korumanın özü, hayvanların sakin ve rahat yaşamlarını sağlamaktır. Hayvanlara iyi davranmak ve davranılmasını sağlamak hayvanların en iyi korunma yöntemidir. Yaşamın tek olduğunun kabulü, yaşayan bütün canlıların ortak bir kökenden gelip evrilerek farklılaştığını gördüğümüzde, yaşayan bütün canlıların doğal haklara sahip olduğunu ve her hayvanın kendine özgü hakları bulunduğu çok net bir şekilde anlaşılabilir. Yaşayan tüm türlerin birlikte olması ve hayvan türlerinin yaşamına saygı gösterilmesi gerekmektedir. İnsanların hayvanlara saygı göstermesinin, bir insanın, diğerine gösterdiği saygıdan ayrı tutulamayacağını görmek gerekmektedir.

Hayvanların korunmasına ve rahat yaşamalarına ilişkin temel ilkelerin başında bütün hayvanların eşit doğması ve yaşama hakkına sahip olması gelir. Hayvanlar var olmalı ve var kalmalıdır. Tüm hayvanlar desteklenmeli ve korunması, gözetilmesi, bakımı ve kötü muamelelerden uzak tutulması için gerekli önlemler alınmalıdır. Hayvanların türüne özgü şartlarda bakılması, beslenmesi, barındırılma ve taşınması temel ilkedir. Hayvanları taşınmasında, türüne ve özelliğine uygun ortam ve şartlar sağlanmalı, hayvanların taşıma sırasında beslenmesi ve bakımı yapılmalıdır.

Ülkemizde, 2004 tarihli 5199 sayılı hayvanları koruma Kanunu ve 2021 tarihli yeni düzenlemesinde, hayvanlara nihayet canlı statüsü kazandırılarak var olma hakları, hukuki temellere oturtulmuştur. Ancak hayvan hukukunda, hayvanları koruma kanunlarında ve hayvan haklarında, hayvanların korunmasına ilişkin kurallar, hayvanlarla ilgili düzenleme ve hükümler, hayvanların yaşamaları, onlara insafsızca davranılmasının önlenmesi ve işkence konusu edilmemelerini sağlayamamaktadır.

Bütün hayvanlar, var olma, eşitlik ve saygı gösterilme hakkına sahiptir. Hayvan hakları, canlı varlıklar olarak insan haklarının devamıdır. Hayvanların korunması için, yasalarca belirlenen hukuki bir temellere dayanılarak, haklarına saygı gösterilmesi gerekmektedir. Hayvanlara saygı gösterilme hakkının korunması gereğine odaklandığımızda ise bu hakları korumak ve gerçekleştirmekle ilgili muhataplar sorunu ortaya çıkmaktadır. Hayvanlara saygı gösterilme hakkının ve hayvan haklarının özenle korunması yükümlülüğünü kimler, nasıl yerine getirecek ve hayvanlara saygı gösterme hakkına kimler nasıl özenecek ve sahip çıkacaktır? Bu sorulara cevap vermek ise hiç kolay değildir.

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Antroposan Çağda Hayvan Onurunu Korumaya Çalışmak

Prof. Dr. Z. Gönül BALKIR

Kocaeli University
gonulbalkir@yahoo.com
Orcid:0000-0003-0710-8375

Lect. Başak BALKIR GÜLEN

Kocaeli University
basakbalkir@hotmail.com
Orsid:0000-0003-0527-2980

ÖZET

Antroposantrizm, insanın evrendeki veya dünyadaki en önemli varlık olduğunu düşünen inançtır. Bu nedenle, antroposantrizm olarak insanmerkezcilikte; insanlar, diğer türlere kıyasla daha büyük içsel değere sahiptir. Protagoras'ın ünlü "İnsan her şeyin ölçüsüdür" sözü, antroposantrik düşüncenin ve antroposan çağın özeti gibidir. İnsanmerkezcilik, insan öznelliğine ve tarihe dair hâkim olan, üstün kabul edilen ilişkiler geliştirmek suretiyle tüm varoluşu, ayrımcılıkla çürüten kavramsal bir güçtür. Oysa insanla, hayvanın ilişkisine, hayvanların canlı bireyler oldukları gerçeğine dayanarak farklı bir bakış açısına ihtiyacımız vardır. İnsan - hayvan karşıtlığındaki bu bakış açılarından biri olarak insanmerkezcilik, kendi konumunu öncelerken, diğer varlıkların tamamını denetimi altına almaktadır. Bu karşıtlığı bozmak için yapılması gereken ilk iş aralarındaki hiyerarşiyi yıkmaktır. Ancak, hayvan çalışmaları hala büyük oranda insana ait kavramlara odaklanmış ve insanmerkezciliğin tahakkümü altındadır.

Antroposan çağın hayvanları, insanla arasında çizilmiş sınırın dışında yaşar, çoğu zaman dışlanmalara ayrımcılığa maruz kalırlar, alıkonulurlar, kapatılırlar; sömürülür, istismara uğrar ve öldürülürler. İnsanı evrenin merkezine oturtan çağdaş batı düşüncesi, insanı her türlü değer ve etkinliğin de kaynağı olarak görürken neden hayvanları korumak ister? Hayvanlar, birer canlı birey olduklarından etik değerler nedeniyle, doğanın ayrılmaz bir parçası oldukları için mi korunmalıdır? Yoksa Antroposan çağın, ekonomik geleceğine ilişkin çıkarlar, böyle gerektirdiği için mi korunmalıdırlar?

Hayvan hukukunda, Hayvanları Koruma Kanunlarında ve hayvan haklarında, hayvanların korunmasına ilişkin bazı kurallar var ise de, bu kurallar hayvanları, gerçek anlamda hak sahibi yapmamaktadır. Hayvanlarla ilgili bu düzenleme ve hükümler, hayvanların yaşamaları, onlara insafsızca davranılmasının önlenmesi ve işkence konusu edilmemeleriyle ilgili olup aslında toplum vicdanının tatmin edilmesi amacını gütmektedir. Bu nedenle, hayvanları hak sahibi kılma amacını taşımamaktadır. Hukuk düzeninin belirli bir kişi için tanıdığı hak, başka bir kişi için yükümlülük doğurur. Hak sahibi hakka ilişkin yetkisini kullandığı takdirde bir başka kişi tarafından bu haktan kaynaklanan yükümlülüğün yerine getirilmesi gerekir. Hayvanlara haklarının verilmesine ilişkin yükümlülüğü, kim, nasıl yerine getirecektir? Öte yandan hayvan hakları savunucuları, hayvanların mal ve eşya statülerinden kurtulmaları, birer canlı birey olarak kabul edilmelerini sağladıktan sonra şimdi de canlı bireylerin yaşama hakları, yaşama haklarına saygı gösterilmelerini isteme hakları ve hayvan onuru için mücadele etmek zorundadırlar. Antroposan çağda hayvan haklarını ve onurunu korumaya çalışmakla ilgili sorularımız peş peşe sıralansa da, cevaplar hiç kolay değildir ve ne yazık ki birçok belirsizlik içermektedir. Çalışmamızda, araştırma yöntemi olarak, araştırma konumuzla ilgili düzenleme ve politikalar taranarak, nicel araştırma yöntemine başvurularak, içerik analizi tekniğiyle irdelenmiştir.

Anahtar Kelimeler: Antroposantrizm, Antroposan Çağ, Hayvan Hakları, Hayvan Onurunu Korumak.

Trying to Preserve Animal Dignity in the Anthropocene Era

ABSTRACT

Anthropocentrism is the belief that considers humanity to be the most important being in the universe or on earth. Therefore, in anthropocentrism; Humans have greater intrinsic value than other species. Protagoras' famous saying "Man is the measure of all things" is like a summary of anthropocentric thought and the anthropocene age. Anthropocentrism is a conceptual force that refutes the whole existence with discrimination by developing relations that are dominant and considered superior to human subjectivity and history. However, we need a different perspective on the relationship between humans and animals, based on the fact that animals are living

individuals. As one of these perspectives in the human-animal opposition, anthropocentrism prioritizes its own position and puts all other beings under its control. The first thing to do in order to break this opposition is to break the hierarchy between them. However, Animal Studies is still largely focused on human concepts and is dominated by anthropocentrism.

The animals of the Anthropocene age live outside the boundaries drawn between them and humans, they are often excluded, discriminated against, detained, closed; they are exploited, abused and killed. Contemporary western thought, which places man at the center of the universe, sees man as the source of all kinds of values and activities, but why does it want to protect animals? Should animals be protected because they are living individuals, because of ethical values and because they are an integral part of nature? Or should they be protected because the interests of the economic future of the Anthropocene age require it?

Although there are some rules regarding the protection of animals in animal law, Animal Protection Laws and animal rights, these rules do not make animals truly entitled. These regulations and provisions regarding animals are about the survival of animals, the prevention of cruel treatment and the prevention of torture, and in fact, they aim to satisfy the public conscience. Therefore, it does not aim to entitle animals to rights. A right granted by the legal order for a particular person creates an obligation for another person. If the right owner uses his authority regarding the right, the obligation arising from this right must be fulfilled by another person. Who will fulfill the obligation to give animals their rights and how? On the other hand, animal rights defenders have to fight for the right to life of living individuals, their right to demand respect for their right to life, and animal dignity, after liberating animals from their status as property, allowing them to be accepted as living individuals. Although our questions about trying to protect animal rights and dignity in the Anthropocene age come one after another, the answers are not easy and unfortunately contain many uncertainties. In our study, as a research method, the regulations and policies related to our research topic were scanned, the quantitative research method was applied, and the content analysis technique was examined.

Keywords: Anthropocentrism, Anthropocene Age, Animal Rights, Protecting Animal Dignity.

GİRİŞ

Bildiri başlığımızı, Antroposan Çağda hayvan onurunu korumak şeklinde ortaya koyarken, aslında insanlığın hayvan sömürüsüne ve hayvan hakları ihlaline dikkat çekmek istedik. Çalışmamızda, öncelikle antropozan çağdaki hayvan hakkı ihlallerine yer verilerek, hayvanların onurlu yaşam haklarına ve hayvan haklarının korunmasına odaklanacağız.

1.ANTROPOSEN ÇAĞ VE ANTROPOSENTRİZM

Antroposen çağ, antroposentrizm, Brittanica'da şöyle tanımlanır: “İnsanın dünyanın merkezi ya da en önemli varlığı olduğunu savunan felsefi bakış açısı. İnsanları doğadan ayrı ve üstün, diğer canlıları (hayvanlar, bitkiler, mineral kaynakları vb) ise kendi yararı için haklı olarak istismar edilebilecek kaynaklar olarak görür.”. İnsanmerkezli ideolojiler, insan toplumlarındaki diğer baskı biçimlerinin (sınıf, ırk, cinsiyet) de kavramsal çerçevesini oluşturmuş, doğayla ilgili kültürel normları belirlemiştir (Tekin, 2018, 249).

Protagoras'ın, “İnsan her şeyin ölçüsüdür” şeklindeki ünlü sözü, insanmerkezci düşüncenin en kestirmeden ifadesidir. Antroposentrik düşüncelerin, paylaştıkları belli temeller bulunmaktadır. Kendinden başka hiçbir canlıya değer vermeyen bir körlükle malül olan insanmerkezcilik, insan öznelliğine ve tarihe dair hâkim olan, üstün kabul edilen ilişkiler geliştirmek suretiyle tüm varoluşu ayrımcılıkla çürüten kavramsal bir güçtür. İnsan ile hayvan karşıtlığındaki bir bakış açısı olan insanmerkezcilik, kendi konumunu öncelerken, diğer varlıkların tamamını denetimi altına almaktadır (Arıkan, 2021, 30).

2.TÜRCÜLÜK VE AYRIMCILIK

Türcülük, canlılara sadece ait oldukları türden ötürü farklı değerler yüklemek ve farklı davranmaktır. 1970'li yılların başlarında ortaya çıkan bir kavram olarak türcülük, bir türün, diğer türlerden daha önemli ve değerli olduğunu savunan ayrımcı bir felsefedir. Türcülük ayrımcılık ve önyargılı bir tutumdur.

Türcülük, insan türünün üstünlüğü varsayımına dayanarak, belli hayvan türlerinin sömürülmesi ya da ayrımcılığa uğratılması şeklinde de tanımlanabilir (olgun, 2020). İnsanların yüzyıllardır neredeyse aynı özelliklere sahip olmasına rağmen, kendini hayvanlardan üstün görmesine ve onları katletmekte sakınca görmemesine, türcülük adı veriliyor (Arslantaş, 2019).

Türcülük, Oxford sözlüğünde, “*insan türünün üstünlüğü varsayımına dayanarak, belli hayvan türlerinin sömürülmesi ya da ayrımcılığa uğratılması*” olarak tanımlanır. Türcülük, ırkçılık anlamını taşır. İrkçılar da, kendi ırklarına mensup kişilerin, diğer tüm özelliklerinden ve niteliklerinden bağımsız olarak, sırf bu özelliklerinden dolayı daha üstün bir ahlaksal statüye sahip olduklarını düşünürler (Wikiwand, 2021).

3.HAYVAN HAKKI İHLALLERİ

Yaşadığımız çağda insan-doğa arasındaki ahenk bozulmuştur. Hayvanlar, insanların ihtiyaçları için hammadde depolarına dönüşmüştür (Aslantaş, 2019).

Antroposen çağın insanmerkezci körlüğü, türcü bir bakış açısı ortaya çıkarmıştır. Birçok ülkede Sahiplenilmedikleri zaman beklenmeden hayvanlar öldürülüyor. Spor olarak İdürülen, teşhir edilen güreştirilen üzerinde deneyler yapılan hayvanlar var. Kürkü, derisi, eti için öldürülen, yığınlar halinde daracık yerlere hapsedilip oradan oraya taşınan hayvanlar var. Kazlar, insanlar yağlı kaz ciğeri seviyor diye zorla beslenirken, bazıları bu yüzden boğularak ölüyor. Pet shoplardaki hayvanları hayvan üretme tesislerinden geliyorlar. Orada hayvanlar sürekli zorla çiftleştiriliyor, pis kalabalık kafeslere kilitleniyor ve çiftleşemeyecek duruma geldiklerindeyse

basitçe ortadan kaldırılıyorlar. Bakılmadıkları ya da fazla büyüdükleri için dışarıya atılan hayvanlarsa hayvan barınaklarına gönderiliyor ve hayvanlar çok kalabalıklaşınca da öldürülüyorlar. Gerçekten de hayvanlar, endüstriyel hayvancılık faaliyetleri kapsamında hayatlarının neredeyse tamamını gün yüzü görmeden geçirmekte, manevra imkânını bütünüyle ortadan kaldıran daracık alanlarda hapsedilmekte, verimliliği artırmak üzere tabiatlarına aykırı biçimde beslenmekte, nakliye veya barındırma süreçlerini kolaylaştırmak üzere boynuzlarına, gagalarına ve diğer uzuvlarına ciddi zararlar verilmekte, deneylerde acı verici muamelelerden sonra öldürülmektedirler (Tekin, 2018, 244).

İnsan hayvan karşıtlığındaki bu bakış açılarından biri olarak insanmerkezcilik, kendi konumunu öncelerken, diğer varlıkların tamamını denetimi altına almaktadır. Hayvan Çalışmaları insanmerkezciliğin tahakkümü altındadır (Aslantaş, 2019,30). Aslında tüm canlılar, insan varlığını sürdürmek için orada bulunurken, insanmerkezcilikte birer araç kimliği taşırlar.

Hayvanların mal olarak görülmesi, hissedebilen bireyler olarak tanımlanmaması, her alanda haklarının sömürülmesine neden oluyor. Hayvanlarla kurduğumuz ilişkileri değiştirmedığımız sürece bu soykırım artarak devam edecek ve bu da sonunda dünyayı ekolojik felaket ile yok oluşa sürükleyecek (Timurlenk Pozut, 2021). Hayvanları koruma ve izleme merkezi olarak, HAKİM; 2020 Hayvan Hakkı İhlal Raporu'nda; '2020 yılında en az 22,7 milyon hayvan işkence gördü, en az 1,2 milyar hayvanın öldürüldüğünü bildirmektedir (Timurlenk Pozut, 2021).

4.HAYVAN HAKLARININ KORUNMASI VE GÜVENCESİ

Hayvan Haklarının Temellerine ait ilk belge, hayvan hakları evrensel bildirgesidir. Hayvan Hakları Evrensel Bildirisi, 1978'de UNESCO merkezinde duyurulmuş, 1990'da ise UNESCO direktörlüğüne sunulmuş, aynı yıl halkla paylaşılmıştır (Haykonfed, 2015).

Bildirgesi'nin giriş bölümünde, öncelikle yaşamın tek olduğunu, yaşayan bütün canlıların ortak bir kökeni olduğunu ve türlerin evrimi yönünde farklılaştığını, yaşayan bütün canlıların doğal haklara sahip olduğu belirtilir. Her hayvanın kendine özgü hakları bulunduğunu, bu doğal hakların küçümsenmesi ve hatta kolayca göz ardı edilmesinin doğa üzerinde ciddi zararlar doğuracağını ve insanoğlunun hayvanlara karşı suç işlemesine sebebiyet vereceğini söyler. Türlerin birlikte olmasının diğer hayvan türlerinin yaşama hakkını gösterdiğini anlatırken, insanoğlu tarafından hayvanlara saygı gösterilmesinin, bir insanın diğerine gösterdiği saygıdan ayrı tutulamayacağına dikkat çekmektedir. Giriş bölümü, hayvanların yaşama hakkına saygı gösterilmesine vurgu yaparken, bu saygının; bir insanın diğerine gösterdiği gibi hayvanlara da aynı şekilde hayvan onurunu koruyan bir saygı gösterilmesi gereğine işaret etmektedir (Haykonfed, 2015).

'Bütün hayvanlar yaşam önünde eşit doğar ve aynı var olmak hakkına sahiptir. İnsanlarda bir tür hayvan oldukları için, öbür hayvanları yok edemez, sömüremez. Bütün hayvanlar saygı görme hakkına sahip ve bütün hayvanların insanlarca gözetilme, bakılma ve korunma hakları vardır. Hiçbir hayvana kötü davranılmaz, acımasız ve zalimce işlem yapılamaz. Bir hayvan öldürülmesi zorunlu olursa; bu bir anda, acı çektirmeden ve korkutmadan yapılmalıdır. Yabani türden olan bütün hayvanlar, kendi özel ve doğal çevrelerinde, kara da, hava da veya suda yaşama ve üreme hakkına sahiptir. Geleneksel olarak insanların çevresinde yaşayan bütün hayvanlar uyumlu biçimde türüne özgü yaşam koşulları ve özgürlük içinde yaşama ve üreme hakkına sahiptir. İnsanların yanlarına aldıkları bütün hayvanlar, doğal ömür uzunluklarına uygun sürece yaşama hakkına sahiptir. Bir hayvanı terk etmek acımasızca ve insanlık dışı bir davranıştır. Hayvanlarda fiziksel ya da psikolojik bir acı çektiren deneyler yapmak, hayvan haklarına aykırıdır. Tıbbi bilimsel, ticari ve başka biçimlerdeki her türlü deneyler için de böyledir. Hayvan beslemek için yetiştirilmişse; bakılmalı, barındırılmalı, taşınmalı, ölümü de

korkutmadan ve acı çektirmeden yapılmalıdır. Zorunluluk olmaksızın bir hayvanın öldürülmesi demek olan her davranış, bir "biocide" yani yaşama karşı suçtur. Çok sayıda yabancı hayvanın öldürülmesi demek olan her davranış bir "genocide" yani türe karşı suçtur. Doğal çevrenin kirletilmesi ve yıkılıp yok edilmesinin sonu "genocide", soykırıma varır. Hayvanın ölüsüne de saygı göstermek gerekir. Bildirge de ölüleri de dahil olmak üzere, hayvanların onurlu yaşam hakkı ve hayvanlara saygı gösterilmesi hakkının düzenlendiği görülmektedir' (Haykonfed, 2015).

Hayvan hukukunda, hayvanları koruma kanunlarında ve hayvan haklarında, hayvanların korunmasına ilişkin düzenlemeler yapılmıştır. Hayvanlarla ilgili düzenleme ve hükümler, hayvanların yaşamaları, onlara insafsızca davranılmasının önlenmesi ve işkence konusu edilmemeleriyle ilgilidir. Ülkemizde ise hayvan hakları ile ilgili olarak, 2004 tarihinde çıkartılmış olan 5399 sayılı kanunun, hayvanları koruma konusunda yetersiz kalmış, 14 Temmuz 2021 tarihinde çıkarılan 7332 sayılı kanun ile değişiklik yapılarak, yeniden düzenlenmiştir.

2004 tarihli 5199 sayılı Hayvanları Koruma Kanunu'nun 1. maddesinde; 'kanunun amacı; hayvanların rahat yaşamlarını ve hayvanlara iyi ve uygun muamele edilmesini temin etmek, hayvanların acı, ıstırap ve eziyet çekmelerine karşı en iyi şekilde korunmalarını, her türlü mağduriyetlerinin önlenmesini sağlamak', olarak belirlenmiştir. 5199 sayılı Hayvanları Koruma Kanununun 4. maddesinde, hayvanları korumanın genel ilkeleri açıklanmıştır. 5199 sayılı kanunun 4. Madde de düzenlenen, hayvanların korunmasına ve rahat yaşamalarına ilişkin temel ilkeleri şöylece özetlenebilir:

Bütün hayvanlar eşit doğar ve kanun hükümleri çerçevesinde yaşama hakkına sahiptir. Evcil hayvanlar, türüne özgü hayat şartları içinde yaşama özgürlüğüne sahiptir. Sahipsiz hayvanların da, sahipli hayvanlar gibi yaşamları desteklenmelidir. Hayvanların korunması, gözetilmesi, bakımı ve kötü muamelelerden uzak tutulması için gerekli önlemler alınmalıdır. Nesli yok olma tehlikesi altında bulunan tür ve bunların yaşama ortamlarının korunması esastır. Yabancı hayvanların yaşama ortamlarından koparılmaması, doğada serbestçe yaşayan bir hayvanın yakalanıp özgürlükten yoksun bırakılmaması esastır. Hayvanların korunması ve rahat yaşamlarının sağlanmasında; insanlarla diğer hayvanların hijyen, sağlık ve güvenlikleri de dikkate alınmalıdır. Hayvanların türüne özgü şartlarda bakılması, beslenmesi, barındırılma ve taşınması esastır. Hayvanları taşıyan ve taşıtanlar onları türüne ve özelliğine uygun ortam ve şartlarda taşımalı, taşıma sırasında beslemeli ve bakımını yapmalıdırlar.

Yerel, gönüllü kuruluşlarla iş birliği içerisinde, sahipsiz ve güçten düşmüş hayvanların korunması için hayvan bakımevleri kurarak onların bakımlarını ve tedavilerini sağlar ve eğitim çalışmaları yapar. Ayrıca yerel yönetimler, ilgili karar organının uygun görmesi halinde hayvan hastanesi kurar. Kontrolsüz üremeyi önlemek amacıyla, toplu yaşayan yerlerde beslenen ve barındırılan kedi ve köpeklerin sahiplerince kısırlaştırılması esastır. Kedi ve köpek sahipleri, hayvanlarını dijital kimliklendirme yöntemleriyle kayıt altına aldıklarıyla yükümlüdürler.

5199 sayılı kanunda yapılan son yasal düzenleme ile hayvanların artık eşya ve mal statüsünden çıkarılarak, canlı bireyler olarak kabul edildiği, yaşama haklarına saygı gösterilmesi gerektiği kabul edilerek, hayvanların kanunda yer alan bu ilkelere göre korunması gerektiği aşamaya geçilebilmiştir.

SONUÇ

Dünya tarihinde ekolojik bütünlük kırıldığında, ekosistem çökmüş, insan ırkının üstünlüğü kavramı, diğer bütün canlıların sömürülebileceği konusunda insan merkezci bir bakış açısı ve algı bütünlüğü yaratmış ve yerleştirmiştir. Antroposan çağ olarak adlandırılan ve insanı üst bir

kimlik olarak tanımlayan, bu insanmerkezci bakış ve algılar, ekosistemdeki her şeyi kullanabilir bir mal olarak görüp, istedikleri gibi ayrımcılık yapabilmekte, diğer canlıları da istismar ekmekte hiç bir sakınca görmemektedir. Antroposan çağın insanı, türcülük ve ayrımcılık yaparak, hayvanı nesneleştirirken, hayvanları kendi malı ve eşyası olarak kabul eder.

Antroposan çağın hayvanları, sömürülür, istismara uğrar ve öldürülürler. Antroposan çağ, insanı her türlü değer ve etkinliğin de kaynağı olarak görürken neden hayvanları korumak ister? Hayvanlar, birer canlı birey olduklarından etik değerlerle, doğanın ayrılmaz bir parçası oldukları için mi korunmalıdır? Yoksa Antroposan çağın, ekonomik geleceğine ilişkin çıkarlar, böyle gerektirdiği için mi koruma altına alınmalıdırlar? Bu soruların cevapları, her birimiz için, tüm değerlerimizle ve yüreğimizle hissederek verilmek zorundadır.

İnsan haklarının gelişimine paralel olarak, hayvanların canlı bireyler olarak korunmaya başlamalarıyla, hayvanlarında insanlar gibi hissedebilen canlılar olduğu gerçeği, dünyaya bakışımızı kökten değiştirmiştir. Hayvan haklarının korunmasıyla ilgili mücadele ve çabalar sonucunda, hayvan haklarının korunmasına yönelik yasal düzenlemeler yapılarak, hayvan haklarının korunması yasal ve hukuki temellere oturtulmuştur.

Hayvan hakları savunucuları, hayvanların mal ve eşya statülerinden kurtulmaları, birer canlı birey olarak kabul edilmelerini sağladıktan sonra, şimdi de hayvanların onurlu yaşam hakları ve yaşama haklarına saygı gösterilmeleri için çalışmak zorundadırlar. Hayvanlarında yaşama haklarına saygı gösterilmesi, bir hak olarak düzenlenmiştir. Hayvanların yaşama haklarına saygı gösterilmesi gerçeği, bizlere, tıpkı insanlardaki gibi hayvanlarında onurlu yaşam hakları olduğunu göstermektedir. Şimdi artık, hayvanlara saygı göstermek ve hayvanların onurunu koruma zamanıdır. Ne yazık ki hayvanların onurunu korumak için yapılması gereken çalışmalar, içinde birçok belirsizlik içeren, çok uzun bir mücadele gerektirmektedir.

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Impact of Digital Currency on Indian Monetary System

Dr. Deepa Soni

Mohanlal Sukhadia University

Udaipur (Rajasthan)

75deepasoni@gmail.com

ABSTRACT

Present study empirically investigates the impact of digital currency on Indian Monetary system by establishing the relationship between money demand, money supply and velocity of money. The impact of digital currency on monetary system is observed indirectly through the fiat currency for both short run and long run. Conintegration method is applied to examine the impact of Cash ratio, Electronic currency level, financial electronic ratio and interest rate on various velocities (V_0, V_1, V_3) using the two sample period, one from 1991 to 2020 and another sample period from 2001 to 2020. It is evident from the study that there is a negative impact of cash ratio and financial electronic ratio on velocity of money during the short run as well as during the long run for the period 2001 to 2020. In contrast, electoral currency ratio and interest rate exhibit positive association with velocity of money. The study concludes that replacement effect of adoption of digital currency in place of fiat currency would lead to decline in the use of cash and subsequently decline in the velocity of money also while its complementary effect would bring rise in the velocity of money and it is more effective as compared to the replacement effect so overall digital currency signifies the higher growth in the economy with the condition that it should be well managed and regulated.

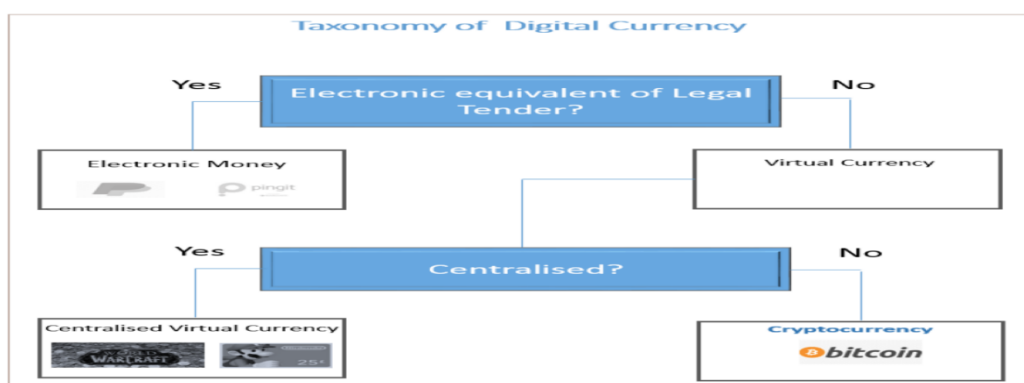
Keywords: Digital Currency, Virtual Currency, Electoral Money

INTRODUCTION

The advent of globalization and technological innovation transforms the economy towards digitalisation. There has been rapid change in the mode of trade and other commercial activities towards online platform as economy adopted the path of E-Commerce which subsequently laid the foundation for adoption of digital currency. Digital currency has gained worldwide recognition. Different countries conducting research on how to employ digital currency with potential consequences. In broader term digital currency represent value in digital manner. Digital currency exhibits the properties similar to that of Fiat currency issued by the Government i.e. it also performs all the functions of fiat currency or physical currency like it can act as medium of exchange, store of value but it does not have physical identity or we can say it is in virtual form. Thus digital currency only exists in digital form. It is also known as electronic money or cyber cash. In the report published by Financial Action Task Force (FATF 2014) defined digital currency as a digital representation of value that can be digitally traded while functioning as a medium of exchange, unit of account and a store of value, but has no legal tender status and functions only by agreement within the community of users of the virtual currency.

Digital currency basically covers two type of money - Electoral money or E-money and Virtual money. Electoral money is a digital representation of government issued fiat currency which considered legal tender for example Central Bank Digital Currency (CBDC) while virtual currency is not considered legal tender. They are controlled and created by their developers, with value being appreciated in a specific community. More specifically, virtual currency can be further classified into two parts: first, with the value of fiat currency but without the explicit Government or commercial bank control at online platform while the second one is with the value of the new currency itself. For example cryptocurrencies like Bitcoin, a new form of currency that cannot be measured in fiat currency but that does have an equivalent monetary value as a currency. The international monetary fund and the European bank have recently put together a taxonomy of digital currency. It's visual representation can be given in following chart -

Chart-1



In recent decades, new payment technologies have been added to this list, from mobile based money to smartphone-based payment apps, and from stable coins to a new form of central bank-issued money in the form of Central Bank Digital Currency (CBDC).

Over the past few decades number of central banks have started their internal projects to better understand the potential application of digital currency and its far reaching implications on economy. Central banks see CBDCs as an opportunity to address risks associated with the digital payments, to reduce costs and to support central banks' for the smooth functioning. Financial

stability is also an important matter of concern – particularly in the light of the threat that private alternatives may become dominant, and may not support the stability of the financial system. Similarly, number of central banks have started internal projects to better understand the technology of cryptocurrencies and more broadly the potential application of distributed ledger technology (DLT) to government-issued digital currencies. Moreover, financial inclusion is an important motivation especially in emerging market economies (EMEs). Thereafter, another CBDC project was started in 2020 electronic Chinese yuan (e-CNY) of the People’s Bank of China (PBC). Meanwhile, in October 2020, the Central Bank of the Bahamas issued its first retail digital currency called the Sand Dollar.

Present paper is an attempt in this direction to broaden the view on impact of digital currency on Indian monetary system. Rest of the study is structured as follows- Section two relates to the theoretical framework related to the relevant literature on the digital currency. Section three describes the research methodology and description regarding specification of the model and variables included alongwith their justification. Section four relates to the findings and discussion about the result and its implications on Indian economy and finally section five pertains the concluding remark and recommendations.

THEORITICAL FRAMEWORK

There is no doubt that with the development of e-commerce, the online digital payment system is a convenient method without further confirmation or recognition it can tradable on a worldwide (Al-Laham, 2009). In the development of digital currency, another important characteristic is the learning spillover (Berentsen, 1997). Therefore, on the one hand the learning spillover effect will generate increasing recognition of e-commerce and digital currency on the other hand it is likely to reduce the use of cash and the replacement effects to fiat currency will gradually become more apparent. Liu and Xu (2004) is of view that the electronic platform would gradually reduce the free cash in the market. Similarly, Al-Laham (2009) asserted that digital currency issued by non-financial institutions could influence the monetary policy by change in the stock of fiat currency.

The growth of digital currency supply would lead to reduction in the central banks’ assets and liabilities which will result in management problems especially, the money reserve that the central banks uses to conduct the monetary policy will be altered (Fung, 2014).

Berentsen (1997) shows that digital money is expected to replace fiat currency and may further affect the money supply. While Ely (1996) argued that the effects of digital currency are not significant to fiat currency; as a method of money circulation, there are no differences between digital currency and fiat currency i.e impact of digital currency on monetary policy can be ignored. In contrast, Griffith (2014) demonstrated that the issuer of digital currency determines the effects of monetary Policy.

Riza (2010) suggested that digital currency is safer when compared to fiat currency. For example, lower-rated bank loans can result in default one of the characteristics of digital currency is that it has no complex international boundaries. The presence of a CBDC will not affect this type of run, but it could well increase the probability of the systemic bank run (FernándezVillaverde et al (2021)).

With the fast-changing and intense policy debate on digital currency especially CBDC technology and privacy, a growing academic literature has emerged on the macroeconomic implications of digital currency. In this context, present paper is an attempt to investigates the impact of digital currency on Indian monetary system. To the best of our knowledge no such study has been conducted so far in India. The study employ the money demand and money

supply model to identify how the aggregate digital currency could affect the Indian monetary system, which is explained in the following section.

RESEARCH METHODOLOGY

Central Bank operates the monetary policy through controlling the supply of money. In India, supply of money is measured through M_0 (Reserve money), M_1 (Narrow money) and M_3 (Broad money). It is difficult to directly compare the amount of digital currency and fiat currency so the impact of digital currency can be assessed indirectly through fiat currency (by looking towards the replacement effect and complementary effect). Thus due to non-availability of adequate data and in order to avoid inaccuracy in measuring supply of digital currency Zhou (2006) suggested velocity of money to assess the impact of digital currency on the monetary system. The relation between money supply and demand for the money can be expressed through the standard equation developed by Fisher and Brown (1911)

$$M_t V_t = PY$$

Above equation states that total money supply (M_t) multiplied by velocity of money i.e. number of times money is circulated is equal to the Nominal Income (PY). Thus, given the level of Nominal Income there is an inverse relation between the money supply and velocity of money. In other words, with the unchanged nominal income, an increase in the money supply would be offset by the decrease in the velocity of the money. Mathematically, in the above equation velocity of money can be specified as-

$$V_t = PY/M_t$$

$$\text{or } V_t = GDP/M_t$$

The study considers Gross Domestic Product as Nominal Income so the velocity of money can be estimated by dividing money supply with GDP. Present study examines the impact of digital currency by establishing a relation between money demand, money supply and velocity of money.

Model Selection

Present study adopts the empirical model applied by Qianru Xiang on the Chinese economy in order to examine the impact of digital currency on the Indian monetary system. Model specification is presented as follows-

$$V_t = c + \alpha CR + \beta EC + \gamma FE + \delta I$$

Explanation of the Variables taken

(i) Velocity of Money:

Three measures of money prevailing in India are M_0 , M_1 and M_3 . Accordingly their corresponding velocities of money are V_0 , V_1 and V_3 , which can be calculated by GDP/M_t . All the three velocities V_0 , V_1 and V_2 are taken separately as the dependent variables along with the selected independent variables.

(ii) Cash ratio (CR)

The relation between digital currency and fiat currency can be observed through cash ratio. The definition of cash ratio is presented by Zhou (2006) as the percentage of cash in broad money (M_0/M_2) which indicates the relationship between digital currency and fiat currency. As we move towards the digital system, there is a reduction in the use of cash which is called the replacement effect. Due to the replacement effect, the velocity of physical cash or fiat currency goes down. On the other hand, while a decrease in the use of physical cash due to the

replacement effect would result in a decrease in the velocity of money, the complementary effects of digital currency could compensate for this fall in the velocity of money by expanding, use of digital currency, that would bring out with an increase in the velocity of money. However the overall impact can be judged through the strength of these two effect on velocity, I.e. if overall effect is positive then it will lead to rise in the velocity of money and consequently bring positive effect on economy.

(iii) **Electronic currency level (EC)** = $(M_1 - M_0) / M_3$

Z. Jiang (2012) consider that as the development of digital currency in China remains in its initial stages; digital currency would have more impacts in bank current deposits, so he suggest to replaces the numerator M1 with M1-M0 and dividing M1-M0 by aggregate broad money (M2) to estimate the electronic currency level . To conclude, the digital currency issued by financial institutions would enhance the utilisation of bank current deposits so by facilitating the usage of bank current deposits, digital currency would cause fluctuations in the velocity of money.

(iv) **Financial electronic level (FE)** = $(M_3 - M_0) / M_3$

Switching over towards the digitalisation would cause a decline in the demand for money as by using digital currency, people are less likely to hold money in their bank accounts and turn to the higher interest gains from Internet investment rather than the lower interest rates offered by the commercial banks.

(V) **Interest rate (I)**

Present study applies cointegration test to find out the long-term equilibrium analysis; and the error correction model will be adopted for short-term non-equilibrium while, the unit root test is applied to test the stationarity of the series.

Data Sources and Time period

Present study is based on secondary data to be collected from Handbook of statistics on Indian Economy published by RBI . Time period undertaken for the study ranges from 1991 to 2020 As digitalization is still at nascent stage so in order to broaden our view on impact of digitalization, the sample period is further divided into two sub-samples; one from 1991-2020 and another from 2001-2020.

FINDINGS AND DISCUSSION

ADF Test

At first, Augmented Dickey Fuller (ADF) Test is applied to find out whether the series are Stationary or not. All the variables are transformed into their log form. Result of the ADF test is shown in table-1 in which value of P suggest that Series are stationary after first difference.

Cointegration Analysis

In the cointegration test, all the variables are taken at the logarithmic form and thereafter ordinary least square regression model is applied (as presented above) is estimated. Result of the regression equation is presented in the table-2. Thereafter, in order to ascertain the long run impact of digital currency on velocity, ADF test is applied to check the stationarity of the residuals derived from the OLS . It was found that only for the period 2001-2020 residuals are stationary (table-3) so we proceed further for short run impact through Error Correction Model (presented in table-4) for the same period.

Table-1 Result of the ADF Test

Time period		V0	V1	V3	CR	EC	FE	I
1991-2020	At level	.122	.15	.14	.13	..14	.11	.11
	At first Difference	.002	.0003	.004	.0002	.006	.002	.000
2001-2020	At level	.15	.13	.14	.13	.16	.13	.12
	At first Difference	.005	.004	.006	.0004	.007	.005	.002

Table-2 Result of the OLS

Dependent Variable →	LV0		LV1		LV3	
	1991-2020	2001-2020	1991-2020	2001-2020	1991-2020	2001-2020
Constant	4.01	-16.13	4.21	-16.44	3.99	-16.20
Cash Ratio	1.18 (.42)	-6.52 (.08)	1.67 (.26)	-6.21 (.09)	2.17 (.15)	-5.55 (.13)
Electoral Ratio	0.44 (.01)	.34 (.13)	0.25 (.14)	.12 (.56)	.44 (.01)	.34 (.13)
Financial ratio	-2.46 (.611)	-34.58 (.03)	-1.40 (0.77)	-34.28 (.03)	-2.50 (.60)	-34.69 (.03)
Interest	.32 (.02)	.45 (.04)	0.33 (.02)	.44 (.04)	0.32 (.02)	.44 (.04)
R square	.84	.69	.87	.68	.92	.80
DW	.86	.68	.86	.68	.87	.78

Note: Figures in the bracket show P values

Table 3 Stationary Test of Residuals (For the period 2001-2020)

	V0	V1	V3
ADF value	2.90	2.91	2.88
P value	.009	.009	.01

Table:4 Result of Error Correction Regression Model

Variable	V0		V1		V3	
	Coefficient	Prob.	Coefficient	Prob.	Coefficient	Prob.
ΔCASH Ratio	-2.172091	0.0224	-1.876960	0.0468	-1.166211	0.1905
ΔElectoral Ratio	0.104905	0.1488	-0.115111	0.1203	0.105539	0.1471
ΔFinancial Ratio	-6.563619	0.1182	-6.275968	0.1404	-6.541531	0.1201
ΔR	0.077720	0.0724	0.074093	0.0909	0.077996	0.0726
E(-1)	0.097519	0.1635	0.097875	0.1697	0.096960	0.1695
C	-0.063009	0.0000	-0.063261	0.0000	-0.062999	0.0000
R-squared	.84		.63		.31	
Durbin watson	1.19		1.25		1.19	

Explanation of the Result

(i) Cash Ratio

Result for the sample period 1991-2020 suggest that there is positive but insignificant relation between cash ratio and velocity (V_0). Similar result exhibits for V_1 and V_3 . Overall it can be conclude that any increase in cash ratio would bring rise in the velocity circulation of money. In contrast, for the period of 2001-2020 our estimated result show a negative but insignificant impact of cash ratio on all types of velocities which implies that decline in the cash ratio (or increase in the digitalization) would raise the velocity of money. It indicate that the replacement effect of possible decline in the cash usage would be offset by the complementary impact of rise in the digital payment. With the advancement of technology in the digital use and its easy adoption by the society would replace digital currency for fiat currency which is accompanied by the rising velocity of digital cash as it is convenient and time saving for the people to go for digital payment system. Thus, it can be witnessed that rise in digital currency would lead to increase in the velocity of money.

(ii) Electoral Currency level (EC)

EC depicts the utilization or share of bank's saving deposits in total broad measure (M_3). Result of the electoral ratio for the period 1991-2020 is significant and positive for V_0 and V_3 while for the period 2001-2020 indicates positive but insignificant association between electoral currency level and velocity of money for short run and long run. It can be noticed that the impact on V_1 is more insignificant as compare to the other velocities which may probably be due to the fact that rise in the digital currency does not significantly affect saving deposits or current deposit Which is simply the measure for M_1 (indirectly V_1).

(iii) Financial Electoral Ratio

Our estimated result exhibits negative and insignificant association between the financial ratio and velocities of money for the period of 1991-2020 however, similar picture can be observed for the period 2001-2020 but with significant impact on all velocities of money for long run as well as for short run. To interpret, we can say that Financial ratio measures share of total term deposit or utilization of term deposit in total deposit so with the rise in the digital currency demand for money goes down and people are less likely to hold the money in their bank account rather they would prefer for diversifying portfolio investment to fetch higher interest gain as compared to the bank, as a result velocity of money rises constantly. To put it differently, Financial Electoral ratio depicts changing investment portfolio by switching from term deposit at bank to other forms of investment due to the adoption of digital currency so implementation of the digital currency should be well managed and regulated in order to control any deterrent effect on financial stability.

(iv) Interest rate

Rate of interest is one of the most effective and conventional tool of monetary policy to control the supply of money. It can be clearly seen from the result that interest rate poses positive impact on all velocities in the monetary system during both the sample periods. However, this impact is significant during the long run. Rise in the interest rate lead to the decline in the money supply in the economy which will ultimately bring down the velocity in the economy. To interpret, it can be said that even after the adoption of digital currency, interest rate remains effective during the long run.

CONCLUSIONS AND RECOMMENDATIONS

There has been a rapidly growing academic literature on far reaching implications of digital currency on economy. Present study empirically assess the impact of digital currency on Indian Monetary system by establishing the relationship between money demand, money supply and

velocity of money. It is evident from the study that there is a negative impact of cash ratio and financial electronic ratio on velocity of money during the short run as well as during the long run for the period 2001 to 2020. In contrast, electoral currency ratio and interest rate exhibit positive association with velocity of money. The study concludes that replacement effect of adoption of digital currency in place of fiat currency would lead to decline in the use of cash and subsequently decline in the velocity of money while its complementary effect would bring rise in the velocity of money and it is more effective as compared to the replacement effect. Similarly, positive and significant impact of rate of interest on velocity of money during the long run suggests that rate of interest remains an effective tool of monetary policy in India for controlling the money supply in India so overall digital currency signifies the higher growth in the economy with the condition that it should be well managed and regulated.

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Piyasa Değeri Ar-Ge Giderleri İlişkisi: BİST İmalat Sanayinde Bir İnceleme

Lecturer Bülent ORDU

Department of Business Administration
Bolu Abant İzzet Baysal University
deryayucel@ibu.edu.tr

Prof. Dr. Rahmi YÜCEL

Department of Business Administration
Bolu Abant İzzet Baysal University
yucel_r@ibu.edu.tr

ÖZET

Günümüzde işletmeler, sürdürülebilir değer yaratma becerilerine göre başarılı sayılmaktadırlar ve bu nedenle işletmelerin temel amacı karın maksimize edilmesinden çok firma değerinin maksimizasyonudur. Ve bu amaca ulaşmak isteyen işletme yöneticileri daha çok kar ya da daha çok satış hasılatı elde etmeye çalışmak yerine, şirketin piyasa değerini en yükseğe çıkarmak için çeşitli politikalar uygulamaktadırlar. Çünkü belli bir dönemdeki karlılık o dönemdeki kararlardan ziyade, ağırlıklı olarak daha önce alınmış olan kararların ve o dönemdeki piyasa şartlarının bir sonucudur. Bu açıdan piyasa değeri kısa dönem performansla değil, o şirketin gelecekte yaratması beklenen nakit akışlarının değeriyle ilgilidir.

20. yüzyılda meydana gelen ekonomik büyümenin temelini özellikle eğitim ve Ar-Ge alanındaki ilerlemeler ve bunun sonucunda ortaya çıkan bilgi sermayesi oluşturmaktadır. Bilgi sermayesinin artan ağırlığı, işletmelerdeki geleneksel değerlendirme yaklaşımlarının geçerliliğini zayıflatmıştır. İşletmenin değerini belirleyen unsurlardan maddi varlıkların ağırlığı bu süreçte azalırken, maddi olmayan varlıkların ağırlığı önemli ölçüde artmıştır. Geçmişte bir şirketin değeri, sahip olduğu yatırımlarla ifade edilir, hisselerin geleceğini kuruluşun fabrikaları, binaları, makineleri ve ürünleri belirlerken; günümüzde ise bir şirketin değerini sahip olduğu maddi olmayan varlıkları yani görünmeyenleri (Ar-Ge yatırımları ve bu yatırımların geri dönüş şekilleri olan telif hakları, patent hakları, imtiyazlar, ticari isim ve markalar gibi) ve bunların performansları belirlemektedir.

Bu nedenle çalışmada BİST imalat sanayinde yer alan firmalarda Ar-Ge giderleri ile piyasa değeri arasındaki ilişki ele alınmaktadır. 2009-2020 döneminde 583 firma yıl gözleminden oluşan örnekleme piyasa değeri ile Ar-Ge giderleri arasındaki cari ve beş yıla kadar gecikmeli etkiler panel veri analizi ile incelenmiştir. Bulgular piyasa değerinin cari dönem Ar-Ge giderlerinden etkilendiği gibi gecikmeli etkilerinde de varlığını ortaya koyarken Ar-Ge dışında net satış büyümesinde önemli bir belirleyici olduğunu göstermektedir.

Anahtar Kelimeler: Piyasa Değeri, Araştırma-Geliştirme Giderleri, BİST, Panel Veri Analizi.

The Relationship between Market Value and R&D Expenses: An Analysis in BIST Manufacturing

ABSTRACT

Today, businesses are considered successful according to their ability to create sustainable value, and therefore the main purpose of businesses is the maximization of firm value rather than profit maximization. And business managers who want to achieve this goal, instead of trying to get more profit or more sales revenue, apply various policies to maximize the market value of the company. Because the profitability in a certain period is mainly the result of the previous decisions and the market conditions of that period, rather than the decisions of that period. In this respect, market value is not related to short-term performance, but to the value of the future cash flows that that company is expected to generate.

The basis of the economic growth that took place in the 21st century is the progress in education and R&D, and the resulting knowledge capital. The increasing weight of knowledge capital has weakened the validity of traditional valuation approaches in businesses. While the weight of tangible assets, which is one of the factors that determine the value of the business, decreased in this process, the weight of intangible assets increased significantly. In the past, the value of a company is expressed by the investments it has, while the company's factories, buildings, machinery and products determine the future of the shares; Today, the value of a company is



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determined by the intangible assets it owns, namely the invisible ones (such as R&D investments and the return forms of these investments, such as copyrights, patent rights, privileges, trade names and brands) and their performance.

For this reason, the relationship between R&D expenses and market value in companies in the BIST manufacturing industry is discussed in this study. The current and up to five-year lagged effects between market value and R&D expenses in a sample consisting of 583 company year observations in the 2009-2020 period were examined by panel data analysis. The findings show that the market value is affected by the current period R&D expenses as well as its lagged effects, while showing that it is an important determinant in net sales growth outside of R&D.

Keywords: Market Value, Research and Development Expenses, BIST, Panel Data Analysis.

1. Giriş

Son elli yıllık dönemde hızla artan dünya nüfusu, kaynakların giderek azalması, yaşanan ekonomik ve finansal krizler, kısa vadeli kârlılık odaklı bir yaklaşımın rasyonel ve sürdürülebilir olmadığını ortaya çıkarmıştır. Bu durum örgütsel düzeyde sürdürülebilir bir yaklaşımı gerekli kılmış ve giderek daha fazla işletme toplumun refahına katkı sağlamak adına üretim yöntem ve süreçlerini iyileştirmekle meşgul olmuştur (Yücel, 2022a: 92).

Bu açıdan inovasyon ihtiyacı artık bir istek veya ihtiyaçtan çok öteye geçmiş ve bir zorunluluk halini almıştır. Bu değişim sürecinde bir zamanlar içinde buldukları pazarların öncüsü ve yaratıcısı olan dev şirketler yaşanan değişikliklere ayak uydurmayı başaramayıp, rekabetçi kalamamış ve yok olmuşlardır. Bu açıdan günümüzde başarılı olan kuruluşların ortak noktası ar-ge ve inovasyondur. Geleneksel rekabet avantajı büyüklük veya varlıklara sahip olma gibi faktörlerden gelebilirken, bu model giderek artan bir şekilde bilgi ve teknolojik becerileri ve deneyimlerini ürün ve hizmetlerinde inovasyon yaratmak için seferber edebilen organizasyonlara doğru kaymaktadır. Ar-ge ve inovasyon, yalnızca bireysel girişim düzeyinde değil, aynı zamanda giderek artan bir şekilde ulusal ekonomik büyümenin kaynağı olarak da önemli hale gelmektedir (Yücel, 2022b:200-201).

Bu açıdan Ar-Ge harcamaları temel olarak firmaların mevcut ve gelecekteki nakit akımlarının sürekliliğini sağlamak amacıyla yeni ürün ve/veya hizmetler geliştirmek ve bunların sürekliliğini sağlamak için katlandıkları harcamalardır. Bu tür harcamaların bir kısmı mevcut dönemde giderleşirken, bazıları ise yıllara sair giderleştirilmek üzere maliyet olarak bilançoya alınırlar. Katlanılan bu giderlerin sonucunda elde edilecek olumlu sonuçların gelecekte elde edilecek nakit akımlarını pozitif etkilemesi beklenir. Bu nedenle Ar-Ge giderlerinin cari dönemde olası negatif etkilerinin yanında sonraki dönemlerde beklenen olası nakit akımı artışları nedeni ile piyasa değeri üzerinde pozitif etkilerinin olması olasıdır. Ancak Ar-Ge çalışmaları başarılı sonuçlanabileceği kadar başarısızlıkla da sonuçlanabileceğinden bu etkiye ilişkin kesin bir sonucun varlığından bahsedilemez.

Bu kapsamda çalışmanın amacı, Türkiye’de sanayi sektöründe faaliyet gösteren 172 adet firmadan seçilerek verilerine bir bütünlük çerçevesinde ulaşılabilen 80 adet firmanın yaptıkları Ar-Ge giderlerinin satışlara oranının piyasa değeri üzerinde olan cari dönem ve gecikmeli etkilerini incelemektir. Bunun için çalışmada BIST imalat sanayi sektöründe yer alan firmaların 2009-2020 yıllarını kapsayan mali tablolarından elde edilen 583 firma-yıl gözleminde oluşan analiz verisi, dinamik panel veri tekniği kullanılarak Stata 14 programında incelenmiştir.

2. Literatür

Literatürde Ar-Ge giderleri ile piyasa değeri ilişkisi farklı çalışmalarda değişik boyutları ile incelenen bir konu olmuştur.

Samimi ve Alerasoul (2009), panel veri analizi yöntemini kullanarak yaptıkları çalışmada 2000-2006 yılları arasında gelişmekte olan 30 ülkenin ekonomilerini temel alarak Ar-Ge harcamaları ile ekonomik büyüme arasındaki ilişkiyi incelemiştir. Çalışmanın sonucunda gelişmekte olan ülkelerde nispeten düşük Ar-Ge harcamaları sebebiyle Ar-Ge harcamaları ile ekonomik büyüme arasında önemli bir etki bulunmadığını belirtmişlerdir.

Benzer şekilde Genç ve Atasoy (2010), Ar-Ge harcamalarının ekonomik büyüme üzerine olan etkilerini 34 ülke açısından inceledikleri çalışmada ise 1997-2008 yılları arasında elde edilen verilerde panel nedensellik testini kullanarak yaptıkları analizlerin neticesinde Ar-Ge harcamalarının ekonomik büyümeyi tek yönlü olarak etkilediği sonucuna varmışlardır.

Göçer (2013), Ar-Ge harcamalarının piyasa değeri üzerindeki etkilerini incelediği çalışmada, gelişmekte olan 11 Asya ülkesi için 1996-2012 yıllarını kapsayan dönemde panel veri analizi yöntemini kullanmıştır. Çalışma sonucunda Ar-Ge harcamaları ile piyasa değeri ve ekonomik büyüme arasında olumlu bir ilişki olduğu tespit edilmiştir.

Ayaydın ve Karaaslan (2014), Ar-Ge harcamalarının firma performansına etkisini ölçmek için yaptıkları çalışmada 2008-2013 yılları arasında imalat sektöründe faaliyet gösteren 145 firmadan elde edilen veriler ile panel veri analizi tekniğini uygulamışlar ve çalışmalarının sonucunda Ar-Ge harcamalarının firma performansını dolayısıyla piyasa değerlerini olumlu etkilediği belirtmişlerdir.

Polat (2016), imalat sektöründe faaliyet gösteren 52 firmaya ait verileri kullanarak, Ar-Ge yatırımlarının bu firmaların performansına etkisini panel veri analizi yöntemini kullanarak araştırmıştır. Çalışma sonucunda Ar-Ge yatırımlarının Türkiye'deki firmaların ekonomik performanslarına olumlu bir etkisinin olmadığını belirtmiştir.

Erdoğan ve Yamaltdinova (2019), 2008-2017 yıllarını kapsayan dönemde Borsa İstanbul'da işlem gören 62 üretim firmasının bu döneme ait verilerini kullanarak Ar-Ge harcamaları ile firmaların finansal performansı arasındaki ilişkiyi panel veri analizi yöntemi ile incelemişlerdir. Çalışma sonucunda Ar-Ge giderleri ile firmanın piyasa değeri ve finansal performansı arasında olumlu bir ilişki olduğunu belirtmişlerdir.

Özer vd. (2019), örneklemi 2012-2017 yılları arasında imalat sektöründe faaliyet gösteren firmaların oluşturduğu ve Ar-Ge giderlerinin kârlılık ve satışlar üzerine olan etkilerini inceledikleri çalışmalarında panel veri analizi yöntemini kullanmışlardır. Yapılan analizler neticesinde statik etkili panel veri modeline göre Ar-Ge harcamalarının piyasa değeri ve kârlılık üzerine bir etkisi yok iken, dinamik panel modeline göre ise pozitif bir etkiye sahip olduğu belirtilmiştir.

3. Yöntem Ve Değişkenler

Panel veriler hem zaman serisi hem de kesit serisi özelliklerini bünyesinde bulundurması sebebiyle karma veriler olarak adlandırılmaktadır (Gujarati ve Porter, 2012: 23). Panel veri serilerinde aynı kesit birimlerinin belli bir zaman dilimi içerisinde gözlenme durumları söz konusudur (Gujarati ve Porter, 2012: 591). Belli bir dönem içerisinde meydana gelen olayların büyük ölçüde geçmiş deneyimlerden ve davranış biçimlerinden etkilenmiş olması, ilişkilerin incelenmesi sürecinde değişkenlerin gecikmeli etkilerinin de modele bağımsız değişkenler olarak dâhil edilmesini gerektirir. Açıklanan değişkeni etkileyen değişkenler incelenirken açıklayıcı değişkenlerin gecikmeli değerlerinin yanı sıra açıklanan değişkenin gecikmeli etkilerinin de hesaba katıldığı modellere Dinamik Panel Veri Modelleri adı verilir (Er, 2009: 95). Dinamik panel modellerinin statik panel modellerinden farkı, bağımlı ve bağımsız değişkenler arasındaki dinamik yapının da dikkate alınmasıdır (Er, 2009: 51).

Panel veri modelleri yatay ve kesit verilerinin yanı sıra zaman boyutunu da barındırmasından ötürü genellikle dinamik bir yapıya sahiptirler (Tatoğlu, 2018: 113). Çalışmamızda da şirketlerin Ar-Ge harcamalarının üzerinde etkili olduğu bağımlı değişkenler doğası gereği dinamik yapıdadır. Bağımlı değişkenler sadece t zamana ait durumlardan değil t-1 zamandaki ekonomik işlemlerden de etkilenmektedir. Bu nedenle bağımlı değişkenin gecikmeli değerlerinin modele dâhil edilmesi modelin açıklama gücünü arttırmaktadır. Bağımlı değişkenin veya bağımsız değişkenlerin gecikmeli değerlerinin modele dâhil edilmesi modeli dinamik hale getirmektedir.

Bağımlı değişkenin gecikmeli değerinin açıklayıcı değişken olarak modele dâhil edilmesinin dezavantajı ise içsellik sorununa neden olmasıdır. Statik panel veri analiz yöntemleri içsellik sorununu dikkate almadıklarından elde edilen katsayılar ve katsayılarla ait olasılık değerleri sorunlu hale gelmektedir. İçsellik sorununun üstesinden gelmek üzere literatürde sıklıkla kullanılan yöntemlerin başında uygun araç değişkenleri kullanılarak içsellik sorununun yol açtığı dezavantajların üstesinden gelenebilen GMM modeli gelmektedir. GMM modeli tahmin edilirken fark GMM ve sistem GMM olarak iki farklı tahmin yöntemi uygulanabilmektedir. Fark GMM, kullandığı araç değişkenlerin farkını alarak hesaplama yaparken sistem GMM düzey değişkenleri de modele dâhil ederek tahmin yapmaya izin vermektedir. Değişkenlerin fark alma işlemi sonrası tahmin için kullanılması veri kaybına neden olabilmektedir. Bu nedenle literatürde özellikle dengesiz panel veri seti söz konusu ise sistem GMM kullanmanın daha uygun olduğu öne sürülmektedir. Bu da daha tutarlı tahminlere sahip olunmasını sağlamaktadır.

Panel verilerde serilerin sahte regresyon problemi oluşmaması için durağan olması gerekmektedir. Serilerin durağan olmaması durumunda tahmin sonuçları değişkenler arası gerçek ilişkiyi göstermemektedir. Panel veriler kullanılırken birim kökün varlığı incelenecekse ilk olarak yatay kesit bağımlılığının test edilmesi gerekir. Değişkenlerde yatay kesit bağımlılığı yoksa birinci nesil birim kök testleri kullanılırken yatay kesit bağımlılığı varsa ikinci nesil birim kök testleri kullanılmalıdır. Birim sayısının, zaman boyutundan büyük olduğu durumlarda CD_{LM} yatay kesit bağımlılığı testi uygun olan yöntemdir. Çalışmamızda N>T olduğu ve dengesiz panel veri setinin varlığı nedeniyle CD_{LM} testi kullanılmıştır.

Araştırma kapsamında piyasa değeri bağımlı değişkeninin açıklanmasında parasal değerle ölçülen Ar-Ge giderleri satışlara oranlanarak oluşturulan oran değişkenden yararlanılmıştır. Piyasa değerinin 1 alınmıştır. Bunun yanı sıra kontrol değişkenleri olarak Fiyat Kazanç Oranı (FKO), Net Satış Büyümesi (NSB) ve Kaldıraç Oranı (KO) değişkenleri de modele dahil edilmiştir.

4. Araştırma Modeli

Ar-Ge harcamalarının satışlara oranının piyasa değerine etkisini analiz etmek için hazırlanan modelde bağımlı değişken olarak Piyasa Değeri (PD), bağımsız değişken olarak Piyasa Değeri değişkeninin bir gecikmeli değeri, ARGESATIS (Ar-Ge/Satışlar) değişkeni ve onun gecikmeli etkilerini kontrol etmek üzere 5 dönem gecikmeye kadar olan değerlerine ait değişkenler kullanılmıştır. Ayrıca kontrol değişkenleri olarak Fiyat Kazanç Oranı (FKO), Net Satış Büyümesi (NSB) ve Kaldıraç Oranı (KO) değişkenleri modele dâhil edilmiştir. Tahmin edilen modelin matematiksel denklemi aşağıdaki gibidir:

$$PD_{i,t} = \alpha_{i,t} + \beta_1 PD_{i,t-1} + \beta_2 ARGESATIS_{i,t} + \beta_3 ARGESATIS_{i,t-1} + \beta_4 ARGESATIS_{i,t-2} \\ + \beta_5 ARGESATIS_{i,t-3} + \beta_6 ARGESATIS_{i,t-4} + \beta_7 ARGESATIS_{i,t-5} \\ + \beta_8 FKO_{i,t} + \beta_9 KO_{i,t} + \beta_{10} NSB_{i,t} + YIL_t^* + u_{i,t}$$

5. Veri Seti Ve Tanımlayıcı İstatistikler

Yapılacak analizlerde öncelikli olarak değişkenler ile ilgili tanımlayıcı istatistikler ve değişkenler arasındaki korelasyon katsayıları hesaplanmış daha sonrasında ise yatay kesit

bağımlılığı test edilmiştir. Yatay kesit bağımlılığının sonucuna göre birim kök testleri ile serilerin durağanlığı tespit edildikten sonra modele ait alt başlıklarda sonuçlara yer verilmiştir. Bu bağlamda imalat sektörü için araştırmada kullanılacak değişkenlere ait tanımlayıcı istatistikler Tablo 1.1’de verilmiştir.

Tablo 1.1. İmalat Sektöründe Değişkenlere Ait Tanımlayıcı İstatistikler

Değişken	Gözlem Sayısı	Ortalama	Standart Sapma	Minimum	Maksimum
ARGESATIS	840	0,815	1,606	0,000	24,450
PD	880	19,712	1,731	15,205	24,679
FKO	694	28,296	85,700	1,490	1409,120
KO	928	0,514	0,221	0,060	1,140
NSB	913	20,427	63,511	-86,860	1274,460

Tablo 1.1 incelendiğinde 80 adet firmanın Ar-Ge giderlerinin satışlara oranının (ARGESATIS) ortalaması % 0,815’dir. Bu durum firmaların Ar-Ge harcamalarına satışların %1’ine yakın oranda pay ayırdığını göstermektedir. Değişkenlere ait tanımlayıcı istatistikler incelendiğinde standart sapması en fazla olan değişken Fiyat Kazanç Oranı (FKO) iken en düşük standart sapmaya sahip değişkenin ise Kaldıraç Oranı olduğu görülmektedir.

İmalat sektörü için araştırmada kullanılacak değişkenlere ait korelasyon katsayıları Tablo 1.2’de gösterilmiştir.

Tablo 1.2. Değişkenlere Ait Korelasyon Katsayıları

	ARGESATIS	PD	FKO	KO	NSB
ARGESATIS	1.000				
PD	-0.152	1.000			
FKO	-0.005	-0.009	1.000		
KO	-0.087	0.191	0.064	1.000	
NSB	-0.011	0.011	-0.032	0.007	1.000

3.1. Yatay Kesit Bağımlılığı İncelemesi

Veri setinde $N(80) > T(12)$ olduğu ve bazı şirketlere ait verilere de ulaşamadığı için yatay kesit bağımlılığı olup olmadığını anlamak üzere en uygun test olarak Pesaran (2004) CD_{LM} yatay kesit bağımlılığı testi kullanılmıştır. Her değişken ayrı ayrı analiz edilerek yatay kesit bağımlılığının varlığı tespit edilemeye çalışılmıştır. Pesaran CD_{LM} yatay kesit bağımlılığı testine ait hipotezler şu şekildedir:

- H_0 : Yatay kesitler bağımsızdır.
- H_1 : Yatay kesitler bağımsız değildir.

Çalışmada kullanılan değişkenlere ait yatay kesit bağımlılığı testi olan CD_{LM} testinin sonuçları Tablo 1.3 ‘de gösterilmiştir:

Tablo 1.3. Yatay Kesit Bağımlılığı Testi (CD_{LM}) Sonuçları

Değişken Adı	CD-test	p-değeri
ARGESATIS	2.902	0.004
PD	126.572	0.000
FKO	14.963	0.000
NSB	36.832	0.000
KO	31.168	0.000

Tüm değişkenler için olasılık değeri istatistiki olarak yüzde 5'ten düşük olduğu için ($p < 0.05$) sıfır hipotezi reddedilir. Yani yukarıdaki tabloya göre tüm değişkenler için yatay kesit bağımlılığı vardır. Literatürde de imalat sektöründe faaliyet gösteren firmalar arası yatay kesit bağımlılığı beklenen bir durumdur. Yatay kesitler arasında korelasyon bulunduğundan dolayı yatay kesit bağımlılığını dikkate alacak birim kök testlerinin uygulanması gerekmektedir.

3.2. Birim Kök Testi Sonuçları

Modellerde yatay kesit bağımlılığı tespit edildiği için durağanlığın yatay kesit bağımlılığını dikkate alan ve dengesiz panel veri setlerinde de uygulanabilen bir birim kök testi olan ikinci nesil CADF birim kök testi ile test edilmesi gerekmektedir. CADF testi her ne kadar dengesiz panel veri setine uygulansa da gecikmeli değerleri de hesaba kattığı için veri setleri yeniden düzenlenmiştir. Bu nedenle gözlem sayısında gerek eksik verilerin olması gerekse de bazı verileri hesaba katmaması sebebiyle azalma olmaktadır. Modellerde genel olarak sabit ve trend bulunmaktadır. CADF testinin sabitli ve sabitli + eğilimli sonuçları Tablo 1.4' de gösterilmiştir:

Tablo 1.4. İmalat Sektörü İçin Birim Kök Test Sonuçları

Değişken	sabitli Z [t-bar]	P-değeri	sabit + eğilim Z [t-bar]	P-değeri	Gözlem Sayısı
ARGESATIS	5.095	1.000	25.358	1.0000	500
PD	5.623	1.000	25.727	1.0000	499
KO	3.469	1.000	26.738	1.0000	520
NSB	3.644	1.000	26.117	1.0000	512
FKO	7.716	1.000	18.864	1.0000	254

- H_0 : Seri durağandır
- H_1 : Seri durağan değildir (Birim kök sorunu vardır)

Bütün değişkenlerde $p > 0.05$ olduğu için istatistiki olarak sıfır hipotezi kabul edilmiştir. Yani serilerin tamamı durağandır.

3.3. Ar-Ge Harcamalarının Satışlara Oranının Piyasa Değerine Etkisi

Ayrıca otokorelasyon sorununu önlemek için de yıl değişkeni kukla değişkenleri kullanılmıştır. İki aşamalı Sistem GMM panel veri analizi kapsamında bu bölümde tahmin edilen modelden elde edilen bulgular Tablo 1.5' de gösterilmiştir.

Tablo 1.5. Piyasa Değeri Değişkenine Ait Bulgular

Bağımlı Değişken	PD			
Bağımsız Değişkenler	Katsayı	Düzeltilmiş Standart Hata	t-istatistik	P (Olasılık)
PD(-1)	0,640	0,128	4,980	0,000
ARGESATIS	0,168	0,076	2,200	0,032
ARGESATIS(-1)	-0,201	0,143	-1,410	0,164
ARGESATIS(-2)	-0,039	0,162	-0,240	0,811
ARGESATIS(-3)	-0,148	0,084	-1,760	0,083
ARGESATIS(-4)	0,039	0,104	0,370	0,711
ARGESATIS(-5)	-0,088	0,120	-0,740	0,463
FKO	0,000	0,001	0,360	0,721
KO	0,094	0,276	0,340	0,735
NSB	0,006	0,002	2,920	0,005
Sabit	4,200	1,566	2,680	0,009
Model İstatistikleri				
Gözlem Sayısı	355			
Birim sayısı	66			
Araç Değişken	64			
F (18,65)	42798.40			
AR(1)				0,028
AR(2)				0,318
Sargan Testi				0.000
Hansen Testi				0.367

Bulguların değerlendirilmesinde önce bulguların sağlıklı olup olmadığı belirlenmelidir. İlk olarak GMM yöntemi kullanılarak elde edilen parametre tahminlerinin etkin ve tutarlı olabilmeleri için hata terimleri arasında birinci meriteden korelasyon olmaması gerekirken ikinci mertebeden korelasyonun olması gerekir. Bu sebeple modellerin tahmininin ardından bu varsayımın geçerliliğinin sınanması için otokorelasyonun varlığı test edilmelidir (Yılmaz, 2017:98). İkinci mertebeden otokorelasyon testi için ise birinci fark denkleminde elde edilen kalıntılar kullanılmaktadır ve modele ilişkin hipotezler aşağıda gösterilmiştir:

- H_0 = Hata terimleri arasında otokorelasyon yoktur
- H_1 = Hata terimleri arasında otokorelasyon vardır

Model sonuçları incelendiğinde AR(1) sonucunun anlamlı olduğu görülürken ($p=0,028<0,05$ H_0 red), AR(2) sonucunun anlamlı olmadığı ($p=0,367>0,05$ H_0 kabul) görülmektedir. Bu durum, kurulan modelde bir sorun olmadığını göstermektedir.

Hata terimleri arasında otokorelasyon olmaması durumunda H_0 hipotezi kabul edilerek birinci fark modelinin Havuzlanmış En Küçük Kareler ve Genelleştirilmiş En Küçük Kareler tahminlerinin tutarlı olduğu sonucuna varılır. İkinci aşamada içsellik sorununu önlemek için kullanılan araç değişkenlerinin de doğru şekilde belirlenmiş olması, tahmin sonuçlarının analiz edilmeden önce tespit edilmesi gerekir. Modelin aşırı şekilde belirlenmemesi için önemli kurallardan birisi kullanılan araç değişken sayısının birim sayısından küçük olmasıdır. Analizde kullanılan birim sayısı 66, araç değişken sayısı 64 olduğu için bu koşul tesis edilmiştir. Ayrıca

araç değişkenlerin aşırı şekilde belirlenip belirlenmediğini anlamak için Sargan ve Hansen testleri uygulanmıştır. Hipotezler aşağıda gösterilmiştir:

- H_0 = Aşırı belirlenme kısıtlamaları geçerlidir
- H_1 = Aşırı belirlenme kısıtlamaları geçerli değildir.

Sıfır hipotezinin kabul edilmesi araç değişkenlerin aşırı belirlenmediği anlamına gelmektedir. Modellerden elde edilen araç değişkenlerin geçerliliği için yapılan testlerde dirençsiz olan Sargan Testi anlamlı olmasına rağmen ($p=0,00$), dirençli olan Hansen Testi anlamsız bulunmuştur. Bu test sonuçları, Sistem GMM yöntemiyle kurulan modelin tahmininde kullanılan araç değişkenlerin geçerli ve modelin uygun olduğunu göstermektedir.

Modelimizde Hansen testi olasılık değeri ($0,367$) $p>0.05$ olduğundan dolayı bir sorun olmadığı, aşırı belirlenme kısıtlamalarının geçerli olduğu görülmüştür. Dolayısıyla, dinamik risk modelinin genel anlamlılık, otokorelasyon ve araç değişkenler regresyonu ile ilgili koşulları sağlanmıştır.

Modelde beklendiği gibi PD değerinin bir gecikmeli değerinin PD değerini açıklamakta başarılı olduğu görülmektedir ($p=0,00$). ARGESATIS bağımsız değişkeni ile PD bağımlı değişkeni arasında cari dönemde anlamlı ve pozitif bir etki olduğu görülmektedir ($p=0,00<0,05$). ARGESATIS değişkeninin %5 önem seviyesinde 5 yıla kadar gecikmeli dönemlerinin PD değeri üzerinde istatistiksel olarak anlamlı bir etkisi ise gözlemlenmemiştir. %10 önem seviyesinde ise ARGESATIS değişkeninin PD değeri üzerinde 3 yıllık gecikmeli etkisinin istatistiksel olarak anlamlı olduğu gözlemlenmiştir ($0,083<0,1$). Ayrıca Net Satış Büyümesi (NSB) değişkeninin ise PD değeri üzerinde anlamlı bir etkisinin olduğu görülmektedir ($0,005<0,05$).

6. SONUÇ

Ar-Ge faaliyetleri neticesinde yapılan giderler kısa vadede firma açısından bir yük gibi gözükse de ilerleyen dönemlerde firmanın piyasa değerini arttırıcı bir unsur olması sebebiyle olumsuz etkisinin azalması ve nihayetinde ortadan kalkması beklenmektedir. Ancak gelişmekte olan ülkelerin büyük bir kısmında Ar-Ge faaliyetlerine gerek yeterli önemin verilmemesi gerekse de bütçedeki kesintilerden ötürü olumsuz etkinin beklenen süre içerisinde ortadan kalkmadığı görülmektedir.

Yapılan analizler sonucunda Türkiye’de firmaların Ar-Ge giderlerinin satışlarına oranının imalat sektöründe piyasa değeri üzerine anlamlı etkilerinin olduğu görülmektedir. Analizlerde değişkenlere ilişkin birim etkiler incelenmiş olup serilerin tümünün durağan olduğu yani birim kök sorununun olmadığı görülmüş olup çalışmada kullanılan firmalar arasında yatay kesit bağımlılığı olduğu da ortaya konmuştur. Bu durum aynı sektörde faaliyet gösteren firmalar söz konusu olduğunda beklenen bir durumdur. Zira bazı firmaların çıktısı durumundaki ürünler diğer firmalar açısından bir girdi, bir ana mamul ya da ara mamul fonksiyonunda olabilmektedir.

Bu çerçevede örnekleme dahil firmalar açısından yatırımcıların firmaların Ar-Ge giderlerini piyasa değerine yansıtılan önemli bir bilgi olarak değerlendirdikleri söylenebilir. Cari dönemde katlanılan Ar-Ge giderlerinin kârı azaltıcı etkisine rağmen piyasa değerine pozitif etki eden anlamlı bir değişken olarak gözlenmesi, yatırımcılar için Ar-Ge giderlerinin gelecekteki nakit akımlarının artacağı yönünde değerlendirilen olumlu bir bilgi olarak ele alındığına işaret etmektedir. Bunun yanında önceki dönemlere ait Ar-Ge giderlerinin ise piyasa değeri üzerinde anlamlı bir etkisinin olmaması, dinamik panel veri analizini esas alan sonuçlar

açısından Ar-Ge giderlerine ilişkin açıklanan bilginin açıklandığı dönem piyasa fiyatına yansıtıldığına işaret etmektedir. Bu durum BİST'in zayıf formda piyasa etkinliğine nispi bir kanıt sağlar.

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The Great Resignation: A Quantitative Analysis of the Factors Leading to the Phenomenon

Ms. Sunandita KUNDU

Indian Institute of Management Lucknow
sunanditakundu01@gmail.com

Mr. Soham DAS

Indian Institute of Technology Mandi
s21033@students.iitmandi.ac.in

Mr. Snehashis NAG

Indian Institute of Management Amritsar
snehashisn@iimamritsar.ac.in

ABSTRACT

The world has been immersed by the COVID-19 pandemic caused by the SARS-CoV-2 virus since 2019. It's only after almost 2.5 years of widespread infectious war that the world is finally approaching a point of stabilization. Coined by Prof Anthony Klotz of Texas A&M University, the term "Great Resignation" received quite some attention in the past few months. The phenomenon addresses the upsurge of the resignation trend among working professionals all over the world following the shift in peoples' needs, preferences and perception caused by the pandemic storm. This paper lays a thorough theoretical analysis of the factors that set off the Great resignation trend and quantifies the significance of each of those factors. Finally, the paper offers some of the measures that will assist organizations in combating this constant loss of workforce and possibly overturn the damages and build a sustainable work environment. After identifying the factors affecting the great resignation, we aimed to quantify the importance and significance of each criterion using Fuzzy Analytical Hierarchy Process and then we tried to explain why the factors received the importance they did. We found that 'Toxic Workplace' and 'Uninspiring Work' had the highest significance in determining attrition during the COVID driven great resignation while the factor 'Inconsistency among younger employees' had the lowest importance.

Keywords: The Great Resignation, Fuzzy Logic, Analytical Hierarchy Process (AHP).

INTRODUCTION

Beginning in late 2020, the Great Resignation, also known as the Big Quit or the Great Reshuffle, is an ongoing economic trend in which employees voluntarily depart from their positions in masses. Wage stagnation despite growing costs of living, long-term job unhappiness, safety concerns related to the COVID-19 pandemic, and a desire to work for companies with superior remote-working policies are all possible explanations. The Great Resignation has been compared to a worldwide strike by some economists.

People are quitting their jobs all across the world. According to Microsoft data, 41% of the world's working population intends to change jobs this year. According to monster.com, 95% of Americans are considering quitting their current jobs, and many have actually done so. In August 2021, 4.3 million people (2.9 percent of America's working population) in the United States abandoned their jobs, bringing the total number of Americans who had quit their occupations to 20 million since April 2021. In Germany, one-third of enterprises are short of skilled personnel, and there are now 4,00,000 skilled worker vacancies. According to OECD data, 20 million people have not returned to work in 38 member nations since the COVID-19 pandemic broke out. The attrition rate in India's tech sector has increased by 23%. Many low-wage garment workers in Vietnam have not returned to work. In the Caribbean, one out of every six workers between the ages of 18 and 29 years has quit the job. In China, there is a labor shortage in the technology sector. Workers have been quitting in significant numbers

As a result of the COVID-19 pandemic, workers have been able to assess their occupations, working environment, and long-term goals. The pandemic provided immense opportunity to the employees to reassess their career paths (Tessema et al., 2022). Many firms attempted to bring their employees in-person due to the COVID-19 pandemic, but workers preferred the freedom of remote work and schedule flexibility, which was the primary reason for the majority of people surveyed by Bankrate in August 2021 to look for a new job. Furthermore, many workers, especially younger generations, are seeking to strike a better work-life balance. Millions of people suffer from long term post-COVID disorders, which limits their capacity or desire to work.

People who rely on low-wage occupations have been encouraged to stay at home by COVID-19 stimulus payments and increases in unemployment benefits, but areas where unemployment benefits were reduced saw little job creation as a result. Many dissatisfied employees, on the other hand, allege that they are unable to resign due to financial constraints, with many of these employees being people of color. "There's more competition across industries than ever before, so workers feel more empowered than ever before," said Sekou Siby, president and CEO of the Restaurant Opportunities Center United in the United States. "However, this does not mean that everyone may leave their current jobs."

Millennials are driving the flight, according to an Adobe report, since they are more likely to be dissatisfied with their work. In the following year, more than half of Millennials expect to hunt for new employment. According to Harvard Business Review, the age range of 30 to 45 years saw the greatest increase in resignation rates. Racial minorities, low-wage, and frontline workers are also dissatisfied with their jobs in the United States, according to the wealth management firm, Mercer.

The IMF's Carlo Pizzinelli and Ipppei Shibata issued a working paper on the reasons for job losses in the US and UK labor markets since COVID-19. Job mismatch or the mismatch between where people hunt for work and where there are the most vacancies, was shown to play a "moderate" influence, with a less impact than following the global financial crisis. The impact of the outbreak of the Wuhan virus on women, which caused the so-called "She-

cession," was estimated to account for 16 percent of the total job gap in the United States but little to none in the United Kingdom. Meanwhile, the authors claim that older employees aged 55 to 74 years leaving the workforce accounts for 35% of the gap in both the UK and the US. Unemployment benefits, insufficient pay, caregiving, relocation, fear of infection, toxic workplace, feeling undervalued, the attitude of the younger workforce, uninspiring work, poor leadership, workplace rigidity, and constrained freedom of expression are just a few of the factors contributing to the large number of resignations.

That's not all, though. Not everyone is resigning due to government unemployment benefits, the need to care for a kid or the elderly at home, or the fact that their family has relocated due to the pandemic. Work-life balance is the elephant in the room. For years, our lives had been centered on our jobs. We planned our week around our work schedules, met people only on weekends, socialized only on off days, skipped family functions for work, prioritized work meetings over family get-togethers, and scrimped on vacations to save our earned leaves.

All of this has changed as a result of the pandemic. It held up a mirror. It made people realize how unpredictable life is. As a result of the pandemic people were forced to consider what actually matters to them. The vast majority of them understood it wasn't their job, or at least not their current job. As a result, millions of people began to reimagine their lives. Many people left the city and moved to the suburbs. They came to the realization that they didn't want to wait till retirement to seek greener pastures. Many people resigned their full-time employment and started freelancing because they wanted to spend more time with their families. Many people choose to leave their jobs and return to school because they recognized that life is too short to pursue a career that does not correspond with their personal ambitions. Many people have converted their hobbies into full-time employment. Many people started trading full-time. Many people decided to establish their own business. A start-up boom has accompanied the mass resignation. Those who lacked the necessary skills and resources to establish a business or the necessary qualifications to seek new employment chose to remain in the villages. For example, Vietnamese garment industry workers swapped harsh living circumstances and human rights violations at the factories for a life of hardship at home, where at least they have a family to support.

It's no surprise that the Great Resignation is also known as the "Workers' Revolution." It's part of the pandemic's legacy. It instilled in people a newfound respect for themselves and their lives, as well as the lives of those they care about.

RESEARCH GAPS

The literature we surveyed did not consider quantifying the factors contributing to the great resignation in the order of significance. In this paper we made an attempt to quantify the factors leading to the great resignation using Fuzzy Analytic Hierarchy Process (F-AHP) and ranked them in order of significance as collected from the survey we conducted.

OBJECTIVES

The primary objectives of this paper are threefold.

1. Initially we investigate and identify the major causal factors that laid the foundation or the context upon which the Great Resignation trend is rooted. Thorough literature review has been done and surveys were conducted for proper identification of the causes.

2. After analyzing the factors, we have used the Fuzzy Analytical Hierarchy Process to quantify the importance of each factor and determine which factor played what role in context of the great resignation.
3. With the help of literature review we identify how organizations can combat the Great Resignation. We delve deeper into the strategies that organizations can adopt for mitigating the rate of resignation triggered by the COVID – 19 pandemic.

LITERATURE REVIEW

According to Donald Sull and Ben Zweig (2022), almost 24 million Americans left their jobs between April and September 2021, setting a new high. As the Great Resignation continues, business leaders are scrambling to fathom the reasons causing the widespread exodus. They were able to calculate company-level attrition rates for the Culture 500, a group of large, mostly for-profit companies that employ nearly one-quarter of the private-sector workforce in the United States. They found out that Great Resignation affects both blue-collar and white-collar workers equally. These severely hit sectors, apparel retail, fast food, and specialized retail, employ the most blue-collar workers of all the industries that have been looked at. On the other hand, entities have the second-highest turnover rates of any Culture 500 company. Enterprise software, which notably has a high churn rate, employs the most engineering and technical experts. During the first six months of the Great Resignation, firms with a reputation for a healthy culture, saw lower-than-average turnover. Relatively short sample size, these combinations reveal a more intriguing trend. SpaceX, Tesla, Nvidia, and Netflix, among other successful companies, have higher attrition rates than their more conservative competitors. Startups such as Goldman Sachs and Red Bull have also recorded greater turnover.

Sheather, J., & Slattery, D. (2021), proposed that as doctors are bracing themselves for a harsh winter after England's "independence day" and a surge of covid-19 cases this summer. Rising case numbers was an exceptional testable prediction, and those who became contaminated endured the worst of the physical consequences. Professional damages have primarily affected doctors and other health care employees, who are already overwhelmed. The following months are dubbed "the Great Resignation" by economists, and our healthcare is unlikely to be spared. According to a recent study of UK doctors, half of those polled intend to work fewer hours, with another 21% considering leaving the NHS entirely. The number of doctors approaching retirement soon is also increasing.

According to Andrew Van Dam (2021), in his paper found out that, with generous federal stimulus, phenomenal market gains, surging home prices, and health concerns luring many Americans into early retirement, the pandemic economy produced among of the strongest temptations to retire in modern history for better-off Americans. According to an exclusive Washington Post research, many of these retirees also preferred to procrastinate enrolling for Social Security payments. These retirees might expect to receive better paychecks in the future if they delay their benefits. Economists, research scholars, and governments ascribe the trend on generous federal stimulus and unemployment insurance payments, which assisted retirees make ends meet in the short term; rising stock and home prices, which thickened retirement funds; and pandemic-related limitations at Social Security field offices across the country, which forced elderly to apply online.

Avitzur, O. (2021), is of the opinion that the COVID-19 pandemic has triggered extreme stress and tiredness among several segments of the health-care workers during the last 20 months. According to a Morning Consult poll of 1,000 U.S. health-care employees beginning in early September, nearly one-fifth had abandoned their jobs in the course of the pandemic, with another one-fifth considering quitting. The emigration has put strain on remaining employees, who are frequently compelled to endure greater burdens, culminating in a domino theory on the exodus of workers. The grounds for these departures are dynamic and varied. They've been criticized on the burden of vaccine regulations on those who decline to get vaccinated, disease caused by COVID-19 or its ramifications, and psychological alienation and other psychological effects brought on by the outbreak.

Tessema et al. (2022), proposed organizations strive to reach specific targets. As a result, they must have the human, financial, and physical resources necessary to achieve their objectives. Human resources are thought to be the most valuable parts that organizations need in order to achieve their goals, despite the fact that they are needed to varying degrees in different businesses. HR management has been claimed to be somewhat part of the issue or part of the solution for enabling people to contribute constructively in an organization (Lussier & Hendon, 2021). Including this study, the more successful employees are managed, the less probable they are to resign. An employee's resignation throughout this study refers to a retrenchment undertaken by the employee. There are two categories of employee resignations: preventable and unavoidable. While avoidable resignation can be avoided, unavoidable resignation (for example, health, childcare, pregnancy, return to school, relocation, dual career, new job, and retirement) cannot be avoided.

Jiskrova, G. K. (2022), opines that the COVID-19 pandemic led to substantial health, lifestyle, economic, and societal changes, in contrast to increased morbidity and mortality due to the virus. The challenges of treating COVID-19 individuals cause severe stress, burnout, and depression and anxiety symptoms. Workers in other industries, on the other hand, saw massive growth in psychological strain. Workers in professional and technical industries, hospitality, customer service, small businesses and self-employed people, as well as female workers, were among the hardest hit. The Great Resignation could be a passing fad aided by the media. However, it demonstrates how complicated and unpredictable the pandemic's influence on the labor and workplace may be. The pandemic's course has taught us a valuable lesson about making hasty predictions. However, the events of the previous two years have caused such an upheaval in the neoliberal consensus that the world of work may be irrevocably changed. The specific nature of these alterations will only be revealed in the coming years.

According to Parker, R., & Clark, B. Y. (2022), workers in Oregon were hit hard by the COVID-19 pandemic's economic effects. Many sectors benefited from the pandemic, while others—particularly leisure and hospitality—saw massive job losses. According to our findings, 27% of Oregonians experienced a change in job status during the epidemic. Eleven percent of Oregonians who were employed lost their jobs, 5% quit, and a little more than 2% retired. Furthermore, despite the fact that 75% of Oregon workers said they were very or somewhat content with their current employment status, 26% said they were considering resigning.

Cook, J., & Lord, J. D. (2022), explains how the "Great Resignation" might be transformed into the "Great Reshuffle." The 'Great Resignation' does not necessarily imply that firms accept that employees depart from their jobs; it can potentially be perceived as 'The Great Reshuffle,' in

which a significant number of employees just move about the labor market. Horn, O. (2021), proposed that the hospitality business was one of the first and worst devastated industries when Covid led the country to a pause. Business came to a halt, and several hotels and restaurants shuttered or reduced employee levels to the bare minimum in order to save money. These safety nets were often absent or non-existent in developing countries. Many companies were harsh in their dismissal of employees, simply telling them that they were no longer needed. Employers were able to avoid paying legally required compensation for firing employees with short notice because many countries declared Covid-19 a "force majeure." Within weeks of the pandemic devouring the business, many of our colleagues, both expatriate and local, found themselves literally 'on the street.'

Bayraktar, M. (2022), according to the famous tagline, almost 33 million Americans have left their jobs since the spring of 2021. The majority of Americans who have quit their jobs appear to be doing so in order to obtain better opportunities. To keep up with rising living costs, workers are searching for higher pay. Hourly earnings in the leisure and hospitality industry, for example, increased by 12.3% in November, much above inflation. Notwithstanding all the resignations and renegotiations, the average American worker's actual compensation — the genuine value of their paycheck after inflation — fell by 2.4 percent in 2021. According to a recent study performed by The New York Times and Momentum, only about 17% of Americans believe their incomes are keeping up with rising prices.

Zhongming, Z. et Al. (2021), explained that the number of people quitting their jobs in the United States is at an all-time high. The Great Resignation was the name given to this phenomenon, which resulted in substantial labor shortages for firms. Noneconomic elements, in addition to economic ones, may need to be considered in order to fully comprehend and handle this problem. The Great Resignation may have contributed to lower-than-expected post-pandemic GDP growth in the second quarter. In this sense, claiming that meaning can be found in pursuits other than labor may appear retrograde or even un-American. Work, and the monetary benefits it delivers, isn't the only way to achieve the "pursuit of happiness" espoused in the United States Declaration of Independence.

Hebert, K. (2021), said that as auditors explore for new and more flexible career possibilities, Hebert highlights the need for audit leaders to address five personnel management issues. Many businesses believed that COVID-19 would be contained in a matter of weeks, that everyone would be able to return to work, and that the world would return to normal. Nobody could have predicted what would happen in the next two years. Internal audit departments were no exception to the remote work environment, which caused everyone to modify how they worked. Virtual walkthroughs, audit documentation collection, and meetings with audit customers were all required. Internal audit leaders have to figure out how to properly alter, complete, and manage their audit plans.

METHODOLOGY

This study uses a qualitative approach and a thorough review of the literature to better understand the various reasons that contribute to the "Great Resignation," as well as the various methods and courses of action that companies may use to keep their employees from mass resignations. The constituents of this "pandemic epiphany" have been thoroughly studied by

consulting and analyzing a large amount of relevant literature, culminating in the formulation of various techniques and courses of action that organizations might use to avoid this phenomenon. The information was gathered from a variety of secondary sources, including papers, journals, and books, all of which are duly acknowledged. Some primary data was also collected via questionnaires in Google Forms and the mathematical analysis to find out the absolute importance of the factors was done using the Fuzzy Analytical Hierarchy Method (F-AHP) by geometric mean method.

1. FACTORS LEADING TO THE GREAT RESIGNATION

Among the various reasons that contributed to the great resignation as discussed earlier, in this paper we are going to discuss the following reasons, quantify them and rank them according to their importance.

- **Toxic workplace:** A toxic workplace is the one in which there is a lot of turmoil and instability, whether it's because of a megalomaniac boss, vengeful employees, a lack of order, etc. According to Robert Sutton, a Stanford University professor who studies organizational behavior and author of *The A**hole Survival Guide*, a hostile work atmosphere "leaves you feeling like trash."
- **Unjust Remuneration:** When asked why their salary is what it is, both employees and executives largely point to one factor: individual performance. Despite this, research shows that this belief is false, and that it is largely based on three pay myths: that you can separate your pay from the performance of others; that your job has an objective, agreed-upon definition of performance; and that paying for individual performance improves organizational outcomes. Instead, four organizational forces determine your pay: power, inertia, mimicry, and equity. The bad news is that these forces have changed the economy to favor a select group of people at the expense of the majority. The good news is that if pay isn't a fixed, strict reflection of performance, we may envisage a more flexible system.
- **Poor Leadership:** Employee morale might suffer as a result of poor leadership, and the company's financial line may suffer as a result.
- **Feeling Undervalued:** Toiling away at a job where your coworkers take you for granted is never fun. Look for ways to emphasize your accomplishments and talents to make a difference. Request permission from your manager to provide the rest of the company an overview of your team's tasks and successes. Discuss what your team does, what its objectives are, and how you're working to improve. Praise and appreciation of others is another approach to get your work noticed.
- **Uninspiring Work:** Although this is an inevitable part of every job and at some point, we all feel a little uninspired which is perfectly normal. The problem arises when the employee loses interest in their work due to a whole host of reasons starting from monotony to the toxic culture in the workplace. People start losing sight of the broader impact their work has on the world and start introspecting on what would have happened if they were in a different job.
- **Workplace Rigidity:** It is often said that the best way to boost employee morale is to give them perks other than salary. Now perks can come in different forms but experts believe that workplace flexibility is one of the best perks an organization can provide its employees. Flexibility could include flexibility in work timings, flexibility to work



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from home, maternity and paternity leaves and objective based work timings. But unfortunately, most of the organizations try to follow an iron fist approach regarding work timing and location which after a point does not sit well with most employees leading to high attrition rates

- ***Inconsistency among younger employees:*** younger employees often join the workforce only to leave in a few years to pursue a higher degree as they are more likely to be risk takers and given the short time they are in the organization, they have a lot less emotional attachment to the organization than older, more experienced employees.
- ***Hindered Growth:*** Often due to organizational inefficiencies and leadership issues, growth prospects of the organization along with that of the employees are hindered. Hindered Growth in an organization can lead to employee dissatisfaction along with high attrition rates. The other traits that hinder the growth are toxic workplace culture and a work environment that tolerates too much of substandard performance.
- ***Constrained Freedom of Expression:*** It is of great importance to have transparency in a workplace so that accurate feedback can be passed across various departments and hierarchies and without it the workplace becomes an environment of ‘yes sir’ and eventually the decline comes. Employees often get frustrated that their opinions are not given importance and the general lack of freedom of expression leads to low morale and the employee quitting.

1.1 Measures To Be Taken From An Organizational Perspective To Prevent The Trend

According to a survey (source: Limeade), 40% of respondents claimed they were burnt-out, 20% said their workplace was inflexible, and 16% said that their past employers did not promote their well-being as reasons for them quitting or switching their jobs. According to the survey, 40% of respondents were looking for new jobs that would allow them to work remotely according to their preferences. People no longer want their life to be centered around their jobs. They want their professions to allow them to live the lifestyle they choose. A parent raising a child, for example, may desire a career that allows him or her to take time off every day to drop the youngster off at school. A young professional could prefer to work 5 hours per day, 4 days per week so that they have time to pursue their interests or unwind. In this instance, he or she is looking for an employer who will respect their decision. Some people may prefer to work from home permanently. People nowadays prefer occupations that are flexible, remote, and have shorter work periods, such as four days. People seek a career that allows them to balance their professional and personal lives.

Every major historical event has had an impact on our economic decisions. The epidemic served as a wake-up call. Those who have survived the virus place much too much value on their lives to compromise. The pattern was investigated by LinkedIn. It was discovered that the number of LinkedIn members who updated their profiles and found work climbed by 54% year over year. Gen-Z changed jobs the most, with an increase of 80%, followed by millennials with a transition rate of approximately 50%, generation X with a transition rate of around 31%, and finally the boomers with a transfer rate of around 5%.

Hospitality and healthcare are among the industries that have suffered the most as a result of the widespread resignation.

Employers had a difficult time in the first year of the pandemic. When offices reopened, supply bottlenecks suffocated operations, and staff began to leave in droves. In the United States, there



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are now ten million job opportunities. A total of 4,00,000 skilled people are required in Germany.

The following are the few suggestions that the companies must take to retain the talents that had acquired:

- Companies may offer higher increments, bonus, perks and benefits. Reports say wages for low paid workers are rising at the fastest rate since the great recession.
- Some employers are giving collective holidays. German e-commerce company, Zalando, for example, gives employees one week of vacation.
- Some companies are giving coupons for food delivery and shopping at various e-commerce websites.
- Companies should allow enough flexibility to the employees. The organizations must allow the employees to work from home if they want. They may also incorporate hybrid work model.
- They must become diverse in terms of the needs of the employees. For example letting a parent take an hour off everyday so that they can spend time with their kids or letting people work in their flexible timings.
- The companies must rearrange their human resources in a way that enables flexibility, because today a pay cheque is no longer enough to retain employees. They must realize that the employees are tired and many are grieving and they need to look forward to meaningful work to get back to every monday.
- Companies must ensure better health policies; they must come up with better family engagement policies. Employees must be rewarded from time to time so that they feel valued.
- Understand how employees' needs, priorities and expectations have changed: Businesses are increasingly urging, and in some cases mandating, that employees return to work. Employers must recognise, however, that employees' lives have altered dramatically since the outset of COVID; they've launched a side business, taken on significant home projects, and have a different daily pattern in general. With these changes have come new wants, priorities, and expectations; as a result, managers must communicate with each employee to understand their requirements, priorities, and expectations, and then do everything necessary to meet them. To counteract the consequences of the Great Resignation, these adjustments, in concert with demonstrating that your organization cares about their individual living conditions, are critical.
- Address burnout: Creating a friendly environment is the first step towards preventing burnout. Compassion can be demonstrated in a variety of ways, including through your communication efforts. Consider receiving positive notes of recognition and encouragement from senior leaders and direct reports. Ask staff how they're doing and how much work they're accomplishing on a regular basis so you can make adjustments and provide more support as needed. Encourage people to take care of themselves. Managers should, at the very least, encourage employees to take use of PTO and other perks. Remind employees of accessible options, such as an Employee Assistance Program (EAP), on a regular basis. Because EAPs are frequently underutilized, make sure to promote them on a regular basis as part of your overall communications plan.
- Boost workplace wellbeing: While it's fantastic to provide opportunities for employees to get active, such as virtual or in-person fitness programmes, keep in mind that employee wellbeing is about much more than physical health. It also includes mental

health, financial security, healthy, supportive relationships, and a sense of purpose. To help encourage connectivity, arrange virtual or in-person coffee meet-ups and team-building activities. Professional or personal development can also be beneficial to one's well-being. Financial planning, creating boundaries, and building resiliency are all things to think about. Remind employees of the company's vision and mission, as well as how each person contributes to the company's success.

- **Enhance the employee experience:** A pleasant employee experience, in addition to wages and benefits, is critical to retaining your best employees. Quality of employee-supervisor connections, quality of peer relationships, opportunities for growth and development, a feeling of purpose in one's work, benefits, flexible work arrangements, and facilities inside the physical workplace are all important aspects of the employee experience. Team-building and social chances, minimum politics and gossip, entertaining and engaging events, ergonomically sound workstations, availability of nutritious food, and decent aesthetics such as natural light, plants, and art are all vital components of this component. Also, be aware of what your competitors provide that your company does not. Examine all of these factors and improve in any areas where you are lacking.
- **Encourage and reward employees who have chosen to stay:** The Great Resignation has an impact on your remaining employees as well as your company. It's also critical to provide opportunities for development of all the surviving personnel. When one employee leaves, it creates an opening for others. Employees would be delighted for whichever form of recognition, whether that was a remarkable experience, a promotion, or anything else.
- **Utilize interim talent:** While the ultimate objective is to keep employees from leaving, it's improbable that any resignations will be avoided. Because of the solutions that this talent can deliver fast, interim executives, contract professionals, and contract-to-hire solutions have grown in favor. These resources can fill Great Resignation vacancies, offer assistance to surviving employees, or help with a short-term project that doesn't require permanent personnel. The Great Resignation is causing havoc in firms of all sizes, across all industries, and at all levels. Employers who apply tactics to counteract mass exodus, such as the ones outlined in this article, can reduce the loss of top talent.
- **Companies should ensure that they are chalking out policies and plans keeping the future contingencies, like the Covid pandemic, in mind, in case humanity confronts similar situations or the continuation of the present situation, in future.**

It's time for the organizations to reimagine work, office culture and leadership in order to sustain and prevent The Great Resignation.

2. RESEARCH DESIGN

The research was composed of three sections (Ascertain, Execution, and Enumeration) as shown in Figure 1. In phase 1, a literature survey was conducted to determine the various causes leading to the great resignation. In phase 2, a committee was set up consisting of HR managers and corporate employees of various positions and they were presented with a questionnaire aimed at understanding various criteria and problems associated with the great resignation. Relevant information was organized into the final criteria based on expert's feedback and opinions, which would be employed in this research to determine the relative importance of the factors triggering the great resignation. Finally, in phase three, a mathematical performance

analysis was carried out, and a performance evaluation framework was built employing Fuzzy-AHP to determine the weights of various parameters. Fuzzy logic was used since the majority of the data obtained was essentially expert feedback and opinions, which, while having significant weight, were still subjective in nature, and so fuzzy logic assisted in removing any bias present in the data. The Fuzzy Analytical Hierarchy Process (Fuzzy-AHP) was used to evaluate the weightage each criterion have in the evaluation process. A pairwise comparison matrix was created at each level of criteria using a linguistic scale, and then a fuzzy pairwise comparison matrix was constructed, and the fuzzy weights were computed using the geometric mean method.

Table-1: List of Criteria and Their Codename.

Attribute	Codename
Feeling Undervalued	A
Poor Leadership	B
Constrained Freedom of Expression	C
Toxic Workplace	D
Uninspiring Work	E
Inconsistency Among Younger Employees	F
Unjust Remuneration	G
Hindered Growth	H
Workplace Rigidity	I

Source: Author

Table - 2: Linguistic Variables used in F-AHP

Importance	Crisp Number	Fuzzy Scale	Fuzzy Reciprocal
Equal Importance	1	(1,1,1)	(1/1, 1/1, 1/1)
Equal to Moderate Importance	2	(1,2,3)	(1/3, 1/2, 1/1)
Moderate Importance	3	(2,3,4)	(1/4, 1/3, 1/2)
Moderate to Strong Importance	4	(3,4,5)	(1/5, 1/4, 1/3)
Strong Importance	5	(4,5,6)	(1/6, 1/5, 1/4)
Strong to Very Strong Importance	6	(5,6,7)	(1/7, 1/6, 1/5)
Very Strong Importance	7	(6,7,8)	(1/8, 1/7, 1/6)
Very to Extremely Strong Importance	8	(7,8,9)	(1/9, 1/8, 1/7)
Extreme Importance	9	(9,9,9)	(1/9, 1/9, 1/9)

The (Table-I) above, represents the list of nine criteria identified from literature survey and used in this study. They are namely ‘Feeling Undervalued’, ‘Poor Leadership’, ‘Constrained Freedom of Expression’, ‘Toxic Workplace’, ‘Uninspiring Work’, ‘Mindset of new workforce’, ‘Unjust Remuneration’, ‘Hindered Growth’ and ‘Workplace Rigidity’ which was coded as A, B, C, D, E, F, G, H and I respectively. To model the data from the survey, the researchers used an integrated fuzzy-MCDM technique. To reduce the opacity and ambiguity in the survey data and make the conclusion more accurate, fuzzy set theory is used. Zadeh was the first to introduce fuzzy set theory (1965) and later on, it has been widely utilized to make decisions in unclear situations. A triplet of real numbers (a,b,c) can be used to represent a triangular fuzzy number (TFN), with 'a' representing the lower bound, 'c' representing the upper bound, and 'b' representing the median value. The Analytic Hierarchy Process (AHP), invented by Saaty, is one of the most famous multi-criteria decision-making approaches (1988). AHP is best suited for evaluating subjective criteria and it decomposes the problem into a number of hierarchies and uses pairwise comparison within criteria to evaluate the relative importance of each criterion. Buckley (1985) created Fuzzy-AHP (FAHP), which provides more accurate judgment. The pairwise comparison matrix is constructed using linguistic variables represented by TFNs (Table-III). The linguistic variable is a number between 1 and 9, with 1 indicating equal importance and 9 indicating extreme importance and the scale can be used to transform a crisp integer to its fuzzy equivalent. Experts' subjective preferences are used to create the pairwise comparison matrix. The preference of experts is measured using a 9-point linguistic scale, as indicated in (Table-I). The crisp numbers are then changed using a fuzzy transformation scale into triangular fuzzy numbers and the weights of the criterion are then calculated using the geometric-mean approach, as indicated in the (Table-IV). The Center of Axis (COA) approach, which is essentially the average of three fuzzy values, was finally used to defuzzify fuzzy weights once again into crisp values.

Table - 3: Pairwise Comparison Matrix

Attribute	A	B	C	D	E	F	G	H	I
A	(1,1,1)	(4,5,6)	(4,5,6)	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	(5,6,7)	$(\frac{1}{3}, \frac{1}{2}, 1)$	(5,6,7)	(5,6,7)
B	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	(1,1,1)	(2,3,4)	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	(4,5,6)	$(\frac{1}{4}, \frac{1}{3}, \frac{1}{2})$	(2,3,4)	(3,4,5)
C	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{4}, \frac{1}{3}, \frac{1}{2})$	(1,1,1)	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	(4,5,6)	$(\frac{1}{4}, \frac{1}{3}, \frac{1}{2})$	(3,4,5)	(3,4,5)
D	(3,4,5)	(4,5,6)	(4,5,6)	(1,1,1)	(3,4,5)	(6,7,8)	(3,4,5)	(4,5,6)	(5,6,7)
E	(3,4,5)	(4,5,6)	(4,5,6)	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	(1,1,1)	(6,7,8)	(3,4,5)	(5,6,7)	(5,6,7)
F	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{8}, \frac{1}{7}, \frac{1}{6})$	$(\frac{1}{8}, \frac{1}{7}, \frac{1}{6})$	(1,1,1)	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{4}, \frac{1}{3}, \frac{1}{2})$
G	(1,2,3)	(2,3,4)	(2,3,4)	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	(5,6,7)	(1,1,1)	(3,4,5)	(4,5,6)
H	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	$(\frac{1}{4}, \frac{1}{3}, \frac{1}{2})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	(3,4,5)	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	(1,1,1)	(1,2,3)

I	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{5}, \frac{1}{4}, \frac{1}{3})$	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	$(\frac{1}{7}, \frac{1}{6}, \frac{1}{5})$	(2,3,4)	$(\frac{1}{6}, \frac{1}{5}, \frac{1}{4})$	$(\frac{1}{3}, \frac{1}{2}, 1)$	(1,1,1)
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Source: Author

2.1 Results and Discussions

From the weight evaluation using the Fuzzy-AHP method, we obtain that criteria D is the most important and criteria F is the least important in the particular order of $D > E > A > G > B > C > H > I > F$ respectively. In other words, the criteria ‘Toxic Workplace’ is the most important factor while ‘Inconsistency among younger employees’ is the least important factor and the relative importance of the factors are in the order ‘Toxic Workplace’ > ‘Uninspiring Work’ > ‘Feeling Undervalued’ > ‘Unjust Remuneration’ > ‘Poor Leadership’ > ‘Constrained Freedom of Expression’ > ‘Hindered Growth’ > ‘Workplace Rigidity’ > ‘Inconsistency among younger employees’ respectively. The absolute importance of the criteria are as follows: i) A - Feeling Undervalued at 13.5%, ii) B - Poor Leadership at 7%, iii) Constrained Freedom of Expression at 5.5%, iv) Toxic Workplace at 30.4%, v) Uninspiring Work at 22.8%, vi) Inconsistency Among Younger Employees at 1.7%, vii) Unjust Remuneration at 13%, viii) Hindered Growth at 3.5% and Workplace Rigidity at 2.6%. From the above analysis it can be seen that the relative importance of criteria other than the top four criteria (i.e Toxic workplace, Uninspiring work, Unjust Remuneration and Feeling Undervalued) are not so important individually although combined together, it becomes a significant enough factor contributing to the great resignation. It is important to note that although remuneration is quite an important factor/motivator when people are joining the workforce, it received a relatively lower importance when people are resigning, highlighting the fact that people are willing to work for a lower pay if the work environment is conducive enough, i.e., people are willing to forgo the short-term gain over long term satisfaction. The low importance of the factor ‘Inconsistency among younger employees’ was probably due to the fact that younger employees are willing to try new things and hence are more likely to resign if situations in the workplace do not go as per their liking. Although this factor does increase the attrition rate in the workforce, it has been happening even before the COVID pandemic and hence is not a major reason for the great resignation in the COVID period.

Table-4: Criteria Weights

Attributes	Fuzzy weights	De-fuzzified weights (normalized)	Rounded off
A	(0.088,0.132,0.207)	0.134	13.5%
B	(0.044,0.069,0.107)	0.069	7%
C	(0.036,0.055,0.087)	0.055	5.5%
D	(0.204,0.307,0.451)	0.304	30.4%
E	(0.155,0.23,0.339)	0.228	22.8%
F	(0.012,0.017,0.026)	0.017	1.7%
G	(0.078,0.129,0.202)	0.128	13%
H	(0.022,0.034,0.055)	0.035	3.5%
I	(0.017,0.026,0.042)	0.026	2.6%

Source: Author

3. THEORETICAL AND PRACTICAL IMPLICATIONS OF THE STUDY

This paper lays up a solid theoretical framework for the factors that contribute to the widespread resignation. We can research this phenomenon in depth with a large data set once the covid-19 epidemic has been totally eradicated and the trend has subsided. This study can also help the organizations in drafting employee friendly work policies during the post-Covid era keeping the diverse needs of the employees in mind.

4. LIMITATIONS AND SCOPE OF FUTURE RESEARCH

There is a considerable amount of literature on Great Resignation. This study furthers the analysis by considering the factors that caused this massive resignation trend and at the same time casts a glance into the relative importance of the factors. The credibility is further enhanced by the careful deliberation of the ways by which organizations can halt the ramifications of this resignation trend triggered by the COVID-19 outbreak. However, due to restrictions imposed to curtail the upsurge of the pandemic, the accumulation of primary data in abundance had been an issue. The study poses the opportunity to further analyze the factors and draw more accurate conclusions based on a bigger sample size. Secondly, the majority of the available literature was drafted considering the Western standpoint, therefore the applicability of such data in a developing nation-context is questionable. Additionally, the analysis suffers from the inherent drawbacks of primary data.

CONCLUSION

Many studies have found that the pandemic is the single most important reason driving greater attrition rates in both the West and India. High turnover rates can be attributed to some of the changes that firms throughout the world were obliged to make as a result of the epidemic, since most employees experienced collective burnout or weariness as a result of extended emotional and mental stress. Through the analysis it is evident that the factors of “Toxic workplace”, “Uninspiring Work” and “Feeling Undervalued” are the three prominent causes leading to the Great Resignation trend all over the world, as these three factors along with other factors sum up and contribute towards a massive work-life imbalance. The organizations should draft employee-friendly policies in order to retain them even during the turbulent times. Companies should consider, with careful deliberation, the diverse needs of the employees triggered by the pandemic. Excessive work pressure, inflexible work environment and toxicity at workplace are the last things that employees deserve during gloomier times like these.

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Küreselleşmeye Yönelik Yaklaşımlar Açısından Uluslararasılaşmanın Önemi

Assoc. Prof. Dr. Arzu GÜRDOĞAN

Muğla Sıtkı Koçman University

agurdogan@mu.edu.tr

Orcid: 0000-0003-0649-4374

ÖZET

Küreselleşme kavramı, son zamanlarda dünyada yaşanan gelişmeleri açıklamak için kullanılır. Bu gelişmelerin ekonomik, siyasi, sosyal, teknolojik ve kültürel yönleri olduğundan küreselleşmenin tanımı ve anlamı insandan insana farklılık göstermektedir. Küreselleşmenin sonuçları kapsamında bir görüş birliğinden söz etmek mümkün değildir. Bu bağlamda küreselleşme kavramını açıklayan çeşitli birçok yaklaşım bulunmaktadır. 21. yüzyılda dünyada uluslararasılaşmanın artması ile küreselleşmenin derin bir şekilde endüstri ilişkilerine girmesi ile beraber işletmelerde artan bilgi ihtiyacı, işletmelerin rekabet ortamlarına ve çağa göre hareket etmelerini zorunlu hale getirmiştir. İşletmelerin gelişimi uluslararasılaşma ve küreselleşmenin çevre şartları içinde gelişmiştir. Uluslararasılaşmanın gelişmesi küreselleşmenin ortaya çıkmasındaki en önemli faktördür. Uluslararasılaşma, küresel eğilimi, küresel düşünceleri, teknolojileri ve ekonomiyi itmek için büyük katkı sağlamaktadır. Küreselleşme kavramına karşı düşünce ve yaklaşımları çok genel bir tanımlamayla, yeni dünya düzeninden hoşnut olanlar ya da olmayanlar biçiminde izah etmek mümkündür. Küreselleşme süreç ve yaklaşımlarına dönük yapılan çalışmalar literatürde ikili, üçlü ve dördümlü gruplamalar şeklinde işlenmektedir. Fakat küreselleşme konularında çalışan araştırmacıların çoğunlukla küreselleşmeye karşı değerlendirme ve tutumlarını, Held ve McGrew'ın çalışmasında sunduğu üçlü gruplandırma olarak gerçekleştirdikleri görülmektedir. Held ve McGrew'ın çalışmasında küreselleşmenin; aşırı küreselleşmeci yaklaşım, kuşkucu yaklaşım ve evrimsel-dönüşümsel yaklaşım olmak üzere üç yaklaşımı içerdiği belirtilmektedir. Araştırmada, nitel araştırma yöntemlerinden doküman analizi kullanılmıştır. Bu çalışmada, küreselleşmeye yönelik yaklaşımlar açısından uluslararasılaşmanın önemini ortaya çıkarmak amaçlanmaktadır.

Anahtar Kelimeler: Uluslararasılaşma, Küreselleşme, Küresel Yaklaşımlar, Küreselleşmenin Boyutları.

The Importance of Internationalization For Approaches To Globalization

ABSTRACT

The concept of globalization is used to explain recent developments in the world. Since these developments have economic, political, social, technological and cultural aspects, the definition and meaning of globalization differ from person to person. It is not possible to talk about a consensus within the scope of the consequences of globalization. In this context, there are various approaches that explain the concept of globalization. In the 21st century, with the increase in internationalization in the world and the deep penetration of globalization into industrial relations, the increasing need for information in businesses has made it necessary for businesses to act according to the competitive environment and age. The development of businesses has developed in the environmental conditions of internationalization and globalization. The development of internationalization is the most important factor in the emergence of globalization. Internationalization contributes greatly to push the global trend, global thoughts, technologies and economy. It is possible to explain the thoughts and approaches towards the concept of globalization with a very general definition, as those who are satisfied with the new world order or those who are not. Studies on globalization processes and approaches are handled in the literature as binary, triple and quadruple groupings. However, it is seen that researchers working on globalization issues mostly evaluate their evaluations and attitudes towards globalization as the triple grouping presented in the study by Held and McGrew. In the study of Held and McGrew, globalization; It is stated that it includes three approaches: the hyperglobalist approach, the skeptical approach, and the evolutionary-transformational approach. In the research, document analysis, one of the qualitative research methods, was used. In this study, it is aimed to reveal the importance of internationalization in terms of approaches to globalization.

Keywords: Internationalization, Globalization, Global Approaches, Dimensions of Globalization.

GİRİŞ

Endüstri ilişkileri kapsamında uluslararası ve karşılaştırmalı nitelikli çalışmalar II. Dünya Savaşının ardından ortaya çıkmaya başlamış ve hızlı biçimde arttığı görülmüştür. Bu alandaki araştırma ve yayınların birçoğu son 70 yılı kapsayan süreçte ortaya koyulmuştur. Yapılan çalışmalar bireysel olduğu gibi ulusal ve uluslararası kurum ve kuruluşlar (özellikle Uluslararası Çalışma Örgütü) nezdinde de gerçekleştirilmiştir. Çalışmalarda iktisadi konular başı çekse de disiplinler arası bir alanı kapsamaları sebebiyle, endüstri ilişkileri konuları sosyoloji, siyaset, işletme, psikoloji, antropoloji vs. gibi diğer bilim dalları kapsamında da incelemeye konu edilmiş ve edilmeye de devam etmektedir. Bunun yanı sıra, eldeki çaba ve araştırmaya karşılık günümüzde bile yabancı, karşılaştırmalı veya uluslararası endüstri ilişkileri alanında millî endüstri ilişkilerini aşan, onu da içinde barındıran ya da dışında gelişen genelde istihdam/çalışma ilişkilerini özelde ise endüstri ilişkilerini açıklayan tatmin edici teori veya teorilerden yoksun olduğu görülmektedir. Bir başka deyişle bu alandaki görüşler hâlâ hipotez seviyesinde ileri sürülen ve sürekli test edilen iddialar olarak görülmektedir.

Araştırmanın Amacı ve Önemi

Bu çalışmada, küreselleşmeye yönelik yaklaşımlar açısından uluslararasılaşmanın önemini ortaya çıkarmak amaçlanmaktadır. Literatürde iki farklı kavram olmasına rağmen aynı kavramlar gibi görülen bu iki kavramın ne olduğunun net bir biçimde belirlenmesi açısından önem arz etmektedir.

Asıl amaç, var olan bir sorunu ya da problemi çözmek değil, genel bir kuramı test ederek veya sosyal bir olgu hakkında daha fazla bilgi elde ederek bilimsel bilgi birikimine katkıda bulunmaktır.

Araştırma Yaklaşım ve Yöntemi

Bu çalışma, temel felsefesi açısından temel araştırma yaklaşımı düşünülerek tasarlanmıştır. Temel araştırma yaklaşımında; saf araştırma ya da akademik araştırma olarak da bilinen temel araştırmanın amacı var olan bilgi birikimini arttırmaktır. Sosyal dünyadaki olguların anlaşılmasına, olaylar arasındaki ilişkilerin ortaya çıkarılmasına, sosyal gerçekliğin anlaşılmasına yönelik kuram geliştirme ve test etmeye yönelik araştırmalar temel araştırmalardır. Araştırma yöntemi olarak nitel araştırma yöntemi benimsenmiştir.

1. KÜRESELLEŞMENİN KISA TARİHÇESİ

Küreselleşmeyi ülkelerarası büyük ve giderek artan bir ticaret akışı kapsamında, çeşitli sermaye yatırımlarının gerçekleştiği açık bir uluslararası ekonomi nitelmesi yapılırsa, bu tarz bir işleyiş uluslararası ticari faaliyetlerin tarihi bağlamında yeni sayılmamaktadır. Özellikle 19. Yüzyılın ikinci yarısından geçerli olmak üzere gerçek manada bütünleşmiş bir dünya ticaret sistemi vardır. İktisadi olayların küreselleşmesinin ve bunun meydana getirdiği yeni durum ve durumların çoğunlukla 1960'larda görüldüğü düşünülmektedir. Ekonomik olayların küreselleşmesinin ve bunun yarattığı yeni durumun genellikle 1960'larda belirginleştiği kanısı vardır. 1960 yılı bir yandan küresel kurumların ortaya çıktığı ve küresel çapta faaliyetlerini sürdürdüğü, diğer yandan da ticari faaliyetlerin ivme kazanarak gelişim gösterdiği bir dönem olmuştur (Çubukçu, 1999: 7). Küreselleşme, aslında yeni bir olgu değildir. Küreselleşme tarihi açıdan, değişik coğrafyalarda yaşayan insan toplulukları arasındaki ilişkilerin sağlandığı

zamana kadar uzanmaktadır. Bununla birlikte, bugün barındırdığı anlam itibariyle, küreselleşmenin üç farklı evreden geçip günümüzdeki hale büründüğü söylenebilir. Bu evreler şöyle sayılabilir: 19. yüzyılın sonlarından 1914'lere uzanan dönem, 1914'lerden 1945-50'lere kadar olan dönem ve 1945-50 sonrası dönem. 19. yüzyılın sonlarından 1914'leri kapsayan dönemde, küreselleşmenin, bilhassa ekonomik anlamda, epey ileri bir evrede olduğu görülmektedir. Bu dönemde, uluslararası ticaretin önünü tıkayan engel ve tarifeler yok denecek seviyelere gerilemiş, küresel piyasaların entegrasyonu derin bir vaziyet almış, ulaşım maliyetleri ve uluslararası alanda kişilerin serbest dolaşımı önündeki kısıtlamalar en dipteki seviyelere gerilemiştir. Küreselleşme lehinde gelişen bu hava, 1914'lerden 1945-50'lere kadar süren dönem içerisinde ise tamamen ters duruma dönmüştür. I. Dünya Savaşı ile birlikte başlayıp, Büyük Bunalım ile devam edip ve II. Dünya Savaşı'nın bitişiyle sona eren bu dönem, küreselleşme dinamiklerinin ve global entegrasyon akımlarının ciddi anlamda darbe yediği bir dönemdir. Siyasi perspektifte aşırı-milliyetçilik, ekonomik anlamda korumacılık ve kendi kendine yeterlilik türündeki eğilimler bu dönemin belli başlı özelliklerindedir.

1945-50 sonrası dönemde ve özellikle 1980 sonrasında ise küreselleşme büyük bir ivme kazanarak daha önce benzeri görülmemiş bir düzeye ulaşmıştır. Bu durumun çeşitli nedenleri vardır. Ekonomik anlamda, uluslararası ticaret hacmi ve uluslararası sermaye akımlarının hızı daha önceden eşi görülmemiş düzeylere ulaşmış, küresel üretim süreçleri büyük çaplı dönüşüm yaşamıştır. Diğer taraftan, özellikle II. Dünya Savaşı sonrası dönemde böyle büyük bir savaşın bir kez daha yaşanmamasını arzu eden, siyasi küreselleşme hareket kazanmıştır. Yerkürenin neredeyse tüm kesimini tesiri altına alan bir iletişim devrimi teknolojik anlamda tam bu dönemde yaşanmıştır. Nihayetinde 1980'den sonraki senelerde küreselleşmenin çevresel, demografik ve kültürel boyutları daha ön sıralarda dünya gündemindeki başlıklarda yer bulmuştur.

2. KÜRESELLEŞME KAVRAMI

Yeni bir sözcük olmasına rağmen eski süreçleri içine barındıran aynı zamanda dünyanın değişimini açıklamaya çalışan anahtar kavram olan küreselleşmenin her alanda ilgisi olduğu için tek bir tanımını yapmak mümkün değildir (Ellwood, 2002). Küreselleşme kavramı, başta akademik ve ekonomik kesimlerde olmak üzere en çok tartışılan kavramların başında gelmektedir. Özellikle akademik çevreler tarafından küreselleşmenin ne olduğu, küreselleşmeyi ortaya çıkaran sebepler ve küreselleşmenin sonuçları, küreselleşmenin olumlu ve olumsuz tarafları da farklı düşünce kalıplarıyla birlikte açıklanmaktadır. Bu bağlamda küreselleşme kavramı ve küreselleşme süreçleri kapsamında birçok tanım ve açıklama yapılmıştır.

George Modelski, “küreselleşme kavramı dünyanın büyük medeniyetleri arasındaki artan bağlantının tarihidir” der. Küreselleşme olgusu en eski medeniyetler arasında düzensiz aralıklarla ortaya çıkan karşılaşmalara değin uzanan, uzun dönemi kapsayan tarihsel bir süreçtir. Modelski açısından küreselleşme, uluslar, medeniyetler ve siyasal topluluklar arasındaki genel dayanışmanın büyüüp genişlemesi ve derinleşmesinin tarihsel sürecini içeren bir kavramdır (Held ve McGrew, 2008: 71). Küreselleşmenin fikir mimarları Muray Rohtbard ve David Friedman gibi liberal özellikte düşünürlerdir. Bu düşünürler 1970'li senelerden beri ‘piyasaların serbestliği ilkesi’ni çalışmalarının merkez noktasına koymuşlar böylece ‘bırakınız yapsınlar’ biçimindeki liberal ideolojinin doğruluğunu kanıtlamaya çalışmışlardır. Bahsedilen liberal söylem kaynağını, Ludwig von Mises ve Friedrich von Hayek'in temsilcisi olduğu Macar Ekonomi Okulu düşünürlerinden almaktadır (Tatal, 2006: 22-23).

Küreselleşme; uluslararasılaşma sürecinin tamamlanıp, bölgesel olmayan üretim dokularının üretim ve tüketiminin dünya çapında planladığı, serbest rekabet ve piyasa düzeninin uluslar üstü kuruluşlarca denetlendiği, kuralların uluslar üstü çerçevede çalıştığı bir sistemdir (Kutlu, 1998:175). Giddens'a göre küreselleşme modernlik kavramıyla geniş perspektifte eşanlamlıdır. Sebebi yeni çağda 'dünya çapında toplumsal ilişkilerin yoğunluğu' daha eski tarihsel dönemlerin hepsinde olduğundan çok daha fazla boyuttadır. Küreselleşmeyi daha iyi kavramak için modernliği güdüleyen güçleri analiz etmek gerekmektedir; dolayısıyla iç içe geçmiş sanayileşme, kapitalizm, militarizm ve devletçilik süreçlerinin özellikleri gereği nasıl küreselleşen bir gücü barındırdıklarını anlamak gerekmektedir (Held ve McGrew, 2008: 71-72). Giddens'a göre toplumsal etkinliğin küreselleşmesi, bazı noktalarda, gerçek anlamda dünya çapında bağlantıların, örneğin küresel ulus-devlet sistemiyle veya uluslararası iş bölümüyle ilişkili bağlantıların gelişip büyüme sürecidir. Bununla beraber, genel düzeyde küreselleşme, en iyi şekilde, zamansal-mekansal uzaklaşmanın temel boyutlarının bir açıklaması olarak anlaşılmaktadır (Giddens, 2010: 37). Paul Hirst ve Grahame Thompson küreselleşme kavramı ve süreci ile ilgili fikirlerini şu şekilde açıklamışlardır; ulusal kültürlerin, ulusal ekonomilerin ve ulusal sınırların çözüldüğü, sosyal hayatın büyük bir kesiminin küresel süreçler tarafından belirlendiği bir çağda yaşıyoruz. Bu anlayışın altında, yeni ve hızlı ekonomik küreselleşme süreci anlayışı vardır. Ayrı ulusal ekonomilerin ve dolayısıyla ulusal ekonomik yönetimin yerli stratejilerinin hızla geçerliliğini kaybettiği gerçek bir küresel ekonominin ortaya çıktığı ya da çıkma aşamasında olduğu öne sürülmektedir (Hirst ve Thompson, 2007: 26).

3. KÜRESELLEŞME KAVRAMININ BOYUTLARI

Küreselleşme kavramının boyutlarına bakıldığında ekonomik boyut, siyasal boyut, teknolojik ve iletişimsel boyut ve kültürel boyuttan söz etmek mümkündür.

a. Küreselleşmenin Ekonomik Boyutu

Araştırmacıların sürekli olarak belirttiği görüşe göre küreselleşme gücünü ve hakimiyetini ekonominin işleyiş döngüsünden yani ekonomik yasalardan aldığı yönündedir. Bu fikre göre küreselleşmenin ilk boyutu iktisadidir. Daha sonra insanoğlunun temel yaşamsal zorlukları başardıktan sonra iktidara yönelik zorluklar dünya hâkimiyeti vs. üst yapısal diyebileceğimiz küresel ve siyasi ve diğer temasların küreselleşmeleri peşinden sürüklediği fikri ağırlıklı düşünce sahasındadır (Sağlam, 2007).

Ekonomik küreselleşme olarak nitelenen kavram, dünyanın tek bir pazarda bütünleşmesini ifade ettiği gibi genel anlamda ülke ekonomilerinin entegrasyonunu kapsar. Farklı bir deyişle ekonomik küreselleşme, ülkelerin kendi aralarında emek, mal ve sermaye akışkanlığının artışı neticesinde ülkeler arasındaki iktisadi temasların gelişmesi, dünya ölçeğinde karşılıklı etkileşimlerin yoğunlaşması ve yaygınlaşması diye tanımlanabilmektedir (Fischer, 2003: 2).

Ekonomik küreselleşme süreçlerinde yaşanan en dikkat çeken ve mühim gelişmelerden biri, yoğunlaşarak artan ticari faaliyetler sebebiyle ülkelerarası karşılıklı bağımlılığın, işbirliğinin ve benzerlik düzeyinin artmasıdır. Ticaret bağlantıları artış gösterdikçe ulusal ilişkiler de değişikliğe uğramakta, uluslararası tercihler gelişme göstermekte, yaygınlaşma eğilimine girmekte hatta mecburiyete dönüşmektedir (Aslan, 2005: 13). Aslında ticaretin uluslararası yaygınlaşması yani ticaretin küresel boyut kazanmasında birtakım gelişmelerin büyük etkileri olmuştur.

Bu gelişmelerin temelinde de 1947’de kurulan GATT kapsamında gümrük tarifeleri ve kota uygulamalarının kaldırılarak uluslararası ticaretin evrensel boyutlarda serbestleştirilmesi çalışmalarının izleri bulunur (Bugün GATT’ın yerine Dünya Ticaret Örgütü (WTO) geçmiş bulunmaktadır). Bunların yanı sıra elbette teknolojik (iletişim ve haberleşme) gelişmelerin önemli etkileri vardır. Bu gelişmelerle birlikte taşıma maliyetlerinde gerileme yaşanmış, uluslararası Pazar daha kolay izlenir bir görünüme kavuşmuştur (Seyidoğlu, 2003: 189).

b. Küreselleşmenin Siyasal Boyutu

Uluslararası sistemde çerçevesinde devletin siyasal ve iktisadi etkinliğine ilişkin paradigma, on yedinci yüzyılda Grotius’u Hobbes ile De Jure Pacis ac Belli’yi Leviathan’la, karşı karşıya getiren eskiye dayanan bir gelenekte açıklanmaktadır. Hollandalı bir avukatlardan Grotius, bireylerin ve uluslararası oluşumların, uluslararası mecradaki rollerini vurgulamanın yanı sıra; devletlerarası ilişkilerin geliştirilmesi ile ilgili düşünceleri bulunmaktaydı. Grotius’un bu görüşleri ise, devletlerarasında olan ilişkileri güç ve çatışma merkezli gören Hobbes tarafından eleştirilmiştir. Hobbes’a göre, ulusal çıkarlar, kaçınılmaz olarak ulusal güvenlik olgusuyla bağlantılıdır (Badie, 200: 45). Tahmin edileceği gibi bu tartışmanın kazananı İngiliz katılımcı Hobbes olmuştur. Uluslararası düzen bu tarihten sonra egemen toprak birimlerinin düzeni olarak görülmüştür. Bu dönemden başlayarak liberal politikalar benimsenmeye çalışılmış, iş birliğine dönük gayretler olsa da temel nokta olarak, belirleyici unsur devletlerdir. Realist teorinin bu dönemde de daha hâkim olduğu gözlenmektedir.

Realizme göre devlet, uluslararası sistemin benzersiz ve en temel taşı olmuştur. Rasyonel olan aktör Devletler için ulusal güvenlik en mühim gayedir. Uluslararası düzen ve devlet odaklı olarak detaylandırılan uluslararası ilişkiler olgusunda birey kavramı, realizmin daha önemli ve önceliğe sahip konularının bir hayli gerisinde kalmıştır. Realizmin toplum ve bireyle olan temasları, devlet merkezli sistemin niteliklerini açıklarken incelediği insan doğasına kötümser bir bakış açısıyla vücut bulmuştur. Kendi çıkarları için koşan, doğuştan kötü ve hırslı mizaca sahip bireylerin gündelik yaşamlarındaki davranışlarına benzer biçimde devletlerin uluslararası sistemdeki rolleri de kendi çıkarları doğrultusunda belirlenmektedir (Hans J, 1999: 1-4). Bu noktada, bilhassa 1980’li senelere değin uluslararası ilişkiler teorileri devlet ve sistem odaklı irdelenmiştir. Fakat 1970’li senelerden başlayarak gerek uluslararası sistemdeki değişim ve dönüşümler (uluslararası örgütler ve çok uluslu şirketlerin önem seviyelerinin artması gibi) gerekse yaşanan değişimleri açıklamaya yönelik farklı teorilerin belirginleşmesi (neoliberalizm, neo marksizm, pluralizm, feminist teori vb) toplum ve birey olgularını uluslararası ilişkilerin gündem listesine taşımıştır (Aydın ve Erhan, 2004: 80-86). Bu sayede uluslararası sisteme esas olan temel tartışma konuları bir kez daha ancak farklı biçimde gündeme konu olmuştur.

c. Küreselleşmenin Teknolojik ve İletişimsel Boyutu

Küreselleşmeyi daha önceki dönemlerden ayrı kılan en kilit nitelik Küreselleşme ve global kapitalizm kullandığı yeni teknolojiler ile, üretimi daha önce rastlanmamış hızda ve düzeyde geniş bir çevreye yayılmasıdır (Dirlik, 2000: 9). Bu sayede, küreselleşmenin ayrı bir boyutu olan teknolojinin uygulanmasına gereksinim duyulmaktadır. Küresel ekonomi diye nitelenen süreç, dijital bir ekonomidir. Dijitalleştirme tekniği; çeşitli ses, yazı, belge, müzik, görüntü, hareketli obje, dijital kameralar aracılığı vasıtasıyla görüntülü konferans vb. her çeşit veriyi öncelik 0 ve 1’lerden oluşan bilgisayar bite’larına çevirmek ve daha sonra telekomünikasyon teknolojisi ile başka bir yere göndermek manasını taşımaktadır. Gönderildiği yerde bu kodlar, aslına çok benzer şekilde tekrar çözülmekte ve alıcının kullanımına sunulmaktadır (Bayraç, 2006: (Erişim 18.12.2006)).

d. Küreselleşmenin Kültürel Boyutu

Küreselleşmenin kültürel yönü, toplumların birbirleriyle iletişim ve etkileşiminin mütemadiyen artmasıyla izah edilmesi mümkündür. Bununla birlikte, vatandaşlık kimliği gibi genel kimlik yapılarının yerini farklı etnik, dinsel, sosyal ve siyasal kimlikler yer edinmeye başlamıştır. Bunun yanı sıra toplumların birbirine tüketim ve popüler kültür gibi etkenlerle de benzeme süreci söz konusudur. Dünyanın çoğu yerinde ABD bayrağı olan t-shirtler, İngilizcenin küresel bir dil haline gelmesi, aynı müziklerin dinlenmesi gibi olgular, kültürel açıdan bir küreselleşmenin var olduğunu da simgelemektedir (Sağlam, 2007: 8-9). İşte bu ve benzeri şartlar küreselleşmenin toplumsal ve kültürel manada da kendisini göstermeye başladığının kanıtı olmuştur.

4. KÜRESELLEŞMEYE YÖNELİK YAKLAŞIMLAR

Küreselleşme kavramına karşı düşünce ve yaklaşımları çok genel bir tanımlamayla, yeni dünya düzeninden hoşnut olanlar ya da olmayanlar biçiminde izah etmek mümkündür. İlâveten bu açıklamaya ilave olarak bu iki aşırı uç arasında küreselleşme bir abartıdır tezini savunanlarda yok değildir. Küreselleşme süreç ve yaklaşımlarına dönük yapılan çalışmalar literatürde ikili, üçlü ve dördümlü gruplamalar tarzında önümüze çıkabilmektedir. Fakat küreselleşme konularında çalışan araştırmacıların çoğunlukla küreselleşmeye karşı değerlendirme ve tutumlarını, Held ve McGrew'in çalışmasında sunduğu üçlü gruplandırma olarak gerçekleştirdikleri belirtilebilir (Bryane:4). Held ve McGrew'in çalışmasında küreselleşmenin; 1-Aşırı Küreselleşmeci Yaklaşım (Hiperglobalist), 2-Kuşkucu Yaklaşım (Sceptic) 3-Evrimsel-Dönüşümsel Yaklaşım (Transformationalist) olmak üzere üç yaklaşımı içerdiği belirtilmektedir. Aşırı Küreselleşmeci Yaklaşım (Hyperglobalist), bir taraftan daha evvel ortaya çıkmış mühim gelişmeleri kabul ederlerken; diğer taraftan aynı dönemde ortaya çıkan (yani güncel, modern) küreselleşme belirtilerinin ortaya çıktığı belirli tarihsel kırılma noktalarını da tayin ederler. Onların nezdinde eski çağlar, ön-küreselleşme (pre-globalisation) dönemi diye isimlendirilmiştir. Kuşkucu yaklaşımı savunanlar (Sceptic); küreselleşmenin ve küresel bağlantıların yeni birer olgu olmadığını altını çizerek konuyu değerlendirirler. Küreselleşme kuşkucuları; küreselleşme kavramının yüzyıllar alacak şekilde sürdüğünü, bazı yaşanan olayların küreselleşme olgusunun sadece derecesini ve kapsama alanını değiştirdiğini fakat olgunun tek başına öz karakteristiği olmadığını vurgulayarak kültürel, ekonomik, politik, sosyal ve teknolojik yöndeki gelişmeleri evrimsel bir çizgiye dayandırır. Dönüşümsel Yaklaşım (Transformationalist) tezinin savunucuları; küreselleşmenin kendisinin tek başına, modern toplumları ve dünya düzenini yeniden şekillendirerek değişime uğratan, yaygın sosyal, politik ve iktisadi değişimlerin hızını belirleyen ana güç olarak görürler. Dolayısıyla aşırı küreselci boyutta olan yaklaşımı radikalleştirirler. Küreselleşmeye dönük bütün bu sayılan yaklaşımlar, güncelliğini koruyan küreselleşme kavramına etki eden temel unsurlar olarak farklı etkenleri görerek bunlar üstünde yoğunlaşırlar. Dolayısıyla her bir yaklaşım küreselleşme kapsamında tanımını kendi yapmaktadır (Rennen ve Martens, 2003: -137).

a. Aşırı Küreselleşmeciler

Aşırı küreselleşmeciler nezdinde küreselleşme, insanlık mazisinde geleneksel ulus devletlerin niteliklerini kaybettiği ve hatta küresel ekonomide işlevsiz bir kısım haline geldiği yeni bir çağı anlatmaktadır. Aşırı küreselleşmeciler, ekonomik küreselleşmenin uluslararası üretim, ticaret ve finans ağları oluşturarak milli ekonomilerin yapılarını bozduğunu özellikle altını çizerler. Bu sınırı olmayan ekonomide, yerel hükümetler küresel ve güçlü kuruluşlar arasında işlemlerin yer değişiminde rol üstlenir hale bürünmüşlerdir. Birçok aşırı küreselleşmeci, ekonomik

küreselleşmenin yeni formlarda sosyal örgütler meydana getirdiğini ve bunlar aracılığıyla da geleneksel milli hükümetlerin yerini ele geçirildiğini kabul ederler (Held ve McGrew, 2008: 14-15).

Aşırı küreselleşmeyi savunanlara göre, piyasalar artık devletlerden daha kudretli konumdadır. Devletlerin otoritesindeki bu gelişme ise, diğer kurumlar ile birliklerin ve yerel-bölgesel otoritelerin artarak yaygınlaşması olarak algılanabilir. Aşırı küreselleşmeciler, dünya toplumunun, geleneksel ulus devletlerin yerine geçeceği ya da alacağı ve yeni toplumsal örgütlenme şekillerinin belirmeye başladığı kanısındadırlar. Ancak bu grupta yer bulanlar homojen değillerdir (Hablemitoğlu, 2004: 20). Aşırı küreselleşmeciler kendi aralarında farklılık arz ederler. Neo liberallere göre bireysel otonomilerin ve piyasa ilkelerinin devlet gücüne üstünlüğü bir hayli tatmin edicidir. Radikaller veya Neo-Maksistler kapsamında modern küreselleşme ezici küresel kapitalizmin galibiyetini simgeler (Held ve McGrew, 2008: 30-31).

Aşırı küreselleşmeciler, artık ulusal hükümetin sınırlarını kontrol altında tutmakta zorluk çekmeye başladıklarını açıklamışlardır. Aşırı küreselleşmeciler için, ülkeler arasında uluslararası iş birliği kolaylaşmıştır; artan küresel iletişim altyapısı katkısıyla başka ülkelerin halkları, ortak çıkarlarının daha çok farkına varmakta ve bunun neticesinde de küresel bir uygarlığın doğuşu için ortak bir zeminin temeli oluşmaktadır.

b. Küreselleşme Karşıtları (Kuşkucular)

David Held ve arkadaşların tarafından küreselleşme kuşkucuları diye bilinen bu grup “küreselleşme karşıtları” olarak da belirtilebilir. Küreselleşmeyi savunmayanlar için, küreselleşme olgusunun kendisi şüpheli gibi nitelenmektedir. Küreselleşme savunucusu olmayanlar, küreselleşme olgusu içerisinde küresel olan nedir sorusuyla sorgulama yapmaktadır. Küreselleşme savunucusu olmayanlara göre, eğer küresel evrensel bir dönüşüm olarak açıklanamazsa, böyle bir durumda küreselleşme olgusu özgün olmaktan yoksun olduğu anlamını ortaya çıkarır. Hiçbir coğrafya referans olmadan ulus-ötesini küresel olandan hatta bölgeselleşme sürecini küreselleşme sürecinden koparmak neredeyse imkansızdır. Başka bir ifadeyle, küreselleşme literatürünün pek çoğu, küresel için mekânsal referansları belirtmekte başarılı olmadığı için küreselleşme yanlısı olmayanlar, kavramın deneysel olarak işler duruma getirilemeyecek kadar büyük ölçekli olduğunu ve bu sebeple, çağdaş dünyayı anlamlandırmak için eksik bir araç olduğunu ortaya atmışlardır (Held ve McGrew, 2008: 11).

Hirst ve Thompson, “Küreselleşme Sorgulanıyor” isimli yapıtında bütünleşmiş bir dünya düzeninin bulunmadığını daha çok ülke ekonomilerinden ortaya çıkan bir uluslararasılaşmanın bulunduğunu belirtmişlerdir. Hirst ve Thompson açısından küreselleşme için dayanak gösterilen çoğu iktisadi faaliyet esasında tarihte belirli periyotlarda daha yoğun olarak gerçekleşmiş ve dolayısı ile küreselleşme benzeri bir konunun yepyeni bir süreci mümessili olmadığı açıktır. Onlar bakımından gerçek manada ortama ayak uydurmuş bir dünya ticaret sistemi 19. yüzyılın ikinci yarısında oluştuğu için, uluslararası ekonominin kompleks bir açıklık-kapalılık hikayesi vardır (Hirst ve Thompson, 2007: 8). Hirst ve Thompson küreselleşme kavramı kapsamında belirtilen iddialarını şu şekilde beyan etmişlerdir (Hirst ve Thompson, 2007: 27-28);

- Günümüzün büyük oranda uluslararasılaşmış ekonomisi tarihsel gelişiminden bağımsız bir konumda değildir. Mevcut bulunan uluslararası ekonomi, bazı taraflarıyla 1870-1914 yılları arasında hüküm süren rejimden daha az açık ve daha az bütünleşmiştir.
- Gerçek uluslararası kurumlara fazla rastlanmamaktadır. Pek çok kurum ulusal temellidir, ulusal üretim ve satış bölgelerinin gücüne kıyasla çokuluslu ticaret yapmaktadır.

- Gelişmiş ülkelerden gelişmekte olan ülkelere doğru sermaye hareketliliği yoğun bir yatırım ve istihdam akışına sebebiyet vermektedir.
- Bazı iddialı küreselleşme yanlılarının da benimsediği gibi dünya ekonomisi gerçekten küresel olmaktan epey uzaktadır. Daha çok Avrupa, Japonya ve Kuzey Amerika üçgeninde yoğunlaşmış durumda olanlar ticaret, yatırım ve finansal hareketlerdir.
- Anlaşılacağı gibi, eğer politikalarını uyumlaştırırlarsa, bu ekonomik güçlerin finansal piyasalar ve diğer ekonomik yönelimler üzerinde güçlü bir yönetim baskısı kurma potansiyelleri bulunmaktadır.

c. Evrimsel-Dönüşümsel Yaklaşımı Benimseyenler

Evrimsel-dönüşümsel tezini öne sürenler arasında; Rosenau, Giddens, Scholte ve Castel yer almaktadır. Modern toplumları ve dünya düzenini değiştirecek sosyal, politik ve iktisadi değişimlerin orta noktasında itici güç olarak küreselleşmenin olduğunu belirtirler. Dönüşümselcilere göre, küreselleşme esasında çelişkiler barındıran tarihsel geçmişinden dolayı bu değişim yönündeki silkelenenin doğrultusu tahmin edilmesi güçtür, yani belirsizdir. Giddens'in de içinde yer aldığı ve "dönüşümcüler" diye açıklanan bu üçüncü grup, küreselleşmeyi modern toplumları ve dünya düzenini yeniden dizayn eden hızlı sosyal, siyasal ve iktisadi değişimlerin arkasındaki temel siyasal güç olarak görmektedir. Aşırı küreselleşmeciler ve küreselleşme yanlısı olmayanlar ile karşılaştırıldığında dönüşümsel yaklaşım istikbale yönelik herhangi bir iddiada bulunarak küreselleşmenin yörünge haritasını çizmezler. Küreselleşme kavramına küresel piyasa veya küresel uygarlık kapsamında bakmazlar. Ulus-devletin sonunun geldiğini benimseyen aşırı küreselleşmecilerle gerçekte bu konu nezdinde hiçbir şeyin değişime uğramadığını onaylayan küreselleşme karşıtlarına rağmen, dönüşümcüler yeni bir egemenlik rejimi öne atarak her iki grubun görüşlerini ve yorumlarını kabul etmezler. Bu kapsamda bugün egemenlik daha az oranla coğrafi sınırlarla belirlenmiş ve daha karmaşık yapıda uluslar üstü ağlarla dönüştürülmüştür. Dönüşümsel görüş, aşırı küreselleşmecilerin aksine dünyayı tek bir toplum olarak görmez. Özellikle bazı devletlerin, toplumların benzerlik oranının artarak birbirine daha fazla benzer olduğu, ancak bazılarının ise yeni bir küresel seviyede yer alarak giderek marjinal hale geldiklerini belirtirler (Held ve McGrew, 2008: 8-11). Evrimsel-dönüşümselciler küreselleşmeyi, modern toplumları ve dünyanın işleyiş düzenini bir kez daha şekillendiren hızlı sosyal, siyasal ve iktisadi değişimlerin aralarındaki güç faktörü olarak görmektedir. Artık dış veya uluslararası ile içişleri arasında açık bir fark görülmediği ortadadır (Hablemitoğlu, 2004: 23). Bu konuda Giddens şu hususa vurgu yapmaktadır. Ulus devletler ve bunu kapsayan şekilde ulusal siyasi liderler hala güçlerini yitirmemişler midir, yoksa dünyayı dönüştüren güçlerin odağında büyük oranda eli kolu daha kısıtlı bir pozisyona mı gelmişlerdir? Ulus-devletler hakikatte hala güçlerini kaybetmemişlerdir ve siyasal liderlerin de dünyada oynayacak büyük bir rolleri olduğu bir gerçektir. Ama aynı anda, ulus-devletin gözlerimizin önünde yeniden şekillenme sürecini de kimse öteye atamaz (Esgin: 189-190). Aslında bu üç görüş arasındaki temel değişimler, olgulardan ziyade, temsil ettikleri dünya görüşlerinden kaynaklanmaktadır. Daha küreselleşme tartışmalarının öncesinde, temelde evrenselci bir tutum içinde kendilerini ifade eden liberaller ve bazı Marksistler, küreselleşme sürecini, hali hazırda bulunan yaklaşımların bir neticesi kapsamında değerlendirmişlerdir (Esgin: 190).

5. ULUSLARARASILAŞMA KAVRAMI

İşletmeler tarafından uygulanan ve ülke sınırları dışarısında gerçekleştirilen her çeşit işletme faaliyet uluslararası işletmeciliktir. Giderek azalan bir etkide olsa da birtakım uluslararası

işletmecilik faaliyetleri, stratejik ve politik hedeflerin meydana getirilmesi için hala daha diğer ülkeler tarafından uygulanmaktadır. Bununla beraber, uluslararası işletmecilik faaliyetleri büyük çoğunlukta özel şirketler tarafından gerçekleştirilmektedir. (Özalp, 2004). Bunun en önemli nedeninin, özel firmaların devlet kurumlarından daha hızlı hareket etmeleri, global pazarlardaki yeniliklere ve teknolojik ilerlemelere daha hızlı uyum sağlayabilmelerinin olduğu gösterilebilmektedir. Bunun yanında özel firmalar, bürokrasinin olmaması sebebiyle daha esnek bir yapıda olduklarından çok daha süratli bir şekilde farklı ülkelerde faaliyette bulunmaya başlamışlar ve ortaklık yapıları da ortaya konan işin niteliğine göre farklı şekillerde ortaya çıkmıştır.

Bir işletmenin, iki veya daha fazla bağımsız ülke arasında ya da içinde yer alan her çeşit işletme faaliyetidir. Farklı bir tanım ile Uluslararası işletmecilik; Kamu veya özel sektörüne ait faaliyetlerin farklı ülke sınırları arasında sektörüne ait girişimlerin farklı ülke sınırları arasında mal, hizmet, kaynak ve benzeri hareketlerini içine alan bir işletme faaliyeti olarak tanımlanmaktadır (Mutlu, 1999: 8). Uluslararası yönetim ise (International Management) örgütün maddi ve insan kaynaklarının kullanımı, tedarik ve dağıtımını etkin bir biçimde koordine ederek, küresel çevre içinde dinamik denge konumunu korumasını sağlayarak, küresel amaçlarına ulaştırılması süreci olarak isimlendirilmektedir (Mutlu, 1999: 9).

Çokuluslu firmaların tarihsel süreçlerine göz atıldığında, Batıda sanayi devriminin sonrasında uluslararası alanda faaliyette bulunan güçlü sanayi firmaları ortaya çıkmaya başlamış, II. Dünya Savaşı'ndan sonra yoğunluk kazanmıştır. Bu dönemin genel özellikleri ise gelişmekte olan ülkelerin kalkınma çabaları artmış, bu nedenle sanayileşmiş ülkelere hammadde tedarik etmeye çalışmak, farklı sermaye malları, sanayi ürünlerini ithal eder durumdan kurtulma çabaları olarak gösterilebilmektedir.

Uluslararası işletmecilik faaliyetleri, bugün büyük bir potansiyele ulaşmış olsa da bunun temelleri yüzlerce yıl öncesine dayanmaktadır. Toplumlar arasındaki ticari ilişkilerin dört bin yıllık bir mazisi vardır. Kuzey Afrika, Mezopotamya ve Ön Asya arasında ticaret ilişkileri vardı ve Akdeniz ticaret merkeziydi. Bu dönemde zeytinyağı, giysi ve baharat ticarete bahsi geçen ürünlerdi. Ticaret sonraki dönemlerde Roma İmparatorluğu'nun kontrolünde gelişme gösterdi. Dönemin kazancı, sağlanan otorite ile güvenli ticaret yollarının sağlanması ve hukuk sisteminin oluşan ticaret yollarıyla gösterdiği gelişimdir. Önemli ticaret rotaları, Çin'in Avrupa ve Hindistan'a ipek ihraç etmesiyle başlamıştır (Yüksel, 1999: 214).

Çok uluslu firmaların öneminin artması, finansal faaliyetlerde serbestleşmenin hız kazanması ve uluslararası ticaret ile son dönemlerde global ölçekte ekonomik uyumun yükselmesi ile birlikte olmuştur. Çok uluslu firmaların giderek önem kazanması, küresel ekonominin yapısını ve çalışma sistemini derin bir biçimde değiştirmektedir. Çok uluslu firmalar, gerçekleştirdikleri ve uyguladıkları organizasyonlar, global stratejiler sayesinde uluslararası ticari hareketler ile yatırımların seviyesini ve ekonomik uğraşların artacağı yerleri belirlemektedirler. Gelecekte hangi ülke- bölgelerin yüksek hayat standartlarını ve rekabet güçlerini devam ettireceklerini belirlerken teknoloji transferinin en önemli figürü konumunda olan bu firmalar teknoloji ve sermaye yoğun sektörlerde yaptıkları yatırımlar yolunu kullanırlar (Aktan ve Vural, 2012).

6. ULUSLARARASILAŞMA SÜRECİ

Özel bir biçimde yabancı bir ülkede herhangi bir faaliyette bulunmak nedeniyle kurulan ve global olarak kurulan işletmeler hariç ülke içinde faaliyette bulunan olan bir firma uluslararasılaşırken dışsal ve içsel etmenler etkisi ile farklılaşan, çeşitli yollardan geçmektedir.

Her firmanın uluslararasılaşma gidişat hızları da her firmanın durumu özel ve kendine has olduğundan, hedefleri ve yeterlilikleri farklı olduğundan onlar da farklı olmaktadır. Fakat teoriler kısmında bahsedilen çalışmalarda ortaya atıldığı üzere firmaların uluslararasılaşma gidişatları genel tablosu ile şu şekildedir: (Avcı, 2007).

1. Aşama: İhracat: İhracat, genellikle uluslararasılaşmanın ilk çıkış aşamasıdır. Ticareti yapılan ürünlerin yabancı ülkelere satılmasına ihracat adı verilir. İhracat, satan ülkenin diğer ülkedeki alıcıya herhangi bir yöntemle ulaşması ile başlamakta ve çoğu zaman ilk ihracatlar, ihracatçının inisiyatifi ile ya da alıcının inisiyatifi psikolojik olarak kendine yakın gördüğü ülkeye deneyip görme sebebiyle yapılmaktadır. Firmanın küçük ebatlı olup ihracat için gereken yapılanmasının olmaması ve dış ticaret faaliyetlerinden uzaklaşmak istenilen durumlarda, hedef pazardaki acenteler aracılığı ile veya lokalde sektörel dış ticaret firmaları ile dolaylı ihracat çok kullanılan bir sistemdir. Yeni pazarlara giriş yapmanın ilk adımı, firmanın ürün potansiyelinin tamamlanamadığı veya çoğaltma fırsatı olduğunda bu şekildedir. Ülkemizde uluslararasılaşmada ihracattan önce ithalatın da çoğunlukla denk gelinen bir sistem olduğu, ithalatçıların edindikleri bilgi birikim ile ihracat yapabileceklerine kendilerinin de inanmalarında etken olduğuna dair örnekler bulunmaktadır.

2. Aşama: Hedef Ülkede Doğrudan Satış ve Pazarlama: Kısıtlı miktarda alende beklentilerin cevaplanması ile başlayıp kazanılan tecrübe ve bilgi ile mental yakın pazara deneme ihracatı ile yol alan ve devamında girilen pazara acente vasıtasıyla veya direkt sistemli ihracat ile devam eden giriş kısmından sonra firmalar, pazarda çok daha fazla imkanlar bulmaları durumunda, hedef ülkede pazara daha yakın bulunup beklentiyi içten gözleme, zamandan ve acente komisyonlarından tasarruf sağlayarak, pazarı bütün haliyle dolaylı yansıtıldığı haliyle değil de direkt algılama, yapacağı kendi uygulamasını direkt özenli biçimde devam ettirerek ilerletmek için ilişki bağlantısı gerçekleştirme gibi sebeplerle, hedef bölgede direkt pazarlama veya satış departmanları oluşturma şekliyle diğer aşamaya devam ederler.

3. Aşama: Hedef Ülkede Anlaşmalar: Firmalar ürünleri ile alakalı lokal tedarikçilere, franchise lisans vermekten, teknik anlaşmalara dayalı bir kalıpta anlaşmalara dönebilirler. Çünkü bu aşamada asıl hedef pazarda varlıkların yükseltilmesi amacı ağır basar. Önemli bir detay da yapılan anlaşmada koşullar kapsamında firmaların ürünleri ile alakalı çeşitli ebatta üretim ve teknoloji, süreç yönetim başlıklarıyla bilgi paylaşımının da yapılabiliyor olma durumudur.

4. Aşama: Hedef Ülkede Ortak Girişim: Firmanın hedef ülkede sağladığı tecrübe, beklentinin durumu, pazarın artma kapasitesi, farklı firmalar, özsel yetkinlikleri, üretim el satış sitesi ve transferi mümkün olması, sağlayabildiği teşvikler, ülkede geçerli hukuki düzen, makro ekonomik ve siyasi istikrar gibi uluslararasılaşmayı destekleyen çekici ve itici fonksiyonların tümünü kullanarak, kalıcılığı sağlama yolunda attığı uluslararasılaşmanın en ileri aşamalarından olan bu seviyede, firmanın elinde olan tecrübenin yayılarak diğer firmaların eline geçme tehlikesinin kontrolü sağlanabilir bulunması ve beraber iş yapılacak firmaya duyulan güven gerekli bir koşuldur.

5. Aşama: Hedef Ülkede Doğrudan Üretim: Bu son aşama olarak adlandırılan direkt üretimi, uluslararasılaşmanın gerçek ve tek belirtisi olduğunu varsayan bir model olduğu anlatılmıştı. Bu aşama da ortak çabalar gibi tüm çekici ve itici fonksiyonların geniş kapsam ele alınarak karar verilen, işletmenin hedef pazarda ve çoğu halde pazarlama tesisleri ve üretim de kurarak oluşturduğu uzun süreli bir yolculuktur.

Ciddi bir kısmı uluslararasılaşmada zaten son nokta olan global firmalar tarafından oluşturulan yabancı direkt üretimlerde ise artık firma hedef bölgede alakalı ülkenin gereksinimlerine veya hedef bölge ile çevre ülkelerin ve global gereksinimlere yönelik olarak üretim için tesisler yapılmasını ise global adaptasyon olarak açıklamak olasıdır.

7. ULUSLARARASILAŞMA VE DIŞ PAZARLARA GİRİŞ AŞAMALARI

Uluslararasılaşma sürecinde yerel şirketler, birbirleriyle farklı olsa da aslında bütün oluşturmuş bir halde bazı yollardan geçmek durumundadırlar. Zaman açısından bu seviyeler, şirketler için farklılıklar bulundurabilir. Şirketlerin belli kısmı bu seviyeleri kısa sürede atlatırken, diğer şirketler ise, bu seviyeleri senelerce süre gelen bir zamanda bitirmektedirler. Bu seviyede oluşan diğer farklı bir hal ise, bir şirketin seviyelerinin diğer bir şirketin seviyeleriyle aynı olmama halidir. Aynı olmayan bu seviyeler ise şunlardır (Mutlu 2005: 109).

- İhracat Aşaması: İhracat, dış ticarete ulaşmayı arzulayan şirketlerin tercih ettiği ilk aşama olarak bilinmektedir. Şirketler, ülke içerisinden dışarıya çıkararak, farklı yerlerde icraatlarını yapabilmeleri için iki önemli neden vardır.
 - ✓ İlki; şirketler ülkedeki imkanlar yerine daha masrafsız bir yol izleyebilmek için, ihracat tercih etme yoluna giderler.
 - ✓ İkincisi; lokal uğraşlar yapma neticesinde yapılan üretim, elde bulunan pazarları tutmak ya da yeni pazarlar oluşturmak için dış ülkelere satma gayesidir. İki şartta da şirketler, direkt veya dolaylı ihracat yoluyla uluslararasılaşmanın başlangıcını gerçekleştirmiş bulunmaktadırlar.

Uluslararasılaşmanın en ciddi aşamalarından bir tanesi de firmaların farklı ülkelerde ortak üretime başlamasıdır. Köken ülkenin üretimini belli kısmı da bu sebeple farklı ülkelerde yapılmaktadır. Bu üretimi gerçekleştiren şirketler, genellikle bilgi ve teknoloji transferini de yapmak mecburiyetindedir.

- Ortak yatırım: Bu uygulamayı kullanan firmalar, uluslararasılaşma seviyesinde önemli bir kademeye gelmiş olurlar. Ancak bu durumda, şirketin uygulamalarına etki edecek bazı değişik fonksiyonlar vardır. Bilgi birikim, üretim çoğalırken masrafların azalması (ölçek ekonomisi) fonksiyonu, firmanın arz potansiyeli, ulaşım masrafları, taşıma kültürel ve politik fonksiyonlar gibi faktörler yurt dışından gelen yatırımın yapısını etkileyebilmektedir. Farklı ülkelerde şirketlerin toplu bir şekilde oraya yatırım yapmaları çok uluslu şirket olma yolunda ciddi bir biçimde yol kat etmiş olacaktır.
- Dışarıda Doğrudan Üretim Aşaması: şartlar müsaitken önceden dışarıda ortak yatırım gerçekleştirmiş olan çok uluslu şirketlerin kullandığı üretim aşamasıdır. Firmalar bu kısımda, ürününe yapacağı ufak farklılıklardan kuracağı birime malzemesinin üretiminden satışına, kadar olan tüm aksiyonlarda bizzat kendi yapmayı tercih etmektedir.
- Küresel Entegrasyon Aşaması: Çok uluslu şirketlerin uluslararası şirketlere dönüşmesi diye tanımlanan bu sürede, şirketlerin tüm aksiyonları bütünü ile kapsamaktadır. Global uyum aşamasında çok uluslu şirketlerin, pazarlama, yönetim yapıları ve üretim organizasyon aşamaları uyumlu olmakla beraber dünya çapındaki bütün organizasyonlarda küresel taktikler uygulanmaktadır.

SONUÇ

21. yüzyılda dünyada uluslararasılaşmanın artması ile küreselleşmenin derin bir şekilde endüstri ilişkilerine girmesi ile beraber işletmelerde artan bilgi ihtiyacı işletmelerin rekabet ortamlarına ve çağa göre hareket etmelerini zorunlu hale getirmiştir. İşletmelerin gelişimi uluslararasılaşma ve küreselleşmenin çevre şartları içinde gelişmiştir. Uluslararasılaşmanın gelişmesi küreselleşmenin ortaya çıkmasındaki en önemli faktördür. Uluslararasılaşma için küresel eğilim, küresel düşünceleri, teknolojileri ve ekonomiyi itmek için büyük katkı sağladığı görülmüştür. Bu yüzden, yerel ekonomilerin küreselleşmenin ticari avantajlarını kazanmak için diğer yerel ekonomilerle birleşmesi beklenir. Uluslararasılaşmanın sonuçlarından birisi de yerel

pazarlara girişimin arttırılması ve küreselleşmenin etkilenmesidir. Küreselleşmenin sonuçları, açık ve serbest pazarın ortaya çıkışı, küresel boyuttaki pazarlara girişlerin daha kolay olması, serbest ticaret sermayesinin hareketliliğinin en yüksek seviyelere çıkması, sürekli artan ve kontrol edilmesi mümkün olmayan göç dalgaları, yerel kimliklerin zarar görmesi, kültürlerin yok olması, küçük işletmelerin zayıflaması ve zamanla yok olması olarak sıralanabilir. Çoğu insan, benzer doğası gereği bu iki terimi uluslararasılaşma ve küreselleşme ile karıştırmaktadır. Ancak, bunlar iki farklı, ancak birbiriyle bağlantılı kavramdır. Uluslararasılaştırma ve küreselleşme arasındaki temel fark, uluslararasılaştırmanın, belirli bir şirketin ya da bir pazarın uluslararası pazardaki ayak izini ya da etkisini artırma biçimini ifade etmesidir; küreselleşme ise, yerel pazarların ve ekonomilerin, genel olarak diğer ülkelerde de evrensel olarak kabul gören kuralları ve düzenlemeleri paylaşmaları olarak görülmektedir. İnsanlık, 20. yüzyılın ikinci yarısından itibaren önemli bir tarihsel değişim sürecine girmeye başlamıştır. Bu sürecin ayırt edici iki göstergesi ise ekonomiden uluslararası ilişkilere, siyasetten günlük yaşama kadar hemen her alanda görülen hızlı değişim ve toplumsal yaşamda bilginin sürekli artması ve dağılmasıdır. 21.yüzyılda hemen her alanda etkileri görülen bu değişimin, “küreselleşme” kavramı ile ifade edildiği görülmektedir. Altmışlı yılların başında ortaya çıkarak doksanlı yıllarda ise kullanımı yaygınlaşan küreselleşme kavramının tek bir tanımı bulunmamaktadır. Bu tanımlar birbirlerinden farklılık göstermelerine karşın bunların tamamında, değişime ve birtakım sınırların aşılmasına yapılan vurgu ortaktır. Çünkü her türlü değişimi içinde barındıran bu kavram aynı zamanda uluslararasılaşma ile beraber bütün dünyada kabul gören ve çok hızlı gelişen dünyanın tanımını yapmak için kullanılan açıklayıcı geniş bir kavram olarak görülmektedir. Sonuç olarak bu iki birbirine bağlı ancak anlamları farklı kavramlar, hem işletmeleri hem de küresel dünyayı her geçen gün dağılan bilgi akışı ile istediği yönde şekillendirmektedir. İşletmeler bu değişime ayak uydurmak için sınırların dışına çıkarak daha fazla bilgi edinmeyi ve daha çok tüketiciye ulaşmayı ve hitap etmeyi hedeflemektedir.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Turizm İşletmelerinde Örgüt Kültürünün Örnek Olay ile İncelenmesi

Assoc. Prof. Dr. Arzu GÜRDOĞAN

Muğla Sıtkı Koçman University

agurdogan@mu.edu.tr

Orcid: 0000-0003-0649-4374

ÖZET

Örgüt kültürü, konaklama endüstrisinde önemli bir rol oynar. Kurumsal kültür, bu çok önemli çıktıyı yaratabilir. Ancak tüm kurumsal kültürler eşit değildir. Liderleri takipçilerinden ayıran biricik elementler vardır. İş gücünü en üst düzeyde etkilemek ve elde tutmak, aynı zamanda yüksek iş performansını yakalayabilmek için, en iyi pratikler sürekli olarak değerlendirilmeli ve uygulanmalıdır. Örgütlenme kendine özgü birlikteliği de oluşma aşamasında kendisi ile beraber getirir. Bu da örgüte ait hissiyat, değerler, davranışlar, prensipler ve normların paylaşılması ile gerçekleşir. Bu paylaşım örgüt kültürü olarak adlandırılır. Örgüt kültürü tanımlarında ortak olan kavramlar vardır. Kişilerin davranışlarında paylaşılan değerler ve nasıl davranacağı bilgisi, kişilerce sorgulanmadan kabul edilen yazılı olmayan değerler, semboller, algılanan anlamları, hikâyeler, geçmiş olaylar gibi değerlerdir. Örgüt kültürü doğrudan çalışanın olaylara yüklediği anlamlar ve algıları ile oluşur. Örgüt kültürü bu algılamalar çevresinde ortak bir dil, düşünme ve hissiyat oluşturarak iş görenlerin sosyalleşmesini sağlar. Bunların yanı sıra iş görenin nasıl davranması gerektiğini, problemlerin çözüm yollarını, işgörenlerin davranışlarına anlamlı bir temel kazandırarak örgütün istikrarlı şekilde sürdürülmesini sağlar. Örgüt sistemleri gibi örgüt kültürü de alt kültürlerden oluşur. Örgütün tamamını etkisi altında tutan ve tüm iş görenlerin paylaştığı kültür, egemen kültür olarak adlandırılır. Örgütün alt birimlerinde, problemler ve deneyimlerle oluşan kültür ise alt kültürdür. Örgüt kültürünün birçok bileşeni vardır ve işgörenin örgüt içindeki davranışlarını etkiler. Örgütsel davranış insanların tutumlarını ve davranışlarını örgüt yapısı içinde ele almaktadır. Bu alanda yapılmış olan çalışmaların incelenmesi insan kaynakları açısından örgütleri güçlendirebilmekte gelecekteki davranışların anlaşılmasında ve değiştirilmesinde yol gösterici olabilmektedir. Bu çalışmada, turizm işletmelerinde var olan örgüt kültürünün örnek olay üzerinden incelenmesi sağlanarak işletmeler açısından önemi ortaya çıkarılmaya çalışılmıştır. Çalışma, nitel araştırma desenlerinden örnek olay incelemesi kullanılarak yürütülmüştür.

Anahtar Kelimeler: Örgüt Yapısı, Örgüt Kültürü, Turizm İşletmeleri, Örnek Olay.

Examination of Organizational Culture in Tourism Enterprises With Case

ABSTRACT

Organizational culture plays an important role in the hospitality industry. Corporate culture can create this crucial output. But not all corporate cultures are created equal. There are unique elements that distinguish leaders from their followers. Best practices should be continuously evaluated and implemented in order to maximize the impact and retention of the workforce, while achieving high business performance. Organization brings its own unique togetherness with itself at the stage of formation. This is achieved by sharing the feelings, values, behaviors, principles and norms of the organization. This sharing is called organizational culture. There are common concepts in definitions of organizational culture. Values shared in people's behavior and the knowledge of how to behave are values such as unwritten values, symbols, perceived meanings, stories, past events that are accepted without questioning by people. Organizational culture is formed directly by the meanings and perceptions that the employee attributes to the events. Organizational culture creates a common language, thinking and feeling around these perceptions and ensures the socialization of employees. In addition to these, it provides a stable basis for the organization by providing a meaningful basis for how the employee should behave, the ways of solving problems, and the behaviors of the employees. Like organizational systems, organizational culture also consists of subcultures. The culture that influences the entire organization and is shared by all employees is called the dominant culture. The culture formed by the problems and experiences in the sub-units of the organization is the subculture. Organizational culture has many components and affects the behavior of the employee in the organization. Organizational behavior deals with people's attitudes and behaviors within the organizational structure. Examining the studies conducted in this field can strengthen organizations in terms of human resources and can guide the understanding and change of future behaviors. In this study, it has been tried to reveal the importance of the organizational culture in tourism enterprises by examining the case study. The study was carried out using a case study, one of the qualitative research designs.

Keywords: Organizational Structure, Organizational Culture, Tourism Businesses, Case Study

GİRİŞ

Tüm örgütler, yapısal veya varsayımsal bir şekilde kurumsal bir kültüre sahiptir. Bir vurgunun ne kadar öne çıktığı çok önemli değildir, işyeri kültürü bir örgütü yapar veya yıkar. Farmer (2005), “Kurumsal kültür işin kazananlarını kaybedenlerinden ayıran şeydir. Dürüstlük ve doğruluk esaslı kurumsal kültür, bankadaki nakitten daha değerlidir. Bir şirketi bir arada tutan yapıştırıcıdır” demiştir. Çünkü kültür insanları bir amaç etrafında birleştirir ve işgörenleri birbirine bağlar. Güçlü bir kurumsal kültürün önemi küçümsenemez. Kurumsal kültür, iş performansı ve işte kalma niyetinden, iş stratejisi ve uygulamasına kadar, işin tüm fonksiyonlarını etkiler. İşlerinde bir değer, önem ve amaç arayan işgörenler, şirketin misyonuna, vizyonuna ve devam eden başarısına sıkıca bağlanır. Güçlü bir kurumsal kültürün eşsiz bir stratejik avantaj yarattığı tartışılmaz.

Örgüt kültürü, konaklama endüstrisinde de önemli bir rol oynar. Yüksek işgücü devri olarak bilinen alanda, İş İstatistikleri Bürosu (2019), 2018 yılına ait %76.7 oranında işgörenin konaklama ve eğlence sektöründen ayrıldığını rapor etmiştir. Yüksek performansla çalışmak için işgörene odaklanan işletmeler, bu salgını tutabilir. Otellerle, tüm hizmet endüstrisi ile işgörenin misafir için yüksek kaliteli hizmet üretme ihtiyacı, sadık, bağlı ve kalıcı bir işgücü gerektirir. Kurumsal kültür, bu çok önemli çıktıyı yaratabilir. Ancak tüm kurumsal kültürler eşit değildir. Liderleri takipçilerinden ayıran biricik elementler vardır. İşgücünü en üst düzeyde etkilemek ve elde tutmak, aynı zamanda yüksek iş performansını yakalayabilmek için, en iyi pratikler sürekli olarak değerlendirilmeli ve uygulanmalıdır. Birçok tehlikenin varlığı ile kazananlar şirket kültürünün statik olmadığını, şekillendirilmesi ve geliştirilmesi gereken bir şey olduğunu fark ederler.

Örgütlenme kendine özgü birlikteliği de oluşma aşamasında kendisi ile beraber getirir. Bu da örgüte ait hissiyat, değerler, davranışlar, prensipler ve normların paylaşılması ile gerçekleşir. Bu paylaşım örgüt kültürü olarak adlandırılır. Örgüt kültürü tanımlarında ortak olan kavramlar vardır. Kişilerin davranışlarında paylaşılan değerler ve nasıl davranacağı bilgisi, kişilerce sorgulanmadan kabul edilen yazılı olmayan değerler, semboller, algılanan anlamları, hikâyeler ve geçmiş olaylar gibi değerlerdir. Örgüt kültürü doğrudan çalışanın olaylara yüklediği anlamlar ve algıları ile oluşur. Örgüt kültürü bu algılamalar çevresinde ortak bir dil, düşünme ve hissiyat oluşturarak işgörenlerin sosyalleşmesini sağlar. Bunların yanı sıra işgörenin nasıl davranması gerektiğini, problemlerin çözüm yollarını, işgörenlerin davranışlarına anlamlı bir temel kazandırarak örgütün istikrarlı şekilde sürdürülmesini sağlar. Örgüt sistemleri gibi örgüt kültürü de alt kültürlerden oluşur. Örgütün tamamını etkisi altında tutan ve tüm işgörenlerin paylaştığı kültür, egemen kültür olarak adlandırılır. Örgütün alt birimlerinde, problemler ve deneyimlerle oluşan kültür ise alt kültürdür. Örgüt kültürünün birçok bileşeni vardır ve işgörenin örgüt içindeki davranışlarını etkiler.

Örgüt kültürünün işletmeleri başarıya ulaştırması için öncelikle örgüt stratejilerinin kültür ile uyumunun sağlanmış olması gerekmektedir. Örgüt üyelerinin çeşitli örgütsel süreçlere katılımını ve örgüte bağlanmasını sağlamış kültürler aynı zamanda güçlü kültürler olarak adlandırılmaktadır. Ancak, örgüt üyelerinin davranışlarına etki etmeyi başarmış güçlü kültürler tek başına örgütsel başarıyı sağlamaya yetmemektedir. Güçlü kültürlerin davranışlara, değerlere ve inançlara doğru yönü göstermesi durumunda, örgüte başarıyı getiren pozitif kültür kavramıyla karşılaşılmaktadır. Rekabetçi değerler yaklaşımı ise “kültürel açıdan sağlıklı bir örgüt” ifadesiyle, bir örgütün bünyesinde her bir tipolojinin kimi özelliklerinin barınması gerektiğini ileri sürmektedir. Tek bir tipolojinin özelliklerinin ağır basması örgütleri

başarısızlığa götürmekte ve kısır döngülere sürüklemektedir. Buradan da şu sonuç çıkmaktadır: Kültürel açıdan sağlıklı örgütler farklı tipolojilerin özellik, değer ve inançlarını bünyesinde barındırmaktadır. Söz konusu tipolojilerden birisinin örgütte az da olsa ağır basması oldukça doğaldır (Murat ve Açıkgöz, 2007: 2).

Örgüt kuramı üzerinde son on yıl içinde yapılan tartışma ve araştırmaların kültür kavramı çerçevesinde yoğunlaşması ve 1980'li yılların başından itibaren örgüt kuramını derinden etkilemesi sonucu kültür kavramının örgütlerle değişik biçimlerde ilişkilendirildiği ortaya çıkmaktadır. Temelde örgüt kültürü, örgütün kişiliği olarak kabul edilmektedir. Dolayısıyla, örgütlerin özgün ve paylaşılmış bir kültür oluşturmalarının nedeni, kültürün olayları yaratma ve denetlemede etkin bir rol oynaması ve çalışanların temel kaygılarını azaltmasından kaynaklanmaktadır (Güçlü, 2003: 157).

Örgütler, temel kültürel normlara ve değerlere zıt yeni bir strateji ya da program gerçekleştireceği zaman kültürün gücüyle yüz yüze gelir (Erdem, 2007: 64).

Araştırma Yöntemi

Çalışmada, nitel araştırma yöntemlerinden örnek olay incelemesi kullanılmış, iki tane örnek zincir işletme üzerinden araştırma gerçekleştirilmiştir. Bu iki işletmenin isimleri özellikle kodlanarak, işletmenin kurum kimliğine zarar gelmesi önlenmiş olmaktadır. Bu iki turizm işletmelerinde var olan örgüt kültürünün örnek olay üzerinden incelenmesi sağlanarak işletmeler açısından örgüt kültürünün önemi ortaya konmaya çalışılmıştır. İncelenen bu iki otelde örgüt kültürü tiplerinden hangi örgüt tipi uygulandığı ve uygulamada bu örgüt tipinin örgütün başarısında ne derecede etkili olduğu belirlenmek istenmiştir.

Çalışmada, nitel araştırma yöntemlerinden örnek olay incelemesi kullanılmış, iki tane örnek zincir işletme üzerinden araştırma gerçekleştirilmiştir. Bu iki işletmenin isimleri özellikle kodlanarak, işletmenin kurum kimliğine zarar gelmesi önlenmiş olmaktadır. Bu iki turizm işletmelerinde var olan örgüt kültürünün örnek olay üzerinden incelenmesi sağlanarak işletmeler açısından örgüt kültürünün önemi ortaya konmaya çalışılmıştır. İncelenen bu iki otelde örgüt kültürü tiplerinden hangi örgüt tipi uygulandığı ve uygulamada bu örgüt tipinin örgütün başarısında ne derecede etkili olduğu belirlenmek istenmiştir.

X Otellerinde Örgüt Kültürü

Misyon, vizyon ve değerler kavramları kurumsal kültürün çekirdeğidir ve X oteli de bunun dışında değildir. Ancak bu değerler dengesinin günlük hayata entegre edilmesi sadece X oteline özgü bir durumdur. X otelinin misyon kavramı şunu ifade eder: Dünyanın en iyi ağırlayan işletmesi olmak-misafirlere kalpten hissedilecek deneyimler, takım üyelerine anlamlı fırsatlar, mülk sahibine yüksek kıymetler, ve topluma pozitif etkiler sunmaktır. Buna benzer şekilde vizyonları: Dünyayı ağırlama kültürünün ışığı ve sıcaklığı ile doldurmak-her otel, her misafir, her gün-olağanüstü deneyimler yaşatmak. Son olarak X otelinin değerleri, adını oluşturan harflerin içine gizlenerek bir akrostiş oluşturulmuştur: Her birinin de ayrıca bir açıklaması vardır. Örneğin; ağırlama misafirlerine olağanüstü deneyimler yaşatma tutkusunu, dürüstlük; her zaman doğru şeyleri yapma taahhüdünü, liderlik; endüstride ve otel toplulukları içinde öne çıkma pozisyonunu ve takım çalışması her yönden bir takım oyuncusu olduklarını vurgular.

Sahiplik, birinin davranış ve eylemleri için kişisel sorumluluğu taşımasını, şimdi ise hızlı ve disiplinli bir operasyon tarzı benimsendiğini ifade eder. Bu ifadeler sadece yüzeysel sloganlar değildir. Her operasyon ve karada bizatihi uygulanır. X otelinin hedef platformunu, misyonunu, vizyonunu ve değerlerini kısa bir şekilde özetler.

X otelinde, bir “yönetim kodu” vardır. Bu kod dürüstlük ilkelerini ve gelişimi garanti altına alır. Tek bir kod örgüt desenini ifade eder ve tüm ekip üyelerinin davranış ve eylemlerini yönlendirir. Bu ilkeler içinde en büyük vurgu, işgörenlerin ve yöneticilerin muhafaza ettiği en yüksek seviyede etik ve işletme kuralları, kanunları ve politikalarına sadık kaldıkları, dürüstlük ilkesine yapılmıştır. Tehlikeye giren etik ve standartları raporlama ve açıkça düşüncelerini ifade etme; anonim olarak raporları alan ve yasal uyum ekibine işlem yapması için ulaştırılan acil yardım hattı vesilesiyle kolaylaştırılmıştır. Bütün bunlara ek olarak, X otelinin “intikam yok” politikası işgörenlerin yardım ve tavsiye talebinde bulunurken ve disiplin korkusu olmadan iyi niyetli olarak durumları rapor etmede rahat hissettiği kültürü destekler.

Yine X otelinin “amaçlı seyahat” programı, dünya üzerinde ağırlamanın sıcaklığını ve ışığını yayma vizyonlarını destekler. Bu kurumsal vatandaşlık stratejisi, kendi toplulukları içerisinde liderlik vasfını da güçlendirir. Örneğin, amaçlı seyahat küresel gönüllü programı, takım üyelerine vakitlerini ve yeteneklerini, küresel hizmet haftası platformlarında yer alan gönüllü etkinlikleriyle paylaşma fırsatı verir.

X otelinin dünyanın en iyi ağırlayan işletmesi olma vizyonu, ziyaretçilerini aşarak, işgörenlerini de kapsar. Örneğin bir kat hizmetlisi, üniformasını deneyip sert, ağır ve rahatsız bulmuştur. Bunun üzerine X otelinin Yönetim Kurulu Başkanı ve CEO’su, güçlü bir spor giyim markası ile rahat, esnek ve kullanışlı iş kıyafetleri üretmesi için işbirliğine gitmiştir. Bu sadece işgörenler için, 2016 yılında başlatılan tümü “Evin Kalbi” olarak adlandırılan ve sadece “evin arka bahçesi”ni düzenleyen altı programdan bir tanesidir. Yenilemeden ve işgörenlerin soyunma odalarının, restoranların ve dinlenme odalarının işgörelere sağlıklı ve iyi beslenme sağlayan yüksek kalite yiyecek sunmak (nöbetteki personele de ücretsiz verilen yemekler de dahildir) üzere güncellenmesinden, bu “evin kalbi” programları, X otelinin her takım üyesine ayrı ayrı nasıl değer verdiğinin, saygı duyduğunun ve takdir ettiğinin bir göstergesi olarak görülmektedir.

Son olarak X oteli; misyon, vizyon ve değerlerini birbiri ile bağlantılı bir yönetim tarzıyla yürütür. Otelin yöneticilerinden, dürüstlük standartlarını en üst seviyede temsil eden rol modeller olmaları ve her anlamda örnek bir liderlik sergilemeleri beklenir. “Herkes için ağırlama” programının bir parçası olarak, “herkes için” sloganı ile liderler, takım üyelerine en az müşterilerine davrandıkları kadar imtiyazlı davranırlar. Bu program liderlerde 5 anahtar davranışı betimler: Güven, hedefler, gelişim, onaylama ve ilişkilerdir. Otel liderlerinden, işgörenlerin rahatça kendilerini ifade edebilecekleri ve kendilerine kulak verildiğini hissedecekleri bir güven ortamı oluşturmaları beklenir. Liderler hedefleri açık, gerçekçi, bunları gerçekleştirecek takım üyelerini destekleyerek motive edici şekilde koymalıdır. Liderlerin takım üyelerine, onların gelişimi ve ilerlemesine katkı sağlayacak, şekilde yatırım ve akıl hocalığı yapma görevleri vardır. Daha da ötesi, takım üyeleri başarılı olduğunda, liderlerin bu başarıyı uygun yöntemlerle takdir etmesi beklenir. Son olarak, liderler, takımları içinde açık ilişkileri ve anlamlı bağlantıları başlatmalı ve geliştirmelidir. Açık bir şekilde otelin, en aşağıdan en yukarıya kadar, misyon, vizyon ve değerleri bir bütün halinde örgüt kültürü olarak benimsenmiştir.

Y Otellerinde Örgüt Kültürü

Üst düzey kuruluşlar, yalnızca sunulan güvenlik ve yüksek kaliteli hizmetler için değil, teşvik ettikleri kurumsal kültür nedeniyle de farklılaşabilir. Performansa yönelik davranışı teşvik eden norm ve beklentilere büyük önem veren, turizm sektörünün önde gelen şirketlerinden biri de Y otelidir. Y oteli, 50 yılı aşkın tecrübesiyle 100 ülkede faaliyet gösteren, 30'dan fazla markayı içeren ve benzersiz beceri ve yetkinliklere sahip 250.000 den fazla çalışanı bulunan, turizm sektöründe dünya düzeyinde en önemli kuruluşlardan birini temsil etmektedir.

Y oteli çalışanları, işletmenin organizasyon kültüründen doğrudan etkilenir. Çünkü işgörenlerin işle ilgili fikirleri; yeni eğilimlere uyum sağlayarak gelişme ve örgüt potansiyelinin ana kaynağı olan insan kaynaklarına saygı duyarak işlevsel bir iş yaratmak için son derece önemlidir. Her çalışan, nitelikleri ve örgüte sağladığı katkı için takdir edilmek, karar alma süreçlerine katkıda bulunmak, performansını arttırmak ve örgüt hedeflerinin bir parçası olmak ister.

Küresel turizm ve ağırlama endüstrisindeki en önemli şirketlerden birisi de Y otelidir. Kuzey Amerika'da, Latin Amerika'da, Karayipler'de, Afrika'da, Orta Doğu'da, Avrupa'da ve Asya Pasifik'te ana ağırlama operatörlerinden birisidir. 4500'den fazla otel, 650.000 den fazla oda ile hizmet vermektedir. Küresel olarak 2375 oteli; yönetim sözleşmesiyle, 2155 oteli de imtiyaz sözleşmesi ile işletilmektedir. Otel markaları Y oteline aittir ve iki kategoriye temsil eder. Bunlar; lüks ve seçkin markalar ve vasat ekonomik markalardır. Y oteli, otel markalarının yanı sıra kalitesiyle özdeşleşmiş birçok hizmet markasının da sahibidir.

Y oteli operasyonlarında, örgüt kültürü, son derece önemli bir başlıktır. Çünkü işgörenlerin örgüt kültürünün özelliklerini nasıl anladığının göstergesidir. Yöneticiler teşvik ettikleri değerlerin ana temsilcileridir. Aynı zamanda değerlerden doğan taahhüt ve prensiplerin kabul edilip, layıkıyla yerine getirilmesini de sağlar. Y otelinin en fazla önem verdiği prensipler; artan beceriler, kapasite, şeffaflığı gösterme isteği, işgörenlerin sorumluluk duygusunu besleme, yetenekli kişileri onaylama ve ödüllendirme ve işgörenlerin fikirlerine açık olmaktır. Y oteli, otel grubu içinde 6 adet çekirdek değer vardır. Bunlar aynı zamanda davranış kodları olarak da yansıtılır ve ülke, kültür, insan ve iş yeri farkı gözetmeksizin tüm dünyada ağırlamayı teşvik etmek ve korumak için kuvvetli bir aidiyet duygusu yaratılmasını sağlar. Bu altı adet değer ortak bir dil kullanır ve sadece Y oteline özeldir ve etik sadakatin temellerini oluşturur.

Y otelinde, misafirler için önemli olan tutkudur ve misafirler kendi kararlarının ve hareketlerinin de liderleridir. Onlar önceliklidir ve herkes onları gözetir, açıkçası eğer gerekliyse onların ihtiyaçlarını yerine getirmek için özel ilgi gösterilir.

Sürdürülebilir performans; Y otel grubu, uzun dönemli değer yaratılabileceğine inanır.

Fetih ruhu; otelin sadık müşterileri dünyanın neresine giderlerse Y oteli de gider. Otel çalışanları keşfeder, başlar ve geliştirir ve müşterilerin eğlenirken öğrenmelerini sağlarlar.

Yenilikçilik; işgörenler imkânsızı mümkünce çevirebilir, müşterilerin hayallerini gerçeğe çevirebilir, yapmak istediklerini yapmasını sağlayabilir, meraklı, yeni fikirlere açık, denemekte, test etmekte ve öğrenmekte özgür hissetmesini sağlayabilir.

Güven; her bireyin doğal olarak iyiliğine, takdir ve desteğine inanırlar ve vaatlerini yerine getirirler.

Dinlemek; dünyayla iletişim halindedir. Farklı kültürleri sever, farklılıklara saygı duyar ve değer verirler.

Otel grubunun değerleri, işletmenin hem içinde hem dışında, tüm davranış ve ilişkilerine yerleşmiştir. Y oteli, işgörenlerin ve gelecekteki işgörenlerin bu değerleri anlamasını bekler ve

bunlar aynı zamanda grubun tavrı, anlayışı, benimseyerek yayması ve paylaşmasının da temelleridir. Y oteli Grup, Birleşmiş Milletler Küresel Sözleşme'nin 10 temel prensibinin desteklenmesine kendisini adanmıştır. Bu sözleşme evrensel olarak kabul edilmiş ve bazı ülkelerde mevcut halinden daha katı uygulanmaktadır. Bu sözleşmeyi uyarlayarak, dikkatlerini insanların, işgörenlerin, çevrenin ve dürüstlüğü üzerine odaklayarak, adanmışlıklarını yeniden doğrulamış oldular. Ayrıca 1948'de yayınlanan Evrensel İnsan Hakları Bildirisi ile kendi tüzüklerini de eşleştirmiştir. Çalışma şartlarında da temel olarak OECD prensiplerini baz almıştır. İyi bir örnek oluşturarak, her işgörenin bu değerleri, otel grubu kurumsal topluluğu içinde yoğun ve dinamik bir şekilde uygulayan esas bir rol almasını sağlamıştır.

Y oteli, insan kaynakları politikaları; profesyonellik, onaylama, çeşitlilik ve hareketlilik gibi anahtar kavramlar tarafından yönlendirilmiştir. Profesyonellik, rekabetçi bir pazarda yüz yüze işlerin anahtarıdır. Burada otel müşterileri çalışanların sürekli ihtiyaçlarını gözetmesini talep eder. İnsan kaynaklarının çeşitliliği, takım düzenini destekleyen, yeteneği sürdüren ve cezbeden, yeniliği ve değişimi besleyen esas güçtür. Y otelinin sosyal sorumluluk sürecine, müşterileri, işgörenleri, iş ortakları, imtiyaz ortakları otel yatırımcıları/sahipleri gibi tüm paydaşları ile birlikte, katkı sağlaması kalıcı bir diyalogla garanti altına alınır. Paydaşlarla diyalog eylem için öncelik verilecek alanları belirlemede ve böylece ortak bir değer yaratmada anahtar faktördür. İşgörenlerle etkileşimde, diyalog süreci, en başından itibaren iyi yapılandırılmış bir dizi süreçleri kapsar. Bu süreçler bilgi değişimi, istişare, müzakere, ara buluculuk, tartışma, danışma gibi her iki tarafın da korunduğu süreçler olarak dizayn edilmiştir. Diyalog süreçleri bizzat yöneticiler tarafından işgörenlerle fikir alışverişi yaparak, yuvarlak masa toplantıları ve diyalog için diğer etkinlikler düzenleyerek yürütülür.

Örgüt içinde kökleşmiş ve alışkanlık haline gelmiş ilkeler, değerler ve temel görüşler değişime uğrayacaktır. Belli bir örgüt kültürünün yaratılması, sadece yeni sloganlar bulmak ya da yeni bir lidere sahip olmak değil, yeni bir yaşam tarzı yaratmak demektir (Güçlü, 2003: 157).

Örgütler karmaşık sosyal sistemlerdir. Hem örgütün hem de işgörenlerin kendilerine özgü, tutum, değer ve davranışları bulunmaktadır. Örgüt amaçlarının gerçekleştirilmesi, örgütsel ve bireysel tutum ve değerlerin uzlaştırılmasıyla sağlanabilir. Bu uzlaştırma sürecine ise örgütsel sosyalleşme denir. Örgütsel sosyalleşme, bir örgüte yeni katılan ya da aynı örgütte farklı bir işe geçen işgörenin, kendisinden beklenen tutum, değer ve davranışları öğrenmesi sürecidir. Sosyalleştirme etkinliklerinin temel amacı, işgöreni örgütün etkin bir üyesi konumuna getirmektir. Örgütler bireysel inanç ve değerlerin, örgütsel değerlerle uyumlu olmasını sağlamak için bireylerin davranışlarını sistemli olarak biçimlendirir. Örgütsel sosyalleşme, örgütün bireysel boyutunun formal boyutuyla kaynaştırılması sürecidir. Bu süreçte işgörenler, örgütsel değer ve normları kabullenmeye ikna edilir. Değerler, normlar, beklentiler, özendiriciler ve bürokratik yaptırımlar örgütsel sosyalleşme sürecinde kullanılan mekanizmalardır. Örgütsel sosyalleşme aslında örgüt kültürünü öğrenme, örgüt kültürüne uyum sağlamadır (Güçlü, 2003: 157).

SONUÇ VE TARTIŞMA

Örgüt kültürü, tüm kurumların temelini oluşturur ve ayrılmaz bir bileşendir. Eğer kültüre yeterli önem verilmezse, örgüt temeli derinden sarsılabilir. Örgütsel değişikliklerin isteyerek kültürü etkileme ve değiştirme ve ayrıca çalışanların duygusal tepkilerini değiştirmeme kapasitesi vardır. Böylece kültür, işgörenlerin değişikliklere duygusal olarak nasıl tepki verdiğini etkiler.

X otelinin misyonu, vizyonu ve değerleri, işgörenlerin davranışlarını yönlendiren, strateji ve kararların her yönüne sirayet eden en temel prensiplerdir. Otel, bu etik anlayışını, hibrit bir hiyerarşi ve klan kültür çatısı kurarak yerleştirmiştir. Cameron ve Quinn (2011), klan kültürünün işgörenlerin aynı değerleri, inançları ve hedefleri paylaşmalarında çok etkili olduğunu söylemektedir ve X otelindeki işgörenler bu tezin canlanmış halidir. X otelinin onaylama, eğitim ve işgören çıkarları programları birçok ödül almasına sebep olan faktörlerdir. X oteli şirket kültür pratikleri, klan kültürünü konaklama sektörü ile birleştiren, öncü bir hiyerarşi sistemi modeli üretmiştir. X oteli şirket kültür pratikleri, gelişmiş işe alma, yüksek işte kalma niyeti, daha iyi müşteri servisi, operasyonel iyileştirmeler ve tüm karlılık yoluyla rekabet avantajı sağlar.

Y otellerinin kurucuları, hissedarları ve yöneticileri kendileri ile aynı şekilde düşünen işgörenleri istihdam ederler. Sonrasında da bu ortak düşünce tarzıyla ilgili onları eğitirler. Böylece düşünce ve değerler birbirine entegre olur. Y otellerinin örgüt kültürü, doğrudan işgörenin çalışma ortamında etik davranışlar edinmesini sağlar. Bu da şirketin şeffaflığı ile mümkün olur. İşgörenler şirketin misyon, vizyon ve değerlerinden etkilenecek etik davranışlar geliştirir. İşgörenin etik karakterini geliştirmek, şirketin misyonlarından birisidir. Sonuç olarak, Y otelleri, örgüt kültürüne çok önem verir ve bunu performans odaklı davranışları teşvik eden beklentiler ve standartlara odaklanarak vurgular.

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Döngüsel Ekonomide Dünya ve Türkiye Üzerine Bir Değerlendirme

Dr. Zeynep HÖBEL

Pamukkale University

zaydin@pau.edu.tr

Orcid: 0000-0001-8994-2835

ÖZET

Döngüsel ekonomi geri dönüşüm ve yeniden değerlendirme gibi basit tanımlamaların çok ötesinde stratejik bir ekonomik modeldir. Döngüsel ekonomi kirliliği ve israfı en aza indirme, ürün yaşam döngülerini uzatma, iklim değişikliğiyle mücadele etme, biyolojik çeşitlilik kaybının önüne geçme gibi küresel zorluklarla mücadelede kullanılacak komplike bir sistemdir. Bununla birlikte ekonomik sistemde ürün, malzeme ve enerji gibi kaynakların, mümkün olan en uzun süre ve en yüksek değerde tutulabildiği, sürdürülebilir malzeme yönetimine hizmet eden, doğrusal ekonomideki al-yap-at pratiğinin dışında atıkların en aza indirildiği ve doğanın yeniden canlandırılmaya çalışıldığı bir model olarak ifade edilebilir.

Avrupa'da döngüsel ekonomiye geçişi teşvik etme, küresel rekabet gücünü artırma ve sürdürülebilir ekonomik büyümeyi gerçekleştirme adına Avrupa Komisyonunca 2015 yılının Aralık ayında ilk Döngüsel Ekonomi Eylem Planı kabul edilmiştir. Akabinde 2019 yılında gerçekleşen ve 2050 yılını hedefleyen Avrupa Yeşil Mutabakatı ile de, iklim kriziyle mücadelede Avrupa Birliği'nin mevcut politikasındaki iklim-nötr hedefinin daha geniş ve etkili bir şekilde hayata geçirilmesi amaçlanmıştır. Söz konusu Mutabakatın ardından 2019 yılından bu yana Döngüsel Ekonomi kapsamında Türkiye'de de sürdürülebilir bir gelecek adına yeni bir sürece geçildiği bilinmektedir.

Çalışmada döngüsel ekonomi modeli kapsamlı bir şekilde ele alınırken, Dünya ve Türkiye'deki uygulamaları ayrıntılı bir şekilde değerlendirilecektir. Bununla birlikte döngüsel ekonomi modelinin ulusal ve uluslararası alanda uygulanabilirliği adına olası öneriler ortaya koyulmaya çalışılacaktır.

Anahtar Kelimeler: Döngüsel Ekonomi, Sürdürülebilirlik, Türkiye.

An Evaluation of the World and Turkey in the Circular Economy

ABSTRACT

The circular economy is a strategic economic model that goes beyond simple definitions such as recycling and revaluation. The circular economy is a complex system that can be used to combat global challenges such as minimizing pollution and waste, prolonging product life cycles, combating climate change, and preventing biodiversity loss. However, in the economic system, it is a model where resources such as products, materials and energy can be kept for the longest possible time and at the highest value, serving sustainable material management, minimizing wastes and trying to revive nature, apart from the pick-build-and-throw practice in linear economy. can be expressed.

The first Circular Economy Action Plan was adopted by the European Commission in December 2015 in order to promote the transition to the circular economy in Europe, increase global competitiveness and achieve sustainable economic growth. Subsequently, with the European Green Consensus, which took place in 2019 and targets the year 2050, it was aimed to implement the climate-neutral target in the current policy of the European Union in the fight against the climate crisis in a broader and more effective way. It is known that after the said Agreement, a new process has been started for a sustainable future in Turkey within the scope of Circular Economy since 2019. While the circular economy model will be comprehensively discussed in the study, its applications in the world and in Turkey will be evaluated in detail. In addition, possible suggestions will be put forward for the applicability of the circular economy model in the national and international arena.

Keywords: Circular Economy, Sustainability, Türkiye.

GİRİŞ

İnsanoğlunun bugün için evrende yaşamını devam ettirebileceği tek yaşanabilir alanı bugünkü şartlarda Dünya'dır. İlerleyen süreç ne gösterir bilinemez ama şu an için yaşam kaynağı Dünya'yı korumaktan başka bir çarenin olmadığı açıktır. Ne var ki son birkaç on yıldır sürdürülebilir yaşamı tehdit eden birçok çevresel sorunla mücadele edilmektedir.

Günümüzde mücadele edilen çevresel sorunların başında; kirlilik, toprak bozulması, küresel ısınma, atık bertarafı, ormansızlaşma, buzullar, biyoçeşitlilik kaybı, iklim değişikliği, okyanus asitleşmesi, azot döngüsü, ozon tabakasının incilmesi, asit yağmuru, su kirliliği, aşırı avlanma, kentsel yayılma, halk sağlığı sorunları, genetik modifikasyon olarak çeşitlendirilebilir. Bununla birlikte aşırı nüfus, kontrolsüz atık üretimi, ve doğal kaynak tüketimi (CEF, 2022:1-50) ile mücadelede sürdürülebilir bir yönetimi gerekli kılmaktadır. Ekolojik ve ekonomik anlamda bir sürdürülebilirlik ise, kaynakların uzun dönemli çevresel, sosyal ve ekonomik yönden bir denge ile yönetilmesini gerektirmektedir. Aksi takdirde bütün bu bahsedilen sorunlar ekolojik denge başta olmak üzere, sosyoekonomik dengenin bozulmasına ve yoksulluğun artarak dünyadaki demografik yapının değişmesine neden olabilecektir. Bütün bu olumsuzlukların önüne geçmek adına ulusal ve uluslararası alanda çeşitli önlemler alınmaya ve sistemler geliştirilmeye çalışılmaktadır. Ekolojik ve ekonomik sürdürülebilirliği sağlamak adına yürütülmeye çalışılan sistemlerden belki de en kapsamlısı döngüsel ekonomi modeli olarak düşünülebilir.

Dünya Ekonomik Forumu döngüsel ekonomiyi; “amacı ve tasarımı gereği onarıcı veya yenileyici bir endüstriyel sistem olarak ömrünü tamamlamış kavramını restorasyonla değiştiren, yenilenebilir enerji kullanımını benimseyen, yeniden kullanımı destekleyen ve biyosfere dönüşü bozan toksik kimyasalların kullanımını yanında üstün malzeme tasarımı ile atıkların ortadan kaldırılmasını hedefleyen, ürünler, sistemler ve iş modelleri” olarak tanımlamıştır (WEF, 2022a;1) Dolayısıyla döngüsel ekonominin; geri dönüşüm ve yeniden değerlendirme gibi basit tanımlamaların çok ötesinde, birden fazla alanda hedef oluşturan stratejik bir model olduğunu söylemek mümkündür.

Döngüsel ekonominin amacını gerçekleştirebilmek adına yerelden başlayarak genele doğru bir yapılanma içermesi önemlidir. Öyle ki şehirlerin küresel enerjinin neredeyse üçte ikisini kullanırken, sera gazı emisyonlarının %80'ini, küresel atıkların da %50'sini ürettikleri bilinmektedir. Döngüsel ekonomi mevcut sorunlarla başa çıkmak için bir politika üretmeye çalışırken, ekonomik büyüme, istihdam ve çevre kalitesi için de itici bir güç oluşturabilecektir

(OECD (a), 2022: 1). Dünya geneline baktığımızda Avrupa'dan başlayarak özellikle yerelde şehir yönetimlerinde döngüsel ekonomik model için birçok adımlar atıldığı görülebilir. Bununla birlikte ulusal ve uluslararası alanda da döngüsel ekonomi adına planlar yapılmakta ve hedefler oluşturulmaya çalışılmaktadır.

Bu çalışmalardan ilki 2015 yılında Avrupa Komisyonunca oluşturulan ilk döngüsel ekonomi eylem planı olup Avrupa'nın döngüsel ekonomiye geçmesini ve sürdürülebilir ekonomik büyümeyi teşvik etmek, küresel rekabet gücünü artırmak ve yeni iş potansiyelleri oluşturmaya imkan sağlayacak önlemleri içermekteydi (EC, 2022a :1).

1. DÖNGÜSEL EKONOMİ NEDİR? NEYİ AMAÇLAMAKTADIR?

Sanayi devriminden bu yana, insanoğlu doğrusal bir üretim ve tüketim modelini takip etmektedir. Hammaddelerin bilinçsizce yönetilen (işlenilen-kullanılan ve atılan) atık mallara dönüştüğü günümüzde artık doğa alarm vermektedir. Tahrip olmuş bir çevre, nesli tükenen ve tükenmekle karşı karşıya kalan biyolojik çeşitlilik, iklim değişikliği ve tükenen kaynaklar bireyleri, şirketleri, ulusları ve uluslararası kuruluşları, pratikte politik ve ekonomik alanlarda harekete geçmeye zorlamaktadır. Mevcut ekonomik sistemimizde, dünyada var olan kaynaklardan malzeme alır, onlardan ürün elde eder sonra da kullanır ya da kullanmaz atık olarak yeniden doğaya bırakırız. Bu süreç doğrusal bir süreçtir. Döngüsel bir ekonomide ise en son süreç olan atık üretimini mümkün olduğunca en aza indirmeye odaklanılmaktadır.

Mevcut ekonomik modelde “al, yap, at” modeliyle kullanılmış malların çoğunun sonu çöptür. Lineer bir başka deyişle doğrusal bir ekonomi modelinde, topraktan hammadde alınır, bu hammaddelerden satacak ürünler elde edilir kullanır ve bu ürünler kullanım ömürleri sona erdiğinde bertaraf edilmektedir (Taylor, 2020: 1-3).

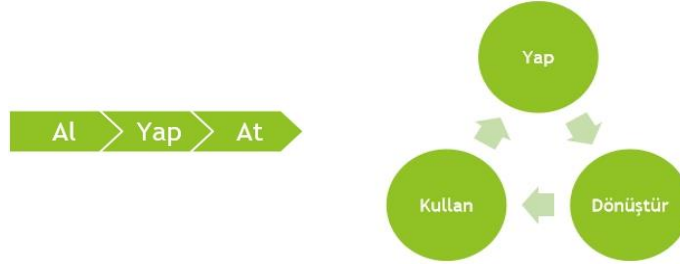
Döngüsel ekonomi ise, israfın en aza indirildiği, ürünlerin yaşam döngüsünün uzatılarak; mevcut malzeme ve ürünleri mümkün olduğu kadar uzun süre kullanmayı, paylaşmayı, kiralamayı, yenileme ve onarmayı bununla birlikte geri dönüştürmeyi yürüten bir üretim ve tüketim modelidir. Döngüsel ekonomi aynı zamanda bir ürünün ömrünün sonuna ulaşıldığında, malzemelerin tekrar tekrar üretken bir şekilde ve en fazla değer alınarak kullanılabilirdiği bir sistemdir (EP, 2015:1). Literatür incelendiğinde döngüsel ekonomi (kaynakların kullanım ömrünün en uzun tutularak en fazla faydanın elde edilmesi ve üretimden ziyade etkinliğe önem vermesi noktasında) bazı bilim insanlarınca paylaşım ekonomisi kavramı içinde ele alındığı ya da ilişkilendirilerek anlatılmaya çalışıldığı görülebilir (Henry M. vd.,2021 1-20).

Doğrusal ekonomi modeli ve dögüsel ekonomi modeli şekil-1’de diyagram yardımıyla bir diyagram yardımıyla gösterilmeye çalışılmıştır.

Şekil-1: Doğrusal ve Dögüsel Ekonomik Model

Doğrusal Ekonomik Model

Dögüsel Ekonomik Model



Kaynak: Yazar tarafından oluşturulmuştur.

Tablo-1: Doğrusal ve Dögüsel Ekonomi Karşılaştırması

	Doğrusal Ekonomi	Dögüsel Ekonomi
Adım Planı	Al-Yap-At	Yeniden Geri Dönüşüm
Odak	Eko-Verimlilik	Eko-Etkinlik
Sistem Sınırları	Satın Almadan Satışa Kadar Kısa Vadeli	Uzun Vadeli, Çoklu Yaşam Döngüleri
Yeniden Kullanım	Geri Dönüşüm	İleri Dönüşüm, Basamaklama ve Yüksek Dereceli Geri Dönüşüm
İş Modeli	Ürünler Odaklı	Hizmetlere Odaklı

Kaynak: Het Groene Brein, *A Circular Economy Differs From A Linear Economy But How?* Erişim Tarihi: 18.04.2022 <https://kenniskaarten.hetgroenebrein.nl/en/knowledge-map-circular-economy/how-is-a-circular-economy-different-from-a-linear-economy/>

Brein tarafından doğrusal ve dögüsel (dairese) ekonomi modeli 5 başlık etrafında karşılaştırılmıştır. Tablo-1 ile vurgulandığı şekliyle de dögüsel ekonomi modelinin sürdürülebilir bir ekolojik ve ekonomik sisteme daha fazla hizmet edebileceği düşünülebilir.

Stahel (2016) doğrusal ve dögüsel ekonomiyi şu şekilde tasvir etmektedir: “*Bir nehir gibi akan doğrusal bir ekonomi, doğal kaynakları bir dizi katma değerli adımla temel malzemelere ve satılık ürünlere dönüştürür. Satış noktasında ise riskler ve atıklar için mülkiyet ve sorumluluk (artık sahibi ve kullanıcı olan) alıcıya geçer. Eski lastiklerin yeniden kullanılıp kullanılmayacağına veya sandalet, ip veya tampon olarak geri dönüştürüleceğine veya çöpe atılacağına malın sahibi karar verir. Doğrusal ekonomi, 'daha büyük-daha iyi-daha hızlı-daha güvenli' başka bir deyişle, moda, duygu ve ilerleme tarafından yönlendirilir. Dögüsel ekonomi ise bir göl gibidir. Malların ve malzemelerin yeniden işlenmesi kaynak tüketimini ve israfi azaltırken enerji tasarrufu ve istihdam sağlar. Bir cam şişeyi temizlemek ve yeniden kullanmak, camı geri dönüştürmekten veya minerallerden yeni bir şişe yapmaktan daha hızlı ve daha*

ucuzdur. Yine araç sahipleri, kullanılmış lastiklerinin onarılmasına veya yeniden dış açılmasına veya yeni veya kaplanmış lastiklerin satın alınmasına bu tür hizmetler varsa karar verebilir” (Stahel, 2016: 435-438).

2. NEDEN DÖNGÜSEL EKONOMİYE İHTİYAÇ VAR?

Son 150 yıllık endüstriyel süreçte ürünlerin ham maddelerden üretildiği, satıldığı, kullanıldığı ve daha sonra atıldığı veya atık olarak yakıldığı tek yönlü veya doğrusal bir üretim modeli benimsenmiştir. Doğrusal tüketim de sınırlarına dayanmış durumdadır. Küresel ekonomideki kaynak tükenmesine işaret eden durumlar karşısında, yeni bir ekonomik model ihtiyacının doğduğu şüphesizdir. Ekonomi genelinde kaynak performansında iyileştirme arayışı, işletmeler için, ürünleri veya bileşenlerini yeniden kullanmanın ve geri kazanmanın yollarını aramaya itmiştir. Bu arayışla beraber döngüsel ekonomi, amacı ve tasarımı gereği onarıcı veya yenileyici olan bir endüstriyel sistem olması sebebiyle bu ihtiyaca cevap verme niteliğinde alternatif bir ekonomik modeli olarak ortaya çıkmıştır. (WEF 2022b:1) .

2.1. Döngüsel Ekonominin Beklenen Faydaları

Döngüsel ekonominin muhtemel sağlayacağı faydaları aşağıda Tablo 2’de gösterildiği şekliyle sıralamak mümkündür (Youmatter, 2022:1-12).

Tablo-2: Döngüsel Ekonominin Beklenen Faydaları

Daha Az Sera Gazı Emisyonu	Döngüsel ekonominin hedeflerinden biri, gezegenin ekosistemleri üzerinde olumlu bir etki oluşturarak, doğal kaynakların aşırı, verimsiz ve kirlenici kullanımıyla mücadele etmektir.
Sağlıklı ve Esnek Topraklar	Çiftçilik sistemindeki döngüsel ekonominin ilkeleri, önemli besinlerin anaerobik süreçler veya kompostlama yoluyla toprağa geri döndürülmesini sağlar, bu da arazinin ve doğal ekosistemlerin tahribatını azaltabilecektir.
Daha Az Olumsuz Dışsallık	Döngüsel ekonomi ilkeleri izlenerek, arazi kullanımı, toprak, su ve hava kirliliği gibi olumsuz dışsallıklar ile toksik madde emisyonları ve iklim değişikliği daha iyi yönetilebilir.
Artan Ekonomik Büyüme Potansiyeli	Döngüsel faaliyetlerden elde edilen gelirlerdeki artış, ürün ve malzemeleri daha işlevsel ve kolay sökülüp yeniden kullanılabilir hale getirerek daha ucuz bir üretimle birlikte GSYİH’ı ve dolayısıyla ekonomik büyümeyi artırma gücüne sahip olabilecektir.
Daha Fazla Kaynak Tasarrufu	Doğrusal yaklaşımda yaygın olan hammadde çıkarma ile karşılaştırıldığında, döngüsel ekonomi modeli daha büyük (%70’e kadar) malzeme tasarrufu sağlama potansiyeline sahip olduğu söylenebilir.
İstihdam Artışı	Dünya Ekonomik Forumuna göre, yeni bir düzenleme (vergilendirme dahil) ve işgücü piyasalarının organizasyonu ile birlikte, dönüşüm/üretim aşamalarında kalıcı ve kolay demonte ürünler ve malzemeler yapmak için yeni tasarımcıların ve makine mühendislerinin eklenebileceği geri dönüşüm ve onarım uygulamaları için iriş seviyesi ve yarı vasıflı işlerde daha fazla yerel istihdam sağlanabilir.
Yeni Kâr Fırsatları	Daha düşük girdi maliyetleri ve bazı durumlarda döngüsel ekonomi modeline geçen işletmeler tarafından elde edilebilecek tamamen yeni kar akışları oluşturabilir.
Volatilité Azaltma ve Korunan Malzemeler	İşgücü maliyetlerinde daha yüksek paya sahip daha fazla geri dönüştürülmüş (hatta yeniden kullanılabilir veya kolayca dönüştürülebilir) girdiler kullanılabilir, bu da şirketleri hammadde fiyatlarının değişkenliğine daha az bağımlı hale getirecek iklim değişikliği olayları nedeniyle yok olması veya zarar görmesi muhtemel olan tedarik zincirleri konusunda koruyabilecektir.
Yeni Hizmet Talebi	Döngüsel ekonomi modeli, ürünlerin müşteriler tarafından kiralandığı iş modellerini teşvik edecek uygulamaları içerirken, müşterileri daha iyi tanıma ve anlama fırsatı oluşturabilecektir.

3. DÖNGÜSEL EKONOMİYE GEÇİŞ

Çevresel zorluklarla mücadele etmek ve sürdürülebilir kalkınmayı teşvik etmek için bir yaklaşım olarak geliştirildiği bilinen Döngüsel Ekonomi, son yıllarda önemi daha da anlaşılmaya başlanmış bir alandır. Kavram akademik alan başta olmak üzere, Avrupa Komisyonu ve Ellen MacArthur Vakfı (EMAV) gibi çeşitli kurum ve kuruluşlarca da teorik ve pratik bir çok çalışmayla beslenmektedir.

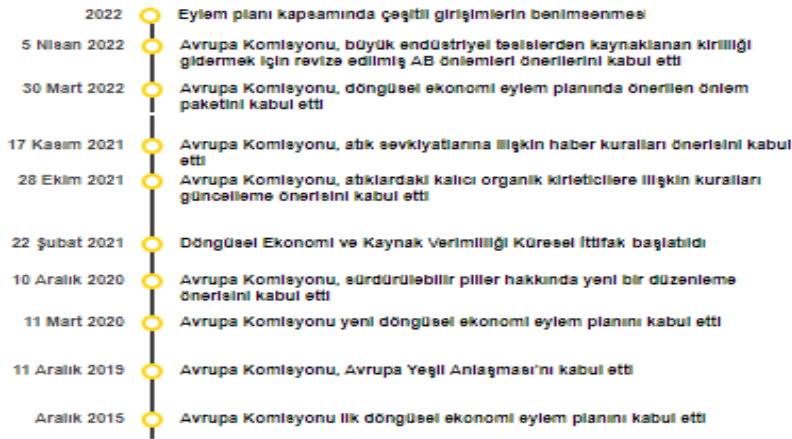
Döngüsel ekonomiye geçiş; “atıkları ve kirliliği ortadan kaldırmak, ürünleri ve malzemeleri en yüksek değerde sirküle etmek ve doğayı yenilemeye odaklanmak” gibi bu üç ilkenin uyumuyla ve birbirine entegre olmasıyla sağlanabilecektir (EMAV, 2022:1-2). Döngüsel ekonomi modelinin özünde, israfı tasarlama amacının olduğu düşünülürse, aslında atık diye bir şeyin olmadığı fikrine dayandığı düşünülebilir. Dolayısıyla ürünler uzun ömürlü olacak şekilde tasarlanmalı (kaliteli malzemeler kullanılmalı) ve bunları yeniden kullanıma dönüştürebilecek kolaylıklı üretim süreci oluşturulabilmelidir.

2015 yılında Avrupa Komisyonu, Avrupa'nın döngüsel ekonomiye geçişini hızlandırmak için ilk eylem planını onaylamıştır. Bu Plan, ürün sürecinin "döngüsünü kapatmak" için çeşitli sektörlerde (plastikler, yemek atıkları, kritik hammaddeler, inşaat, biyokütle gibi öncelikli alanlarda) 54 önleme odaklanmıştır (EURLEX, 2015: 11-14).

İlk döngüsel ekonomi eylem planının kabulünün ardından 2019 yılında ise Avrupa Yeşil Mutabakatı (Mutabakat) imza altına alınmıştır. Mutabakat döngüsel bir ekonomiye geçerek verimli kaynak kullanımına geçmek, kirliliği azaltmak biyolojik çeşitliliği canlandırmak adına sürdürülebilir ekonomiler için bir eylem planı sunmaktadır (EU, 2022a:1). İklim açısından nötr ilk kıta olma çabasından kaynaklı imzalanan Mutabakat 27 AB Üye Devletinin tamamınca, 2050 yılına kadar Avrupa'yı dünyada ilk iklim-nötr kıtası na dönüştürmeyi hedefleyen, sera gazı emisyonlarının net olarak sıfırlandığı Avrupa Birliği'nin yeni büyüme stratejisi şeklinde ortaya atılmıştır (EC, 2022;1). Mutabakat tüm sektörleri (temiz enerji, sürdürülebilir endüstri, bina ve yenileme, sürdürülebilir hareketlilik, biyolojik çeşitlilik, kirliliği ortadan kaldırmak, iklim eylemi) kapsamaktadır (EURLEX, 2020:1-3). Mutabakat aynı zamanda AB'yi modern ve rekabetçi bir yapıya sahip olmayı öngören, üretimden ticarete, kaynakların verimli kullanıldığı, enerjiden tarıma, ulaştırmadan vergilendirmeye kadar pek çok alanı kapsayan köklü bir dönüşüm planını kapsamaktaydı. Sürdürülebilir yatırımın hayata geçirilmesi ve mutabakatın hedeflerine ulaşılabilmesi adına 10 yıllık bir dönem için yaklaşık olarak 1 trilyon

Avro yatırım hedeflenmişti. İklim-nötr düzene geçme hedefi adına siyasi taahhüdün hukuki açıdan bağlayıcı olması amacıyla, 30 Haziran 2021’de Avrupa İklim Yasası kabul edilmiş Aralık 2020’de, AB’nin Paris Anlaşmasına yeni bir katkı olarak Birleşmiş Milletler İklim Değişikliği Çerçeve Sözleşmesi’ne sunulmuştur (AB, 2022:2-3).

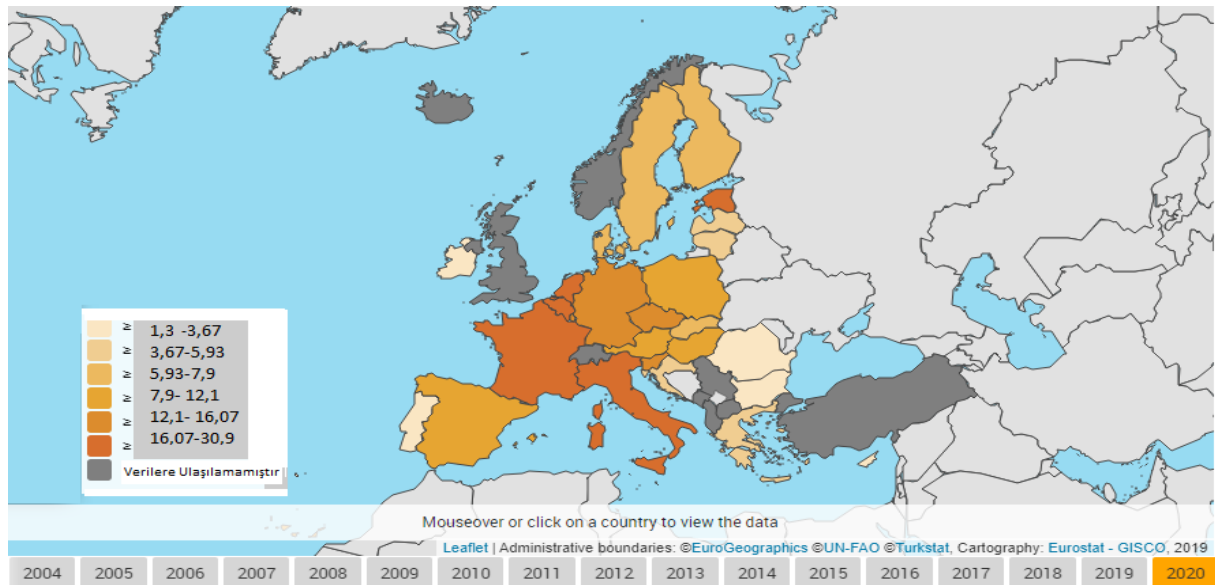
2015 yılında ilk döngüsel ekonomi eylem planını kabul eden Avrupa Komisyonunun 2015-2022 yıllarını kapsayan dönemde almış olduğu kararlar kronolojik olarak aşağıda verilmiştir (EC, 2022c:2).



4. DÖNGÜSEL EKONOMİ UYGULAMALARI

Avrupa Birliğinde döngüsel ekonomiye ilişkin 2020 yılı pratiği şekil-2’de aşağıda sunulmuştur. Şekil-2’ye göre Hollanda, Belçika, İtalya ve Fransa’nın döngüsel malzeme kullanım oranları konusunda daha başarılı olduğu anlaşılmaktadır.

Şekil-2: Avrupa Döngüsel Malzeme Kullanımı Oranı



Kaynak: https://ec.europa.eu/eurostat/databrowser/view/cei_srm030/settings_1/bar?lang=en

4.1. Döngüsel Ekonomide Dünyadan Örnekler

Döngüsel ekonomide dünyadan örnekler başlığı altında öncelikle ülkelere, yerelden uygulamalara ve sektör ve firma bazında uygulamalara sırasıyla yer verilecektir.

Hollanda'nın 2050 yılına kadar hammaddeleri, ürünleri ve hizmetleri daha verimli bir şekilde yönetmek için eylem ve stratejileri planlayarak %100 döngüsel ekonomiye geçme konusunda çalışmalar yürüttüğü bilinmektedir. 2018 yılında ülkedeki hammadde tüketiminin %50'sini oluşturan inşaat sektörü de dâhil olmak üzere 5 sektöre odaklı bir süreç planladığı söylenebilir. Hollanda 2019 ve 2023 yılları için; inşa edilen tüm hükümet binalarının sıfır emisyonlu olması ve mümkün olduğunca çok geri dönüştürülmüş malzeme ve kaynağın kullanılması konusunda çalışmalara başlamıştır. Ülke'nin 2030 yılına kadar kaynak kullanımının %50 azalmasını ve 2050 yılına kadar %100 döngüsel ve atıksız bir ekonomi geçmeyi hedeflediği söylenebilir (GN,2019:1).

Fransa 2020'de kapsamlı bir Atık Önleme Yasasını hayata geçirmiş olmakla birlikte atık (2040 yılına kadar tek kullanımlık plastik ambalajların kullanımdan kaldırılması gibi) ve kirliliği tasarım aşamasından itibaren ortadan kaldırmayı, üretim, dağıtım ve tüketim sistemini doğrusaldan, dairesel bir ekonomik modele dönüştürmeyi amaçladığı ifade edilebilir. Fransa'nın bu yeni ekonomik model ile yenilenemeyen kaynakların düşük tüketimini, atıkların bir kaynak olarak yeniden kullanılmasını, daha uzun kullanım ömrüne sahip ürünleri, plastiğin %100'ünün geri dönüştürülmesini ve daha az israfı hedeflediği anlaşılmaktadır (LC, 2020, 1).

İtalya İtalyan Sürdürülebilir Kalkınma Vakfı (plastik ambalajların toplanması, geri dönüştürülmesi ve geri kazanılması için Ulusal Konsorsiyum) ile birlikte yürütülen Döngüsel Ekonomi Ağ 2020 Raporuna göre İtalya, döngüsel ekonomide Avrupa'da, Avrupa Birliği Eko Yönetim ve Denetim Planı ve AB eko-etiket seviyelerine sahip bir ülkedir. Ayrıca ülkede 2020 yılı bütçe yasası ile sürdürülebilirlik, döngüsel ekonomi, sürdürülebilir turizm, karbondan arındırma ve iklim değişikliğinin azaltılması alanlarında yenilikçi projeleri teşvik etmek için bir kamu yatırım fonu oluşturulmuştur (Hope, 2022:2).

Almanya'nın atık yönetiminde lider bir ülke olduğu söylenebilir. Döngüsel ekonomi kapsamında ise; Sürdürülebilir Kalkınma Stratejisi, Kaynak Verimliliği Programı ve Sürdürülebilir Tüketim için Ulusal Program, Almanya'da belli başlı politikalar olarak yürütülmektedir (EEA, 221:1-14).

İspanya'da döngüsel ekonomiye geçiş, 2030 için hedefler belirleyen Ulusal Döngüsel Ekonomi Stratejisi çerçevesinde gerçekleşmektedir. Haziran 2020'de Bakanlar Kurulu,

İspanya'da doğrusal ekonominin üstesinden gelmenin ve yeni bir üretim ve tüketim modelini teşvik etmenin temellerini atan İspanya Döngüsel Ekonomi Stratejisini onaylandığı bilinmektedir. Strateji ile 2030 için, ulusal malzeme tüketiminin %30 azaltılması, su kullanım verimliliğinin %10 oranında iyileştirilmesi ve 2010 seviyelerine kıyasla atık üretiminde %15'lik bir azalma hedeflendiği söylenebilir.(OECD, 2021:1-2).

Polonya 2019'da kabul edilen yol haritasına göre; sürdürülebilir endüstriyel üretime, sürdürülebilir tüketime, biyoekonomiye, yeni iş modellerine, döngüsel ekonominin uygulanması, izlenmesi ve finansmanına odaklı bir süreç izlemektedir (GOZ, 2019 (1-33)).

Döngüsel Ekonomi yerelde örnek uygulamalardan bir kaçışa aşağıda sıralanmıştır (EMF, 2022b:1-7).

Cape Town'daki Western Cape Endüstriyel Simbiyoz Programı, endüstriyel sektör içinde döngüsel akışları teşvik eder, yeni iş fırsatları oluşturduğu ve yeterince kullanılmayan kaynakların değişimi yoluyla işletmeler için karşılıklı fayda sağladığı düşünülmektedir. Bir deniz balıkçılığı şirketinin kırık balık ağlarından, okullar ve spor tesisleri için spor ağları yapmak üzere yeniden tasarlanması örnek olarak gösterilebilir. São Paulo çevresinde döngüsel ekonomi temelinde rejeneratif tarım uygulamaları yapıldığı bilinmektedir. Yerel çiftçilerin rejeneratif uygulamalarına, yani doğayla çalışan çiftçiliğe geçiş yapmaları desteklenerek gıda için döngüsel bir ekonomi oluşturulmaktadır. Lapa'da 2015'ten beri bir pilot kompost tesisi günde 5 ton organik atık almakta ve bu atıklar ilçedeki 26 sokak pazarından ve ağaç budamasından sağlanmaktadır. Brezilya'da elektronik atık ve dijital yoksullukla mücadelede Belo Horizonte'nin Bilgisayar Yenileme Merkezi ise, elektronik israfını azaltan ve genç işsizliğiyle mücadele eden, hükümet tarafından kurulmuş bir elektronik yeniden üretim tesisidir. Bilgisayar yeniden üretimi eğitim programı, dezavantajlı toplulukları dijital ürünlerle birleştirmesi, güzel bir örnek olarak gösterilebilir. Yine New York: #WearNext kampanyası ile, 4 Mart - 9 Haziran 2019 tarihleri arasında New York'ta giyim israfını azaltmak için New York City'deki kamu yetkilileri, moda endüstrisi, koleksiyoncular, geri dönüşümcüler, satıcılar, medya ve sosyal medya fenomenleri birbirine bağlayarak New Yorklulara, kıyafetlerini çöplüklerden kurtarıp yeni bir yaşamda kiralamalarına imkan sağladığı söylenebilir.

Sektör ve firma bazında döngüsel ekonomiye ilişkin dünyadaki uygulamalardan bir kaçışa şu şekildedir (WEF, 2022c:1-3).

Philips lambaların toplanması ve geri dönüştürülmesi konusunda tecrübe sahibidir. AB'de Philips, piyasaya sürülen tüm cıva içeren lambaların %40'ını toplayan ve geri dönüşüm

oranı %95'in üzerinde olan 22 toplama ve hizmet kuruluşunda hisseye sahiptir. Philips, aydınlatma ekipmanı koleksiyonunu geliştirmek için yakın zamanda aydınlatmayı hizmet olarak ta satmaya başladığı öne sürülmektedir. Firma aydınlatma ekipmanının mülkiyetinin elinde olduğu takdirde daha fazla müşteriye ulaşabileceklerini ve müşteriler açısından da maliyetin düşeceğini öngörmektedir.

H&M yeniden kullanım ve geri dönüşüm için 2013'ün başlarından itibaren, müşterilerini bir kupon karşılığında kullanım sonu kıyafetleri geri getirmeye teşvik etmek için küresel bir mağaza içi giyim koleksiyonu programı başlattığı söylenebilir.

Çin merkezli dünyanın en büyük güneş paneli üreticilerinden biri olan *Trina Solar*, birinci nesil panellerin eskimesi beklentisiyle kullanım sonu fotovoltaik modüllerin geri dönüşümü için teknolojiler ve standartlar geliştirmeye odaklanmıştır. Bu projeye cam, modüllerden çıkarılacak ve diğer cam uygulamaları için kullanılabilir, elektronik kontrol sistemleri ise elektrikli ve elektronik ekipman atığı olarak değerlendirilebilir.

4.2. Döngüsel Ekonomide Türkiye'den Örnekler

Türkiye'de Döngüsel Ekonomi için 2019 yılı AB Mutabakatı, başlangıç kabul edilebilir. Bu çerçevede Türkiye'de 16.07.2021 tarih ve 31543 sayılı Cumhurbaşkanlığı Genelgesi'ne bağlı olarak Yeşil Mutabakat Eylem Planının yayınlanacağı duyurulmuştur. Akabinde Ticaret Bakanlığınca yayınlanan Yeşil Mutabakat Eylem Planı içerisinde yeşil ve döngüsel bir ekonomi başlığı altında: “(1) sınırda karbon düzenlemeleri, (2) yeşil ve döngüsel bir ekonomi, (3) yeşil finansman, (4) temiz, ekonomik ve güvenli enerji arzı, (5) sürdürülebilir tarım, (6) sürdürülebilir akıllı ulaşım, (7) iklim değişikliği ile mücadele, (8) diplomasi ve (9) Avrupa Yeşil Mutabakatı bilgilendirme ve bilinçlendirme faaliyetleri” olmak üzere 9 adet stratejik alan belirlenmiştir (TB. 2021:9, SKD, 2021: 31-93). Yine Türkiye'nin 10 Kasım 2021 tarihinde Paris Anlaşmasına taraf olmasıyla birlikte 2053 yılı için net sıfır emisyon hedefi (ABB, 2022: 2) döngüsel ekonomiye geçişte ilk adımlardan biri olarak değerlendirilebilir.

Türkiye'nin ilk Döngüsel Ekonomi Haftası 1-5 Mart 2021 tarihlerinde 2. Döngüsel Ekonomi Haftası ise, 14-18 Mart 2022 tarihleri arasında gerçekleştirilmiştir (UNDP, 202: 1-2). Döngüsellik Potansiyeli Ön Araştırma Raporuna göre Türkiye'de 5 sektör (plastik ambalaj, tekstil, beyaz eşya, otomotiv ve inşaat)'den 29 firmanın katılımı 15 farklı firma ile yapılan görüşmeler sonucu hazırlanan raporda, plastik ambalaj sektöründe girdilerin döngüselligi %7, çıktılarının döngüselligi %13 olarak belirlenirken tekstil sektöründe girdilerin döngüselligi %16, çıktılarının döngüselligi ise %23 olarak açıklanmıştır.

Tablo-3: Döngüsel Ekonomi-Türkiye-Uygulama Örnekleri

Arçelik, CSERVEES	CSERVEES Projesi elektrik elektronik sektöründe kaynak verimliliğine dayalı döngüsel ekonomi iş modellerini desteklemek amacıyla oluşturulmuş bir AB Ufuk (Horizon) 2020 projesidir. Proje kapsamında döngüsel ekonomi iş modellerinin tasarlanması, tasarlanan modellerin test edilmesi ve uygulanabilirliklerinin ölçülmesi amaçlanmaktadır.
Paşabahçe, Aware Collection	Cam ev eşyası markası Paşabahçe, çevre dostu olan Aware Collection ile daha önce en az bir kez kullanılmış camlar toplanıp geri dönüştürerek doğanın korunmasına katkıda bulunulması hedeflenmektedir.
FISSAC projesi	9.1 Milyon avro bütçe ile Ufuk 2020 Çevre ve Hammaddeler programı çerçevesinde desteklenen sektörler arası sanayi atıkları projesi ile, veya yan ürünlerinin yapı malzemeleri üretiminde kullanılan örneğin çimento ve seramiğin alternatif hammadde olarak değerlendirilmesi sağlanması planlanmaktadır.
BEBKA	BEBKA Bursa-Eskişehir-Bilecik Kalkınma Ajansı tarafından yürütülmekte ve Eskişehir’de faaliyet göstermektedir. Proje ile firmaların iş birliği potansiyellerini gerçekleştirmeleri durumunda bölgeye ekonomik ve çevresel yatırımlar kazandırılacağı hedeflenmiştir.
Fazla Gıda	İklim Eylemi’ne yönelik teknoloji tabanlı bir gıda tedarik zincirinde oluşan gıda atığının 2030 yılına kadar %50 azaltılması adına teknoloji tabanlı çözümler oluşturmak niyetiyle kurulmuştur.
Wastespresso,	Kahve atıklarını kompostlama yöntemilerestoran, kafe ve otel gibi yerler için doğada 60 günde çözünebilen tek kullanımlık plastikler ve biyo pipetler üretmeye çalışmaktadır.

Kaynak: Tandoğan, S., & Güleç, B. Ö. (2020). İşletmeler için Döngüsel Ekonomi Rehberi. 29.

SONUÇ VE ÖNERİLER

Döngüsel ekonomi kendini yenileyebilmek için tasarlanmış bir ekonomi modeli olarak tanımlanabilir. Döngüsel ekonomi, uygulamada herhangi bir ürünün iz bırakmadan tüketildiği ve bertaraf edildiği sıfır atık bir ekonomi anlayışıyla yürütülen bir sistemdir. Döngüsel ekonomik model, ekosistemi koruma, üretim ve yönetim maliyetlerinden tasarruf ve kar elde etme gibi faydalar sağlayabilmektedir. Bu sistemde tüketiciler mal ve ürünleri mümkün olan en uzun süre kullanımda tutarak, paylaşarak, kiralarak, onarıp, yenileyip yeniden kullanarak atık düzeyini minimumda tutabilmektedir.

Doğru üretilmeyen ve kullanılmayan her şey zamanla, yıpranmaya, bozulmaya, ve yok olmaya mahkumdur. Dolayısıyla kullan at tüketim modeli dışında kalabilmek adına uzun ömürlü, dayanıklı, toksik madde içermeyen sürdürülebilir ürünler üretmek ve tasarlamak, bu konuda akademik ve teknik bilgiyi üretici ve tüketiciye sunmak ve bir bilinç oluşturmak gerekmektedir. Bireysel tüketicilerin günlük yaşamlarında sürdürülebilir ve döngüsel seçimler yapmasını kolaylaştırmak için gerekli hukuki ve teknik alt yapıyı oluşturması da önerilebilir.

Döngüsel ekonomik sistemin uygulanabilirliğinin cazip hale gelebilmesi adına kurum ve kuruluşlar destekleriyle bireyleri özendirici, teşvik edici politikalar üretmelidirler. Hükümetler ve düzenleyiciler, endüstride döngüsel bir ekonomiyi teşvik etmek için vergilendirme de dahil olmak üzere politika araçlarını kullanmalıdırlar.

Öncelikle büyük şehirlerden başlayarak, yerel yönetimlerin katılımı ve merkezi yönetimin desteğiyle döngüsel ekonomik sisteme bütün bireylerin katılımı sağlanabilmelidir.

İşletme temelinde ise, büyük endüstrilerde yoğunlaşarak küçük-orta ölçekli işletmelere (KOBİ'ler) kadar genişleyen bir döngüde faaliyetler yürütülmelidir. Ne var ki geniş bir “aşağıdan yukarıya” hareket ancak KOBİ'lerin iş modellerini değiştirebilecek ekonomik ve teknik bilgiye sahip mezunları işe almalarıyla kolaylaşabilecektir. Bu bağlamda konu teorik olarak, okul öncesinden lisansüstü eğitime bütün akademik seviyelerde ve pratik anlamda mesleki eğitimde müfredattaki yerini almalıdır. Döngüsel ekonomide üretimden tüketime ve sonraki atıl süreçte bireylerin, kurum ve kuruluşların hep birlikte sisteme dahil olmalarıyla ancak en yüksek fayda sağlanabilecektir. Bununla birlikte döngüsel ekonomiyi küresel ekonomiye entegre edebilmek adına adını adını ülkeler birlikte hareket edebilmeli uygulanabilir politikalar üretebilmelidir.

Özellikle pandemi sonrası yaşanan ekonomik krizle birlikte hammadde ve yarı madde mamüllerinin fiyatlarının önlenemez bir biçimde arttığı düşünülürse, üretimde kaynaktaki fiyat artışından sebepli bir bunalımın mevcut olduğu söylenebilir. Ancak döngüsel ekonomi tam olarak hayata geçirildiğinde daha az kaynak kullanımı ve bağımlılığı öngörüldüğünden üretim bazlı enflasyon kontrolünün sağlanması mümkün olabilecektir.

Kamuda kaynak verimliliğine, geri dönüşüme ve döngüsel iş modellerine uygun alt yapının oluşturulması, personelin sürece dahil olmasını sağlamak adına eğitim ve desteklerde bulunulması, yeşil kamu alım ihalelerinin geliştirilmesi ve standardizasyonun özel işletmelere de uyarlanması, ülkelerin içinde bulunduğu koşullarda çalışan ve bu koşullar üzerinde uzmanlaşmış kişi ve kurumların, hedef belirleme süreçlerine dahil edilmesi bu anlamda önemlidir. Aynı zamanda ürün yaşam döngülerinin mümkün olduğunca uzun tutulmasının sağlanması adına yeni iş modelleri geliştirilmeli, bakım, yenileme ve tadilat uygulamaları önceliklendirilmelidir.

İklim krizi, artan eşitsizlikler, işsizlik, derinleşen yoksulluk, azalan kaynaklar, bozulan ekosistem, azalan biyoçeşitlilik için döngüsel ekonomi Dünya için bir fırsat olabilir.

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İklim Değişikliğine Uyum Sürecinde Temiz Enerji İçin Vergi Politikaları ve Uygulamaları

Dr. Zeynep HÖBEL

Pamukkale University

zaydin@pau.edu.tr

Orcid: 0000-0001-8994-2835

ÖZET

İklim değişikliği sıcaklıklarda ve hava düzeninde oluşan uzun vadeli değişimleri ifade etmektedir. Bu değişimlerin itici gücünün ise 19. yüzyıldan bu yana insan faaliyetlerinden kaynaklı, başta kömür, petrol ve gaz gibi fosil yakıtların kullanımı olarak kabul edilmektedir. Çünkü söz konusu fosil yakıtlar, yüksek oranda karbondioksit ve metan gibi sera gazı emisyonları üretmektedir.

Yaşamsal döngünün öneminin kavrandığı günümüzde iklim değişikliğiyle mücadelede havayı kirleten enerji kaynaklarından uzaklaşarak temiz enerji kullanımına doğru bir dönüşüm yaşanmaktadır. Bu kapsamda iklim değişikliğine uyum sürecinde temiz enerji olarak kabul edilen, yenilenebilir ve sıfır emisyonlu kaynaklardan elde edilen güneş ve rüzgâr enerjisi bunun yanında hidroelektrik ve nükleer enerji gibi karbon atıksız ve çevre dostu enerjilere doğru bir kayış yaşanmaktadır. Günümüzde iklim değişikliğine uyum sürecinde temiz enerji faaliyetlerinin, dünyadaki yaşamın sürdürülebilirliği açısından ne denli önemli olduğu bilincine ulaşmada epey yol katedildiği söylenebilir. Bu kapsamda ülkeler iklim dostu enerji politikalarıyla, düşük maliyetli, güvenilir ve sürdürülebilir enerji sistemlerine geçmek için çeşitli düzenlemelerde bulunmaktadır. Ülkeler bu düzenlemeler kapsamında enerji teknolojilerini ve altyapılarını yenilenebilir enerji kaynaklarına doğru dönüştürmeye çalışırken, bu alanı vergisel avantajlarla da güçlendirmeye çalışmaktadır.

Çalışmada iklim değişikliği ve temiz enerji konularına ilişkin genel bir bilgilendirme yapılarak, ulusal ve uluslararası alanda bu kapsamda, uygulanan vergi politikaları incelenmeye çalışılacaktır. Sürdürülebilir bir yaşam için temiz enerji adına uygulanabilir vergi politikaları kapsamında öneriler sunulurken, genel bir değerlendirmeyle çalışma tamamlanacaktır.

Anahtar Kelimeler: İklim Değişikliği, Temiz Enerji, Vergi Politikaları

ABSTRACT

Climate change refers to long-term changes in temperatures and weather patterns. The driving force of these changes is considered to be the use of fossil fuels such as coal, oil and gas, originating from human activities since the 19th century. Because these fossil fuels produce high levels of greenhouse gas emissions such as carbon dioxide and methane.

Today, when the importance of the life cycle is understood, there is a transformation towards the use of clean energy, away from the energy sources that pollute the air, in the fight against climate change. In this context, there is a shift towards carbon waste-free and environmentally friendly energies such as solar and wind energy, which is accepted as clean energy in the adaptation process to climate change and obtained from renewable and zero-emission sources, as well as hydroelectric and nuclear energy. Today, it can be said that in the process of adaptation to climate change, a long way has been achieved in raising awareness of how important clean energy activities are for the sustainability of life in the world. In this context, countries are making various arrangements to switch to low-cost, reliable and sustainable energy systems with climate-friendly energy policies. While countries are trying to transform their energy technologies and infrastructures towards renewable energy sources within the scope of these regulations, they are also trying to strengthen this area with tax advantages.

In the study, a general briefing on climate change and clean energy issues will be made and the tax policies applied in this context will be tried to be examined in the national and international arena. The study will be completed with a general evaluation by presenting suggestions within the scope of applicable tax policies for clean energy for a sustainable life.

Keywords: Climate Change, Clean Energy, Tax Policies.

GİRİŞ

Dünyada her geçen gün enerjiye olan ihtiyaç ve talep artmaktadır. 21. Yüzyılda Enerji Savaşları birçok insanın yaşamına mal olmuş ve birçok devlet için siyasi bir kriz haline dönüşmüştür. Çünkü enerji ülkelerin sanayileşmesinde, kalkınmasında, mali ve siyasi özgürleşmesinde çok büyük öneme sahiptir. Tükenme tehdidiyle karşı karşıya kalınan ve paylaşılabilen klasik enerji kaynaklarına alternatif olarak yenilenebilir aynı zamanda temiz enerji kaynaklarına doğru bir yönelim mevcuttur.

Geçmişten bu güne petrol, kömür ve doğal gaz, hala küresel enerji ihtiyaçlarını ciddi oranda karşılasa da, bu tür fosil enerjilerin çevre için büyük bir tehlike oluşturduğu bilinmektedir. Kirli enerji-fosil yakıtlar küresel ısınmanın başlıca nedeni olan CO2 emisyonlarının ve de aynı zamanda iklim değişikliğinin de en büyük nedenleri arasındadır. İklim değişikliği ise çağımızın en büyük çevresel ve ekonomik sorunlarından biridir.

İklim değişikliği genel olarak yüksek sıcaklıklar şeklinde düşünülse de bu yargı tanımlamayı tam anlamıyla karşılayamaz. Yüksek sıcaklıklarla beraber, kuraklık ve su kıtlığı, yangınlar, eriyen kutup buzları ve yükselen deniz seviyeleri, sel, fırtına ve dolayısıyla azalan biyoçeşitlilik gibi birçok mesele iklim değişikliğinin sebep olacağı olası sorunlar arasındadır. Aynı zamanda iklim değişikliği, gıda yetiştiriciliği, barınma, güvenlik, temiz hava gibi insan sağlığını bozan unsurlar üzerinde de değişikliğe sebep olabilen bir unsurdur.

Söz konusu değişikliklerden kaynaklı ısınma ve ulaşımda, elektrik üretiminde ve sanayide kullanılan enerji için fosil yakıtların kullanılmasında kısaca insanın hemen hemen her faaliyetinde atmosfere büyük miktarlarda sera gazı salınımı olmaktadır. Söz konusu sera gazı salınımında da küresel çapta enerji kullanımının büyük payı olduğuna inanılmaktadır. Küresel sera gazı salınımının yaklaşık 2/3'ü yukarıda sayılan nedenlerden dolayı fosil yakıtların yakılmasıyla ilişkilidir. Dolayısıyla insan faaliyetlerinden kaynaklanan fosil yakıtların, iklim değişikliğinin en büyük sorumlusu olduğu söylenebilir. (EEA, 2021:1-5).

Öyle ki ilerleyen süreçte iklim değişikliğine (kuraklık-açlık-susuzluk-sağlıksız hava koşulları-doğal afetler..) bağlı olarak büyük kitleli göç dalgalarının yaşanması ihtimali olasıdır. Bu olasılık ta iklim değişikliği ile ilgili sosyoekonomik ve çevresel bozulmanın yanı sıra demografik dengenin de bozulabileceği anlamına gelmektedir ki insanlık adına çok tehlikelidir. O halde kömür, gaz ve petrol gibi geleneksel kaynakların yerini temiz ve sürdürülebilir enerji kaynaklarıyla değiştirmek yerinde olacaktır.

İKLİM DEĞİŞİKLİĞİ İÇİN GENEL BİR ÇERÇEVE

“İklim değışikliđi” ve “küresel ısınma” ya da “hava ve iklim” genellikle birbirinin yerine kullanılabilir. Ancak birbirinden tamamen farklı durumlardır. İklim değışikliđi mevsimsel kaymaları ifade ederken, yıllar hatta on yıllar boyunca sıcaklık, nem ve yağış düzeninde ki uzun vadeli bölgesel ve küresel ortalamasını yansıtmaktadır (Shaftel, 2022:1-3) .

Hükümetlerarası İklim Deđişikliđi Paneli (IPCC) 6. Dönem Raporuna göre küresel sera gazı emisyonlarının en geç 2025'ten önce ısınmayı 1,5°C ile sınırlanması gerektiđini rapor etmiştir. Ancak böyle devam ettiđi sürece 2°C ile sınırlayan küresel modellenmiş yöntemde zirve yaşanması öngörülmektedir. Modellenen yolların her iki türünde de 2030, 2040 ve 2050 boyunca emisyon azaltımı izlenmektedir. 2020'nin sonunda uygulananların ötesinde politikalar güçlendirilmeden, sera gazı emisyonlarının 2025'in ötesine geçerek ortanca bir 2100 yılına kadar 3,2 (2,2 ila 3,5) °C küresel ısınma yaşanacağı yine öngörüler arasındadır (IPCC, 2022:64). Raporu göre önlem alınmadığı takdirde 21'inci yüzyılda 2°C'lik küresel ısınmanın aşılabilirliği öngörüsü, gelecek on yıllarda karbondioksit ve sera gazı etkisi yapan gaz salınımlarında acil bir düşüş olmazsa 2015 Paris Anlaşmasındaki hedeflere ulaşamayacağı kuvvetle muhtemeldir.

IPCC Çalışma Grubu Eşbaşkanı Jim Skea Raporu, "*Küresel ısınmayı 1,5 santigrat derece ile sınırlamak istiyorsak, ya şimdi ya asla*" diyerek, "*Tüm sektörlerde acil ve derin emisyon azaltımları olmadan bu imkansız olacak*" şeklinde işin aciliyetine dikkat çekmiştir (WMO, 2022: 1-2).

İKLİM DEĞİŞİKLİĞİ İLE MÜCADELEDE ENERJİNİN YERİ

İklim değışikliđiyle mücadelede günümüzde en önemli enstrümanlardan biri şüphesiz enerjidir. Enerji insanlara kişisel konfor ve hareketlilik alanı sağlamak, ülkeler için de sosyal ve ekonomik kalkınmayı desteklemek adına gereklidir. Temiz enerji kaynaklarından elde edilen elektriđe ulaşım bu anlamda stratejik bir öneme sahiptir.

İklimsel değışikliklerin özellikle 1800'lü yıllardan bu yana insan faaliyetlerinden kaynaklı, fosil yakıtların yakılması nedeniyle gerçekleştiđi öngörülmektedir. Fosil yakıtların, Dünya'yı saran, güneşin ısını hapseden ve sıcaklıkları yükselten bir örtü görevi üstlenerek sera gazı emisyonları ürettiđi düşünülmektedir. İnsan faaliyetlerinin (enerji kullanımından kaynaklı (tarım ve arazi faaliyetleri, sanayi faaliyetleri, ulaşım faaliyetleri, binalardaki ısınma ve soğuma faaliyetleri) oluşan karbondioksit ve metan gazları (çöp alanları) iklim değışikliđine neden olan sera gazı emisyonlarının başlıca sorumlusu olarak kabul edilmektedir (UN, 2022:1).

Madem ki iklim deęişiklięinin ana sebebi, kirli yakıtlardan elde edilen enerji, o halde kirli enerji kaynaklarından temiz ve sürdürülebilir yöntemlerle elde edilen enerji kaynaklarına doğru hızlı bir geçiş planlanmalı ve yürütülmelidir.

ENERJİ KAYNAKLARI

Enerji kaynakları, modern dünyada ısıtma, elektrik enerjisi üretimi veya dięer enerji dönüşüm süreçleri içinde kullanılan tüm yakıt türlerini kapsamaktadır. Enerji kaynakları yenilenebilir (güneşten gelen güneş enerjisi, yerin içindeki ısıdan jeotermal enerji, rüzgar enerjisi, bitkilerden elde edilen biyokütle, akan sudan hidroelektrik) ve yenilenemez (petrol, hidrokarbon gaz sıvıları, doğal gaz, kömür, nükleer) enerjiler olmak üzere iki sınıfta ele alınabilir (EIA, 2021: 1-2). Enerji kaynakları, iklim deęişiklięi ile mücadele açısından ayrıştırılacak olursa; “karbon atıklı” (katı yakıtlar, petrol, gaz) ya da “karbon atıksız” (rüzgar, güneş, biyokütle, hidroenerji, jeotermal ve nükleer) şeklinde de tasnifi mümkündür. Ancak çalışmada temiz enerji ayrıca ele alınacağından dolayı enerji kaynakları; yenilenemeyen, yenilenebilir, yeşil ve temiz enerji olarak dört başlık altında daha da ayrıştırılarak incelenmeye çalışılacaktır.

3.1. Yenilenemeyen Enerji

Günümüzde kullanılan ve yenilenemeyen enerji kaynakları arasında; petrol, doğal gaz, hidrokarbon gaz sıvıları, kömür ve nükleer enerji gelmektedir. İnsanoęlunun geçmişten bu güne bir süreç içinde olmuş ve olgunlaşmış doğal kaynaklardan çıkarabileceęi miktarının sınırlı olması nedeniyle bu enerji kaynaklarına yenilenemez enerji kaynakları denilmiştir. Antik deniz bitkilerinin ve hayvanlarının milyonlarca yıl önce gömülü kalıntılarında binlerce yıl zarfında petrol, kömür ve doğal gaz oluşumuyla tamamlanan bu enerji kaynaklarına aynı zamanda fosil yakıtlar da denilmektedir. Nükleer enerji ise milyarlarca yıl önce yıldızların oluşumundan ortaya çıkan ve nükleer fisyon adı verilen yenilenemez bir enerji kaynaęı olan uranyumdan üretilmektedir. Uranyum yer kabuğunun her yerinde bulunmakla birlikte, madencilięi ve nükleer santraller için yakıt olarak işlenmesi oldukça zor veya çok pahalı bir kaynak olarak bilinmektedir (EIA, 2022:1). Yenilenemeyen kaynaklar insan saęlığı ve yaşamı için tehdit oluşturmakta kirlilięiyle ekosistemi tahrip etmektedir. Alternatif enerji kaynaklarından yenilenebilir enerjiler bu sorunun üstesinden gelecek potansiyele sahiptirler.

3.2. Yenilenebilir Enerji

Alternatif enerji kaynakları olarak ta ifade edilen yenilenebilir enerji kaynakları arasında; öncelikli olarak güneş enerjisi ve rüzgar enerjisi yer alırken, ikincil alternatif enerji

kaynakları arasında ise hidroelektrik güç, biyokütle enerjisi ve jeotermal enerji gelmektedir. (Shin, 2018:1-25).

İklim değişikliğiyle mücadele kapsamında yenilenebilir enerji, yükselen sıcaklıkların olumsuz etkilerini ortadan kaldırmak için uygulayabilecek alternatiflerin başında gelmektedir. Güneş ve rüzgâr gibi yenilenebilir enerji kaynakları, küresel ısınmayla sonuçlanan sera gazı salınımına neden olmazlar. Bununla birlikte genellikle yenilenebilir enerji için "tükenmez" bir kaynak algısı olsa da bu durumun her zaman sürdürülebilirliği olmayabilir. (NG,2022:1-2).

3.3. Yeşil Enerji

Yeşil enerji kapsamında rüzgar enerjisi yenilenebilir, yeşil ve temiz enerji kriterlerini karşılamaktadır. Rüzgar türbinleri, doğrudan doğal güçlerden enerji üreterek bu süreçte hiçbir karbon emisyonu veya kirlenici madde oluşturmamaktadır. Daha temiz enerji kaynaklarına ihtiyaç duyulan bir dünyada, rüzgar ideal bir çözüm olduğunu kanıtlamıştır. Elektrik üretmek için akan suyu kullanan büyük ölçekli hidroelektrik, sera gazı üretmediği için yaygın bir "temiz" enerji şekli olsa da hidro, doğal ekosistemleri, hayvan yaşamını ve su kalitesini olumsuz etkileyebilir olması nedeniyle her zaman "yeşil" olarak kabul edilmemektedir (NG, 2022:1-2).

3.4. Temiz Enerji (Karbon Atıksız)

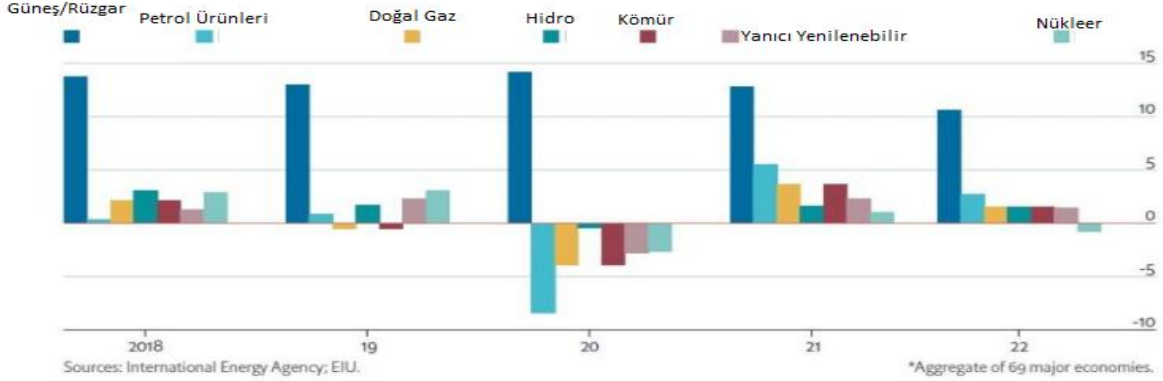
Temiz enerji tüm sıfır karbonlu enerji kaynaklarını kapsamaktadır. Temiz enerji yenilenebilir enerji ve hidroelektrik ve nükleer enerjiyi de kapsayan temiz enerji; sıfır karbonlu enerjidir. Karbon yakalama, emisyon üreten enerji kaynaklarının yanı sıra elektrifikasyonun sınırlarının olduğu çelik üretimi gibi endüstriyel süreçleri karbondan arındırmak için kullanılan bir teknolojiler paketidir. Bu da güneş ve rüzgar enerjisinin yaşam döngüsü içerisinde karbon ayak izini azaltabilir. Örneğin hidrojen, yenilenebilir kaynaklar ve su kullanılarak elektroliz yoluyla yenilenebilir, eğer CCS (mavi hidrojen) ile kullanılırsa hidrojen (yeşil hidrojen) sıfır karbonlu bir enerji kaynağı haline dönüşebilmektedir. Eleştirilenler, nükleer enerji¹ ve nükleer silahların yayılmasının önlenmesine kadar bir dizi endişeyi de yine gündeme taşımaktadır. Bununla birlikte, iklim krizinin büyüklüğü, bu eleştirileri geri plana itmektedir (Beck and Gordon, 2019:1-5).

Şekil-1: Dünya Enerji Tüketimi % Değişim (2018-2022)

¹ 2021 yılı verilerine göre Dünyada 30 ülkede faaliyet gösteren 441 nükleer reaktör bulunmaktadır.
<https://www.statista.com/>

Kaynak:

<https://www.eiu.com/n/energy-in-2022-transition-time>



/

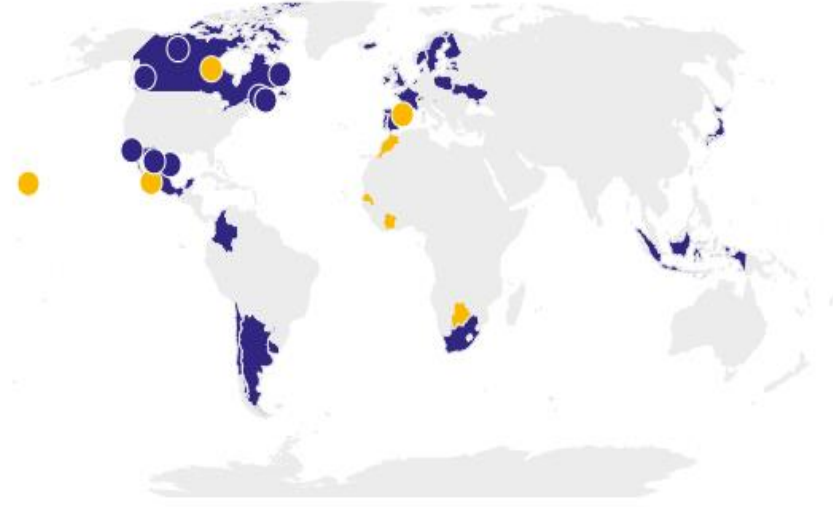
Şekil-1 ile 2018-2022 yılları arasındaki dünya enerji tüketiminin yönelimi görülmektedir. 2022 yılına bakıldığında, güneş ve rüzgar enerjisinde ve nükleer enerjide bir miktar azalma görülürken, petrol ürünlerinde tam tersi bir şekilde artış olduğu görülebilir. Oysa şekle göre 2020 yılında petrol, doğalgaz, hidro, kömür, yanıcı yenilenebilir ve nükleerde bir azalma olduğu söylenebilir. Bu durum düşündürücüdür (pandemiden kaynaklı olabilir).

İKLİM EYLEMİ İÇİN ENERJİ VERGİLERİNİN KULLANILMASI

Vergiler kimi zaman caydırıcı kimi zamanda teşvik edici yönüyle bir politika aracı olarak kullanılabilir. İklim kriziyle mücadelede de karbon salınımına neden olan fosil yakıtlara ilave vergiler yüklenirken, temiz enerji kaynaklarına ise kullanımda ya da üretimde kolaylık sağlamak ve teşvik etmek amacıyla vergi indirimleri uygulanabilmekte dolayısıyla vergiler, iklimle mücadelede aracına dönüşebilmektedir. Ülkeler, ekonomilerini karbondan arındırmak ve karbonsuz bir büyüme yolunda ilerlemek için karbondioksit emisyonlarını fiyatlandırabilir. Amacı, fosil yakıtların kullanımını caydırmak, iklim krizinin nedenlerini ele almak ve ulusal ve uluslararası anlaşmaları karşılamaktır. İklimle mücadele aracı olarak karbon fiyatlandırması ya da karbon vergisi yöntemi uygulanabilmektedir.

Karbon piyasaları, ilki zorunlu ve ikincisi gönüllü olmak üzere iki başlıkta değerlendirilmektedir. Zorunlu karbon piyasaları; Kyoto Protokolünde tanımlanan esnekliğe ilişkin olarak ülkelerin düşük maliyetle karbon salımı azaltımı yapabilmelerine imkan sunarken, gönüllü karbon piyasaları; bireylerin, özel sektör kurum ve kuruluşların işletmelerin... faaliyetleri neticesinde oluşan sera gazı salınımlarını istekli olarak azaltma eğilimleridir (Vanessa: 2021:1-5).

Şekil-2: 2022 Yılı İçin Karbon Vergisi Uygulayan Ülkeler



Kaynak: https://carbonpricingdashboard.worldbank.org/map_data

Şekil -2'den de görüleceği üzere halen 36 ülke karbon vergisi² uygulamaktadır. Halen sayının ne kadar az olduğu,

Karayolu taşımacılığı dışındaki enerji ile ilgili karbondioksit emisyonlarına ilişkin ortalama açık karbon vergisi 2019 yılı için (ton karbondioksit başına EUR) çeşitli ülkelerde şu şekilde uygulanmaktadır; Japonya (2), Kanada (2.7), Slovenya (3.7), Birleşik Krallık (4.5), İsveç (4.7), Danimarka (5.7), İrlanda (6.6), Finlandiya (10.8), Fransa (12.7), İzlanda (16.4), Norveç (26.7), İsviçre (46,3) olarak yürütüldüğü söylenebilir (OECD, 2019).

TEMİZ ENERJİDE VERGİ POLİTİKALARI ve UYGULAMALARI

Sera gazı emisyonlarını ve enerji kullanımından kaynaklanan diğer olumsuz dışsallıkları azaltmak için en iyi politikalardan birinin vergi kullanmak olduğu söylenebilir. Günümüzde dünya çapında enerji ile ilgili dışsallıkların büyük çoğunluğu fiyatlandırılmamıştır. Bunun yerine, çoğunlukla daha zengin ülkelerde artan ilgi gören yaklaşım, sübvansiyonlara başvurmak olarak söylenebilir. Temiz enerji için vergi politikaları uygulamaları da bu açıdan istenilen beklentiyi karşılamamaktadır denilebilir.

Aşağıda çeşitli ülkelerde enerji politikalarıyla ilgili ülke uygulamalarından örnekler verilmiştir.

Madagaskar, 2015 Vergi Kanunu kapsamında yenilenebilir enerjiye yapılan yatırımın indiriminden, %50'si üstlenilmektedir. Ayrıca temiz enerji kaynaklarından; rüzgâr enerjisi jeneratörleri, hidroelektrik jeneratörleri, güneş enerjili su ısıtıcıları, güneş PV panelleri gibi

² Finlandiya karbon vergisini uygulamaya koyan ilk ülkedir (WB, 2017:3).

yenilenebilir enerji üretimi için kullanılan ekipmanlarda da Katma Değer Vergisinden muafiyet söz konusudur (IEA, 2016: 1-3). ABD’ de 2021 Konsolide Ödenekler Yasası kapsamında, yakıt hücreleri, küçük rüzgar türbinleri ve jeotermal ısı pompaları için yenilenebilir enerji vergi kredileri, güneş enerjisi sistemlerinde olduğu gibi kredi değerinde artık kademeli bir düşüşe sahip olduğu bilinmektedir (ES, 2021:1) Almanya, yenilenebilir kaynaklardan elde edilen elektriğe teşvik sağlama açısından, kurulu kapasitesi tanımlanmış bir megawatt eşliğini (öz tüketim senaryoları) aşmayan yenilenebilir üretim tesisleri sahipleri tarafından tüketilen elektrik için bir vergi muafiyeti oluşturmuştur ve İtalya bu kapsamda yenilenebilir enerji yatırımları için mali teşvikler ve vergi kredileri vermektedir. Bunun yanında Almanya’da yatırımcılara, yatırım risklerini en aza indirmek amacıyla yenilenebilir elektrik enerjisinin kamu şebekesine akması için sabit bir tarife garantisi verilmektedir (CMS, 2022:2-3). Türkiye’de enerji politikalarına ilişkin Almanya’daki gibi Sabit Fiyat Garantisi politikası mevcuttur. Bu kapsamda 2005 yılından bu yana uygulanan politika, 2011 ve 2021 yıllarında iki kez güncellenmiştir. Türkiye’de 5346 sayılı Kanun kapsamında; *“rüzgâr, güneş, jeotermal, biyokütle, dalga, akıntı ve gel-git ile nehir tipi veya rezervuar alanı on beş kilometrekarenin altında olan hidroelektrik üretim tesisi kurulmasına uygun elektrik enerjisi üretim kaynakları”* şeklinde sıralanmıştır (EPDK, 2021:1-2) Ayrıca Türkiye’de 20 Mart 2021 tarihli Resmî Gazetede yayımlanan 3692 sayılı Karar ile İzmir’de yapılacak olan elektrikli araç sistemleri tesisi yatırımına proje bazlı devlet yardımı destekleri verilmesi yolunda adım atılmıştır (PWC, 2021:1-8).

SONUÇ VE ÖNERİLER

İklim krizinin etkilerinden en çok, yoksul ülkeler zarar görmektedir. Bu bağlamda zengin ülkelerin çok daha fazla karbon saldığı gerçeğinden hareketle kanunen bağlayıcılığı olan, adil, küresel bir anlaşmaya ihtiyaç vardır ve fatura kirletene çıkarılmalıdır. Dolayısıyla zengin ülkelerin ne kadar ve kime ödeme yapması gerektiğine dair net bir anlaşmaya varılmalıdır. Tüm ülkeler, özellikle de en çok emisyon üreten ülkeler, emisyonlarını ortadan kaldırmak ve atmosferden daha fazla karbon çekmek için daha iddialı iklim eylem planları geliştirmelidirler. Kirleten öder prensibi benimsenmeli ve ülkeler yaydıkları emisyon miktarı kadar bir bedelin sorumluluğunu üstlenmelidir.

Bununla birlikte uluslararası arenada adil bir sosyoekonomik düzeni temsil edecek temiz enerji yasası oluşturulmalıdır. Bu yasa kapsamında vergiler, ödül ve ceza mahiyetinde

bireyleri, kurumları, kuruluşları ve ülkeleri teşvik edici ve caydırıcı yönüyle etkin olarak kullanılabilir.

Bu kapsamda vergisel teşvikler, doğalgazdan üretilen elektriği kullanan araç örneğindeki işlevsel olmayan temiz olmayan enerjiye değil, gerçekten temiz enerji kaynaklarından sağlanan elektrik ile çalışan araçlara sağlanabilmelidir. Bu noktada iklim değişikliğine uyum sürecinde temiz enerjinin ancak gerçek anlamda kullanımıyla beklenileni karşılayabileceği unutulmamalıdır.

Öncelikle yapılması gereken temiz enerji kaynaklarına odaklanmaktır. Temiz enerji kaynakları için de vergiler etkin bir şekilde pratiğe geçirilmelidir. Bunun için de temiz ve yenilenebilir enerji için yatırımcılara, ölçek farketmeksizin kişi (ev) ve kurumlara (iş yeri) gelir ve kurumlar vergisinden ciddi indirimler sunulabilir. Bununla birlikte söz konusu kişi ve kurumların, temiz enerji sektörüne yaptıkları yatırımlardan elde ettikleri kazançlar üzerinden de belli bir yıla kadar (örneğin 3 yıl) vergiden muaf olabilmeleri sağlanabilir.

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Challenges Faced by Teachers when Following Online Teacher Professional Development (TPD) Courses in Sri Lanka

Mr. Raveenthiran Vivekanantharasa

The Open University of Sri Lanka

rvive@ou.ac.lk

Orcid: 0000-0002-5056-6120

ABSTRACT

This article is about investigating challenges faced by teachers when involving online teacher professional development courses in Sri Lankan context. Online education is very important in this 21st century world even during and after the COVID-19 pandemic situation. COVID-19 situation largely determined the importance of online education around the world and its future resilience. Online learning for teachers in line with the professional development plays a pivotal role in the improvement process of teachers with the adaptation of 21st century technology strategies in teaching and learning process. As one of developing countries, in Sri Lanka, though teachers have adequate capabilities in following online professional development courses, they face challenges in various ways. In Sri Lanka, teachers are following different online professional development courses in government and non-government higher education institutions. The online professional development courses that teachers follow in Sri Lanka come under main three types of online learning methods which are supplemental online learning, Blended online learning, and online plus online learning. This article is based on the comparative analysis, deriving the data from different government reports and studies previously done. Number of previous studies and reports has been analyzed to figure out challenges of online learning of teachers in professional development.

Keywords: Online Education, Supplemental Online Learning, Blended Online Learning, Fully Online Learning, Teacher Professional Development



INTRODUCTION

There are different methods in distance education. Learning through online method is an important distance education method.

In this 21st century, value of online education is broadly expanded considering its use at present. In large scale, COVID-19 pandemic situation has taught different lessons with that we have to forecast our future world successfully. One of the lessons of COVID-19 is online education and its value in the deviant situation of the world. So, the importance of online education was realized many years ago, but the learners were not aware of it as they fully depended on tradition learning methods. But now the situation is totally different because learners have more capabilities with online learning around the world due to the emerging technology development and lifestyle changes. Not only for students, online learning is but also very important for teachers for their professional development at present time. Teacher professional development is defined as follow,

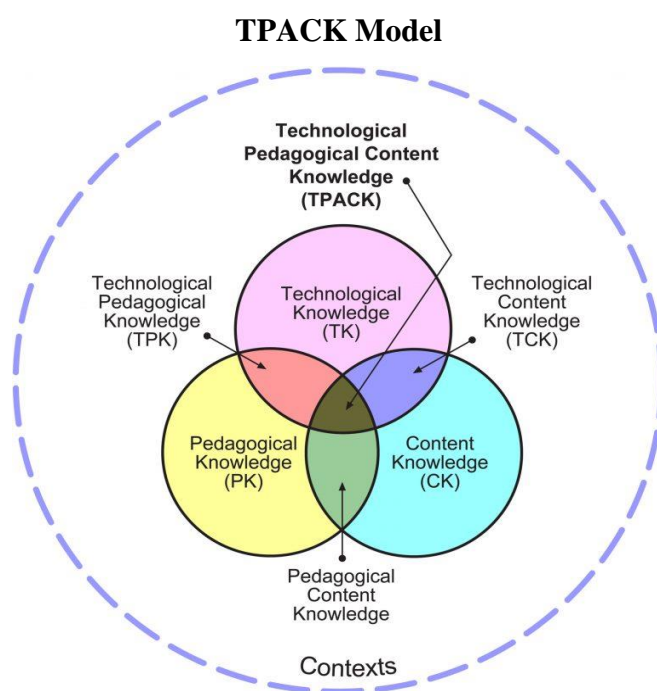
According to Brent Philipsen et al. (2019), many teacher professional development (TPD) strategies are therefore designed, developed, and implemented to provide teachers with the opportunity to prepare themselves professionally for teaching in an OBL environment. After COVID-19 pandemic situation, importance of online learning for teacher professional development courses was highly emphasized. Teachers are advised to develop certain skills for that. When taking account the condition of Sri Lanka for online professional development courses, it is mandatory developing the skills for that. Teachers with prior experience at any educational level are required to remain well- informed concerning the growth in knowledge in various domains, and they therefore need to continually professionalize themselves (Brent Philipsen et al., 2019). Though there are different ways to follow online learning to develop professional skills of teachers, teachers face many challenges at present. This article mainly addresses about what are the challenges that teachers confront when following online courses for teacher professional development.

THE CONCEPT OF TEACHER PROFESSIONAL DEVELOPMENT (TPD)

Teacher professional learning is of increasing interest as a critical way to support the increasingly complex skills students need to learn in order to succeed in the 21st century.

In teacher professional development, online learning plays a major role. Teachers are required to follow online courses to enhance their knowledge and skills in line with teacher professional development.

TPACK model clearly explain about the importance of online education for teachers in line with their professional development. It is clearly explained with the image below,



Source - [educationaltechnology](http://educationaltechnology.com)

IMPORTANCE OF ONLINE LEARNING

Benefits can be recognized by online learning OEDb open education data base, (2019) had mentioned 10 Advantages to Taking Online Classes; First advantage is variety of programmes and course, second advantage, lower total costs (materials are available online at no cost, free massive open online courses (MOOCs), third advantage, More comfortable learning environment (no physical class sessions, assignments sent electronically). Fourth advantage, Convenience and flexibility (the opportunity to plan study time), fifth advantage, more interaction and greater ability to concentrate, sixth advantage, career advancement (earning a degree while working, can show ambitiousness to prospective employers and prepared for new challenges), seventh advantage, continue in your profession (increasing college costs mandate



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that some students continue working while in school.), eighth advantage, avoid commuting (due to natural disaster or any other reason colleges may cancel classes to avoid putting commuting students at risk of dangerous driving conditions), ninth advantage, improve your technical skills (Even the most basic online course requires the development of new computer skills), tenth and final advantage, transfer credits.

TYPES OF ONLINE LEARNING OFFERED FOR TEACHERS IN SRI LANKA

In Sri Lanka, teachers are offered three types of online courses for their professional development. Those are,

1. Supplemental online courses
2. Blended online courses
3. Fully online courses

Supplemental online courses

Supplemental online courses are the main online courses offered in Sri Lanka with the introduction of online course platform. Supplemental courses are defined in different ways as, COLORODO, Department of Education, 2021 mentioned “in which all of the instruction is received off-site, digitally (with some element of student control over the time, place, path, and/or pace of participation)”

CHALLENGES FACED BY TEACHERS IN ONLINE LEARNING

Teachers are required to follow online courses to develop their professional development. When they involve in different study programs they face many challenges. In Sri Lankan context, it is in large scale over the last years. Different researches show the challenges faced by teachers in online courses for professional development. Based on the data derived from different studies, we can analyze the challenges faced by teachers. Challenges which are described below are the most common challenges, found by different researchers in their studies based on Sri Lankan context.

Teacher readiness

The concept of “Readiness has been defined in various sources in various ways. It was defined as the degree of preparedness to act or respond to a particular stimulus (Psychology Dictionary). “According to Thorndike who developed the first three “laws of learning” for people to learn

most effectively, readiness is the first law”. Readiness implies a degree of concentration and eagerness. Individuals learn best when they are physically, mentally, and emotionally ready to learn. (Wikipedia). Dalton & Gottlieb (2003).

The rapidly growing of distance education has created a need to recognize the students' readiness for online learning activities and to predict their success. Several survey instruments had developed to assess this construct of online readiness. By reviewing of the existing literature can understand these instruments have varying limitations in capturing all of the domains of student online readiness. In addition to this, Raymond et al (2017) mentioned the rapidly growing of distance education has created a need to recognize the students' readiness for online learning activities and to predict their success. Several survey instruments had developed to assess this construct of online readiness. By reviewing of the existing literature can understand these instruments have varying limitations in capturing all of the domains of student online readiness.

Unclear, Delayed Communication

Next challenge faced by teachers in online learning for their professional development is unclear, delayed communication. In a virtual classroom setting, communication is often asynchronous and structured instead of being instantaneous and organic, much of it taking place via email or on message boards. Additionally, digital instructors do not have the benefit of being able to observe body language, non-verbal cues, or even snippets of classroom conversation — all of which provide a wealth of information about how students are feeling and progressing. Technical issues, such as unreliable Wi-Fi or poor audio quality, can greatly amplify these challenges of online learning by making it harder for teachers to understand and respond to their students' questions and concerns (National University,2022).

Assessment Challenge in Online Learning

Assessment is the most important part of online learning for students as well as teachers. And it causes stress to online learners at times. So whenever there are assignments or projects, teachers might face a lot of issues. In Sri Lankan context, though different online courses are introduced, the methods of assessing them are lacked. Due to this issue, online learners face challenges in getting feedback at once.

Unstable internet connection

Another challenge faced by teachers in online learning is unstable internet connection. Learners who are in remote areas face connectivity problems when they involve in online learning. According to a study by the Surfshark Digital Quality of Life Index 2020, Sri Lanka has been listed as the country with worst Internet Quality. The survey was conducted covering 85 countries and Singapore tops the list being the country with the highest internet quality (Daily Times, 2021).

CONCLUSION

The online teaching and learning have become a necessity for education around the globe during COVID 19-pandemic. There are several challenges which are faced during online learning because the learners are unaware of certain aspects of online learning. Especially, when teachers involve in online learning for their professional development in Sri Lankan context, they face various challenges as mentioned above in this article.

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Three Narratives of the Ukraine Crisis and the Perspectives of Conflict and Peace Studies

Dr. Rey TY

Payap University, Thailand
reyty1@gmail.com
Orcid: 0000-0002-9258-0318

ABSTRACT

This conflict-and-peace-studies paper addressed the problem of having a mono-source of information from the hegemonic corporate or government owned mainstream media (MSM) for which people only hear one side of the narrative about the Ukraine crisis. This paper responded to the following queries: What are the contending narratives about the Ukraine crisis? From the perspectives of conflict and peace studies, what are the courses of action for conflict resolution, conflict transformation, and peacebuilding? Literature reviewed are drawn from structural analysis, narrative theory, and conflict and peace studies. Qualitative materials from mainstream mass media, alternative media, and social media in both the English and French languages were combed for data analysis which led to the emergence of a grounded theory. I was not able to find alternative voices in Spanish languages news media. The findings included the deliberation of the actions and conflicting narratives among three main players which lead to an impasse: North Atlantic Treaty Organization (NATO) as an international actor as well as Russia and Ukraine as unitary actors in the global scene. From the conflict and peace studies perspectives, this paper recommended the resort to a total halt of warmongering and an intensive process of conflict resolution, conflict transformation, and peacebuilding.

Keywords: Conflict and Peace Studies, NATO, Peace Settlement, Russia, Ukraine

INTRODUCTION

Problem Statement

This article addresses the problematic situation around the world according to which, in most countries, people are bombarded with warmongering narratives mostly from the mainstream media. We only hear one side of the story regarding the conflict surrounding Ukraine, for which reason we support one side of the conflict in a knee-jerk reaction without much critical thinking.

To fill the gap, aside from collecting information about the armed conflict in Ukraine from the mainstream media, this paper shall also conduct research and use other sources of data, including alternative news, social media news, citizenship journalism, and peace journalism. See Figure 1 below:

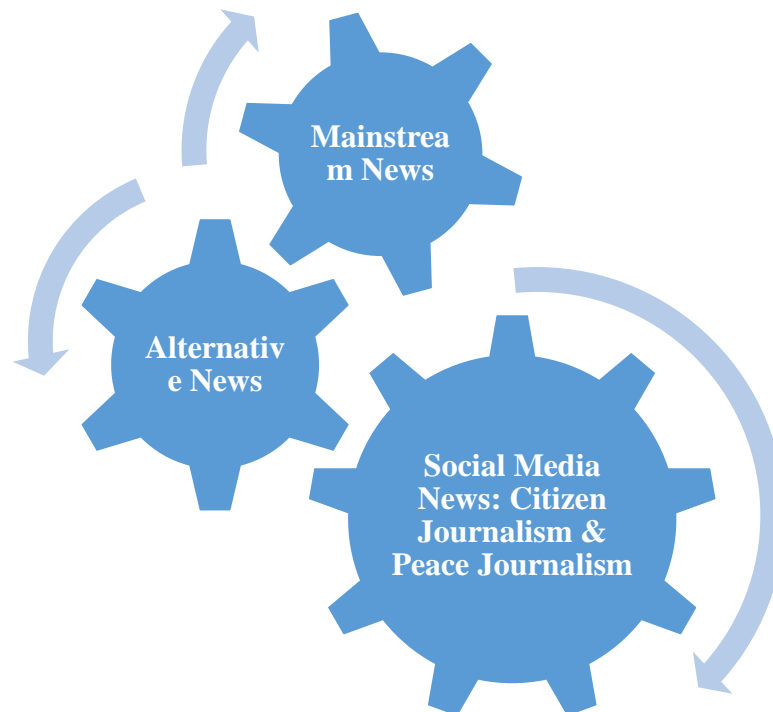


Figure 19: Filling the Information Gap

Research Questions

This paper answered these dual queries:

1. What are the contending narratives about the actions related to the Ukraine crisis?
2. From the perspectives of conflict and peace studies, what are the courses of action for conflict resolution, conflict transformation, and peacebuilding?

Purpose of the Research

The purpose of this paper was to investigate and dissect the divergent narratives of NATO, Russia, and Ukraine about the different actions linked to the armed hostilities in Ukraine as

well as provide recommendations for conflict resolution, conflict transformation, and peacebuilding with which to end the war in Ukraine.

Contributions of the Study

This article does not only regurgitate the one-sided and clearly biased news and views with which the mainstream media aggressively and constantly bombard us on a massive scale. It likewise searched for and employed alternative news media, citizenship journalism, and peace journalism.

Scope, Limitation, and Delimitation of the Study

The scope of this paper was the Ukraine crisis. It is limited to the actions and perspectives of three major actors in the conflict, namely: NATO, Russia, and Ukraine. This paper does not pro-NATO, not pro-Russia, and not pro-Ukraine; rather, it is anti-war and pro-peace. It neither prefers nor predicts which party will win the war, as that is outside the scope of this study. See Figure 2 below.



Figure 2: Interactions and Narratives of Three Actors and Conflict and Peace Studies Perspectives

The actions and perspectives of the rest of the world are outside the scope of this research. See Figure 3 below:



Figure 3: Coverage of the Study

THEORETICAL FRAMEWORK

The theory used in this article is narrative theory, according to which despite having a set of facts of a given situation, there are oftentimes various perspectives and interpretations of the

same phenomenon (Goodson, 2012). Each person, each party, each official, each leader, or each country can have different understandings of the same event. Thus, we need to listen to and understand each perspective. In this case, the narrative theory indicates that we can heed each voice and match them with a specific happening, in this case the Ukraine crisis. For this paper, the narratives of NATO, Russia, and Ukraine are taken into account with respect to the Ukraine crisis, to which this paper ends with recommendations from the perspectives of conflict and peace studies for conflict resolution, conflict transformation, and peacebuilding. See Figure 4 below:

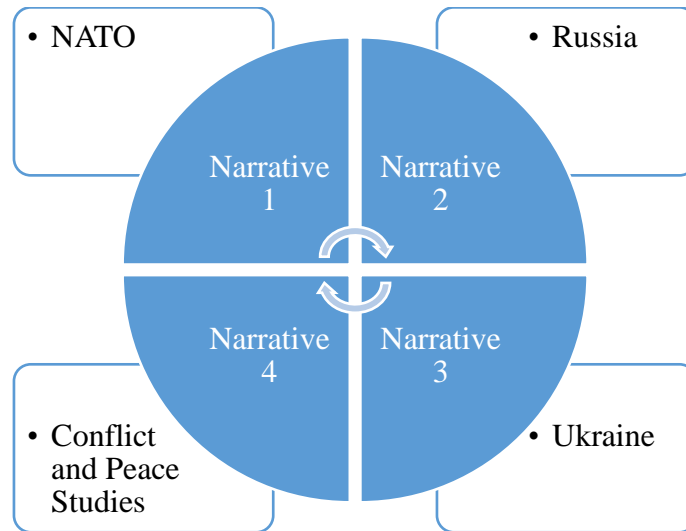


Figure 4: Narratives of the Actions in the Ukraine Crisis

Definition of Terms

Key terms in this paper included conflict resolution, conflict transformation, and peacebuilding. These conceptual keywords are defined here. See Table 1 below:

Table 10: Definition of Terms

Terms	Conceptual Definition
Conflict Resolution	Also known as peacemaking. It includes 1) pacific settlement of conflict (negotiation, enquiry, mediation, conciliation, arbitration, regional office), 2) measures short of war (boycott, embargo, sanctions), and 3) war (United Nations, 1945)
Conflict Transformation	Process of changing from negative actions, relationships, behaviors, and interest to positive ones (Webel & Galtung, 2007)
Peacebuilding	Complex set of long-run actions, policies, programs, structural change at all levels in the aftermath of conflict, including structural peacebuilding, cultural peacebuilding (Ramsbotham, Miall, & Woodhouse, 2016)

LITERATURE REVIEW

This section provided an overview of the sources of data for data collection regarding the Ukraine crisis. The three sets of literature include 1) the state and corporate mainstream media, 2) the alternative media, and 3) social media.

In most parts of the world, we hear news from a few interlocking sources, which include state and corporate mainstream media include the usual suspects in mostly western countries: ABC, BBC, CBS, CNN, Le Monde Diplomatique, NBC, New York Times, El País, RFI, RT News, State Department and White House spokespersons, and Washington Post, among others.

Alternative media news sources include that people in western countries but are not aired in the mainstream state or corporate media as well as news from the Global South in Africa, Latin America, in Asia in such countries as China and India, which are not presented in mainstream western media.

Social media news items emanating from citizen journalism are likewise covered in this research. Reporting in social media outlets appear in such platforms as Facebook, Instagram, Telegram, TikTok, Twitter, and the like.

RESEARCH METHODOLOGY

This research is qualitative in nature. It involved employing the Ukraine crisis as a case study. Data collection consisted of the search for online materials. Using the narrative analysis, this paper combed through the whole spectrum of media reports about the Ukraine crisis, including government and corporate mainstream media news, alternative media news, and social media news. Data analysis involved coding key terms for the purpose of uncovering themes with which to string together a storyline. The purposive sampling methods utilized included the exploration of major mainstream, alternative, and social media links, after which other links from these key websites were conveniently clicked for further news items about the Ukraine crisis. Materials used in this paper were all culled from publicly available sources; thus, there were neither any human subject nor harm committed to anyone. See Figure 5 below:



Figure 5: Research Methodology

FINDINGS AND DISCUSSION

The findings section provided answers to the two research questions related to divergent narratives and actions based on conflict and peace studies alternatives.

Findings

This section replied to research question one: What are the contending narratives about the Ukraine crisis? This section presents mapping of the conflict and the contending narratives about the Ukraine crisis. These include the perspectives of NATO, Russia, Ukraine, as well as Conflict and Peace Studies. See Figure 6 below:



Figure 6: Conflict Mapping of the Ukraine Crisis

Contending Narratives. Wars by definition are violent (Tilly, 2003). The basic principle in conflict and peace studies include, among others, to listen to all sides, not to take sides, to call for a stop to violence, and an appeal to work towards a peace settlement, after which the parties to the conflict start conflict resolution, conflict transformation, and peacebuilding.(Barash & Webel, 2009).

There are multiple perspectives about the conflict in Ukraine. Based on a review of the news sources, these three divergent sources of news talk past each other. First, mainstream media sources are mostly warmongering, blaming the other side. Mainstream media in NATO portray Zelenskyy as Churchill and hero and pain Putin as Hitler and the megalomaniac villain, indicating that Ukraine is winning the war (Bet-David, 2022).

Second, alternative media and news sources are either warmongering but claiming one’s own country is at fault or are engaged in peace journalism, calling for an end to the war. For these two reasons, these alternative voices are not heard in the mainstream. Alternative sources reveal that NATO broke its promise of non-expansion and encircle Russia, which solicited the wrath of Russia (Sison, 2022).

Third, social media is a venue in which citizen journalism is exercised. For instance, people who personally experience living in Ukraine, covering the news in Ukraine about Ukraine but not covered by mainstream media, or volunteers who went to Ukraine to help in humanitarian or war efforts upload their personal accounts of what they witness. To be clear, witnesses who returned from Ukraine have videos to show that both sides—the Ukrainian Azov battalion and the Russian military—have committed war crimes (Bocquet, 2022). Note, however, in all

media—mainstream, alternative, and citizen journalism—both factual news and fake news have the same likelihood of appearing.

The spokespersons of the Ministry of Foreign Affairs of both China and India are now speaking openly about being coerced to take sides in the Ukraine crisis and to impose economic sanctions on Russia, but they assert non-alignment and criticize NATO as the cause of the war.

On the one hand, the mainstream media news in NATO and Ukraine portrays Russia as the antagonist, while the mainstream media in Russia depict NATO and Ukraine as the antagonist. On the other hand, the alternative media news in NATO shows that NATO is the villain. There is no alternative media news in Ukraine and Russia. Zelensky shut down all TV and news media outlets, keeping only one centralized source of news. There is no alternative news in Russia. See Figure 7 below:



Figure 7: Three Major Types of Sources of Literature about the Ukraine Crisis

Conflict and Peace Studies Perspectives. This section responded to the second research question: What are the conflict and peace studies perspectives of the Ukraine crisis? If on the one hand, the three main actors are promoting war, there are actors who are anti-war and clamor for alternatives for the attainment of peace in Ukraine. Ukrainian (Sheliashenko, 2022) and non-Ukrainian scholars and activists have presented peace and anti-war actions as alternatives to the warmongering. This paper is written from the perspectives of conflict and peace studies, as a result of which it does not assert whether NATO, Ukraine, or Russia must win this war. The episode of the conflict is the Russian invasion of also called the “special military operation” in Ukraine. The epicenter of the conflict is NATO pushing eastward to the border of Russia. This research is prescriptive, suggesting ways by which the war could end. Through conflict resolution or peacemaking, parties to the conflict stop the armed hostilities at once and enter into a serious peace settlement, which entails conflict resolution, conflict transformation, and peacebuilding. There are many ways by which conflict resolution could be achieved, including either direct negotiations among the parties or mediation through an outside neutral party (United Nations, 1945). In negotiation, peacemaking or conflict resolution requires the direct participation of top-level actors to the conflict. In the case of negotiation, top representatives of Ukraine and Russia meet directly and discuss the terms of their peace accord. In mediation, it involves an external, party that will be neutral to the conflict and ensure that compromises will be made with a view to achieving a peace deal. In the case of mediation, top-level political representatives of Russia and Ukraine need to have the active but neutral participation of an external party to the conflict which will ensure both sides listen to each other and come to an acceptable agreement on both sides.

By conflict transformation is meant the creation of constructive change processes which mitigate violence, augment justice in social systems and relationships as well as to deal with relationship issues (Lederach, 2003, p.14). A transformative vision requires considering the conflict as giving an opportunity for constructive growth as well as the willingness to respond positively (Lederach, 2003). Conflict transformation addresses the interpersonal, social, cultural, and structural patterns, content, context, and structure of relationships between the Russians and the Ukrainians across the border.

Peacebuilding involves implementing programs to address the root causes of the conflict to ensure sustainable and just peace from the time after which a peace settlement is signed. These post-conflict peacebuilding long-term efforts cuts across all levels of the affected societies. These peacebuilding efforts include, among others, relief, rehabilitation, grassroots efforts, conflict resolution training, and building top-level inter-state harmonious relationships (Lederach, 1997). For conflict resolution, conflict transformation, and peacebuilding to work, all parties to the conflict at all levels of society must be on board. See Figure 8 below:

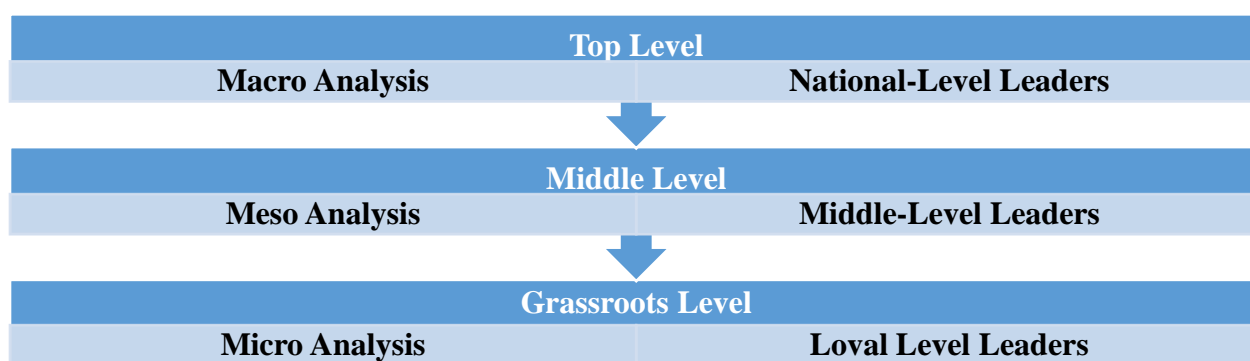


Figure 8: Approaches to Peacebuilding in the Ukraine Crisis

Discussion

All actors in the conflict—namely NATO, Ukraine, and Russia—are arming to the teeth, prolonging the war, rather than ending it. There is widespread Russophobia in pro-NATO news. Anyone who is pro-peace or anti-war is automatically labeled wrongly as pro-Putin. The war in Ukraine is a proxy war between the hegemon and Russia (Géopolitique, 2022). If we leave NATO to run its course, Europe and the west are marching towards war (Guaino, 2022). Intermediaries and peacemakers (MacGinty & Wanis-St. John, 2022) can help transform the war escalation to conflict resolution (Kriesberg, 2006). A neutral third-party must take up the cudgel for the worthy cause of brokering a peace settlement between the warring parties in order to end and transform the war (Ury, 2000). Compromises on all sides have to be made that are acceptable to all parties (Fisher, Ury, & Patton, 1991).

Some issues must be settled. One is NATO membership vis-à-vis neutrality. Two is the discrimination and attacks on Russian speaking population in eastern Ukraine in violation of the Minsk agreements (Hill TV, 2022b).. Three is the question of Nazis and other anti-Russian ultra-nationalists. Despite NATO denying the active role of the Azov battalion, many Ukrainian civilians, after leaving, have attested first-hand to news media that Azov use them as human shields and does not allow them to leave the Azovstal steel plant (France 24, 2022). Four is the issue of biolabs (Hill TV, 2022a).

The war in Ukraine is a failure of leadership at all levels: failure of the hegemon, the Ukrainian leadership, and the Russian leadership (Ishchenko, 2022). However, there are some dissenting

voices. Angela Merkel, for example, stated that the two sides of the Atlantic do not speak with one common interest in mind, emphasizing that she speaks for the interest of Germany. Not given air time in mainstream media are anti-war politicians on both sides of the Atlantic. They call for the cessation of hostilities and a stop to sending weapons, volunteers, mercenaries, and money for the war efforts of Ukraine. They span the left-to-right political spectrum. These anti-war politicians include Richard Boyd Barrett (Irish Member of Parliament), Clare Daly (Irish Member of European Parliament), Tulsi Gabbard (Democrat), George Galloway (Workers Party of Britain), and Rand Paul (Republican). For being anti-war, they risk being incorrectly labeled as pro-Putin and pro-Russia. Clearly, this name calling is reminiscent of the red-baiting and red-tagging during the Cold War. Thus, we are now living under Cold War 2.0. There are two options for the future of the Ukraine crisis: 1) war of attrition or 2) end of war. The Russian military analysis V. Litovkin stressed that in the event that NATO sends troops to Ukraine, that is tantamount to an all-out war, stressing that Russia has nuclear arms that could destroy NATO countries (MEMRI, 2022). See Figure 9 below:

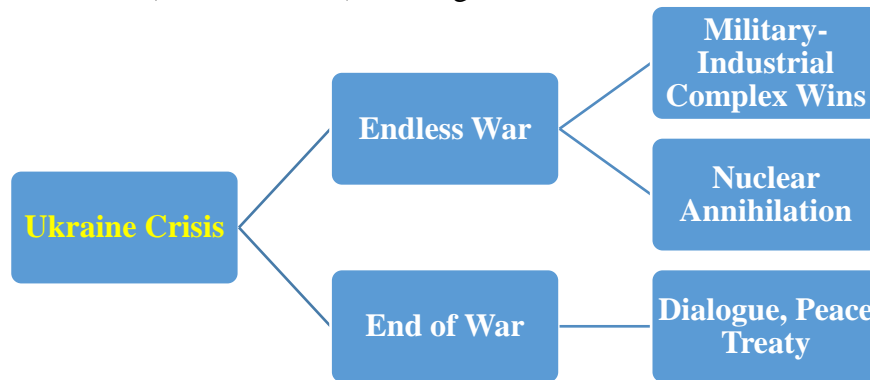


Figure 9: Two Alternative Futures for Ukraine

In a snapshot, the paper is encapsulated in the following Figure 9 below:

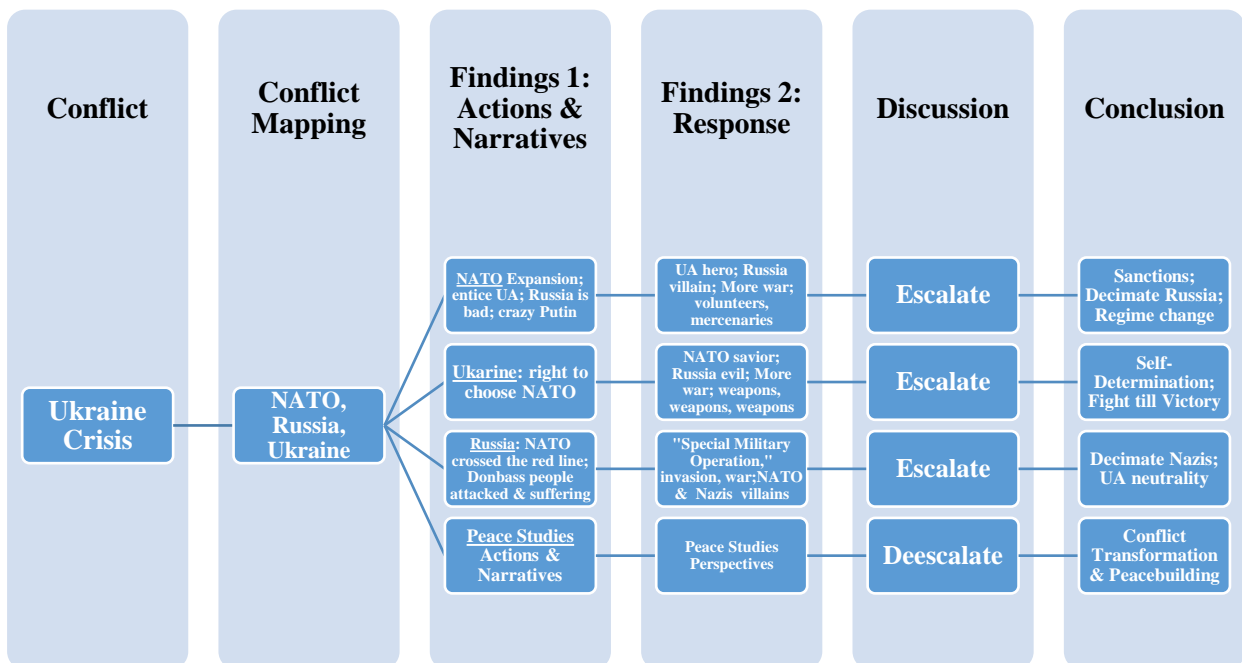


Figure 9: Summary of the Ukraine Crisis

CONCLUSION AND RECOMMENDATIONS

Conclusion

In a nutshell, there are two possible outcomes on opposite ends to this conflict in Ukraine: continuing war or peace. Following the current dominant logic of NATO, Russia, and Ukraine, war will be the way forward, leading to continuing waste of resources for the purchase of military hardware, more suffering to human beings and destruction to property. Powerful politicians and the military-industrial complex benefit from violence and war (Nordstrom, 2008)..

The other way forward is to seek peace and to follow it. War is now omnipresent, but we have the potential for peace now as well (Fry, 2007). Peace scholars and activists have been calling for the cessation of the armed hostilities and for the inking of an agreement, as wars end with peace settlements. See Figure 10 below:

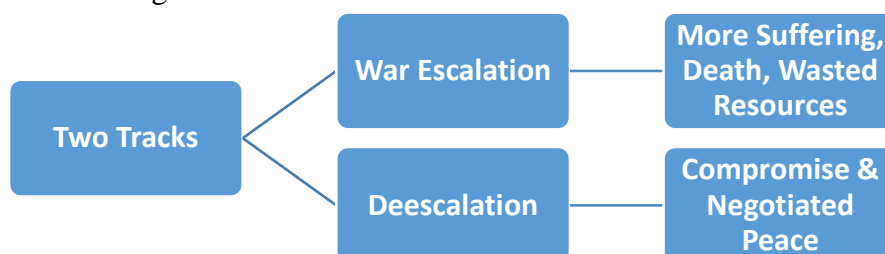


Figure 10: Decision Tree of the Road Ahead for Ukraine

Policy Recommendations

Written from the perspective of conflict and peace studies, this article recommends the warring parties to cease armed hostilities immediately and engage in constructive peace settlement through negotiation or mediation, after which they work towards conflict transformation and long-term peacebuilding.

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Sürdürülebilir Kalkınma ve Maliye Politikaları Arasındaki İlişki

PhD Student Esin GÜZHAN

Çukurova University

gzhnesn@gmail.com

Orcid: 0000-0003-4364-8408

ÖZET

Ekonomi, çevre ve sosyal boyutu ile geniş bir alanı kapsayan sürdürülebilir kalkınma; çevresel boyutunun sanayileşme ve küreselleşme ile önemli bir sorun haline gelmesi ile bir paradigma haline gelmiştir. Bu nedenle son yıllarda birçok ülke sürdürülebilir kalkınmanın çevresel boyutuna eğilmekte ve sürdürülebilirlik için çevresel sorunların azaltılmasına yönelik girişimlerde bulunmaktadır. Çevresel olarak sürdürülebilir kalkınmanın sağlanabilmesi konusunda çevreyi koruyan maliye politikalarına ihtiyacın olduğu 1970'li yıllarda gündeme gelmiştir. Çevrenin korunması ve ekonomik olarak büyüme arasında var olan zıt yönlü ilişki, devletin piyasaya müdahalesini gerektirmektedir. Günümüzde devletin çeşitli mali araçlar ve politikalar ile ekonomik faaliyetlere yön vermede oldukça büyük bir güce sahip olduğunu bilmekteyiz. Kamunun mali uygulamalarının çevresel sorunlar üzerinde ne derecede etkili olduğunu, kamunun elindeki kaynakları etkin bir şekilde kullanıp kullanmadığını bilmek oldukça önemlidir. Bu nedenle bu çalışmada çevresel sürdürülebilirlik sorunu üzerinde çeşitli mali uygulamaların etkisini değerlendirmek ve konuya ilişkin mali politika önerilerinde bulunmak amaçlanmaktadır.

Anahtar Kelimeler: Sürdürülebilir Kalkınma, Çevresel Sürdürülebilirlik, Maliye Politikası

The Relationship Between Sustainable Development and Fiscal Policies

ABSTRACT

Sustainable development, which covers a wide area with its economic, environmental and social dimensions, has become a paradigm with its environmental dimension becoming an important problem with industrialization and globalization. For this reason, in recent years, many countries have focused on the environmental dimension of sustainable development and have taken initiatives to reduce environmental problems for sustainability. In the 1970s, the need for fiscal policies that protect the environment came to the fore in order to achieve environmentally sustainable development. The inverse relationship between environmental protection and economic growth requires government intervention in the market. Today, we know that the state has a great power in directing economic activities with various financial instruments and policies. It is very important to know to what extent the public's financial practices are effective on environmental problems, and whether the public uses its resources effectively. Therefore, in this study, it is aimed to evaluate the impact of various financial practices on the environmental sustainability problem and to make financial policy recommendations on the subject.

Keywords: Sustainable Development, Environmental Sustainability, Fiscal Policy

GİRİŞ

Sürdürülebilir kalkınma; çevre, ekonomi ve sosyal boyutu ile geniş bir alanı kapsamaktadır. Günümüzde sürdürülebilir kalkınma, çevresel boyutunun sanayileşme ve küreselleşme ile önemli bir sorun haline gelmesi ile bir paradigma haline gelmiştir. Bu nedenle son yıllarda birçok ülke sürdürülebilir kalkınmanın çevresel boyutuna eğilmekte ve sürdürülebilirlik için çevresel sorunların azaltılmasına yönelik girişimlerde bulunmaktadır.

1970’li yıllara kadar hakimiyetini sürdüren iktisat teorileri, ekonomik büyüme ve kalkınma gibi konuları öncelikli tutarken bu temel hedeflere bağlı olarak oluşabilecek çevresel sorunları geri planda bırakmışlardır. Birinci Sanayi devrimi ile etkili bir iktisadi yaklaşım haline gelen Klasik iktisat teorisi, insan refahının maddi refaha bağlı olduğunu ve maddi refahın da iktisadi büyümeye bağlı olduğunu kabul etmekte ve iktisadi büyümeyi öncelikli hedef olarak görüp iktisadi büyüme faaliyetlerine bağlı olarak ortaya çıkan doğal kaynak ve çevre sorunlarını, doğal kaynakların sınırsız olduğunu kabul ederek yeterince dikkate almamıştır (Dulupçu, 2000, s.53).

Neoklasik iktisat ise ekonomik faaliyetlere bağlı olarak ortaya çıkan çevresel sorunların bir dışsallık olarak serbest piyasa sistemi içinde optimal bir şekilde çözümlenemeyeceğini ve bunun bir piyasa başarısızlığı olduğunu ele almış fakat bu çevresel sorunlara dışsallık olarak yaklaşırken insanı çevrenin mutlak sahibi olarak kabul etmekten ve sürekli ekonomik büyüme endişesinden ne yazık ki kurtulamamıştır (Açıkalin ve Apaydın, 2021, s.132). Washington (2015) neo klasik iktisat tanımlaması yaparken neoklasik iktisadın gerekli koşulları arasında iktisadi büyümenin önünde biyofiziksel bir engelin olmadığı, tüketim-üretim döngüsünün sürekliliği ve çevresel sorunların çok önemli olmayan basit bir dışsallıktan başka bir şey olmadığı gibi koşulların da tanımlamaya eklenmesi gerektiğini ifade etmiştir. Daha açık bir ifade ile Washington (2015) neo klasik iktisadın çevre sorunlarını analiz etmede neden etkili olamayacağını açıklamıştır, diyebiliriz (Açıkalin ve Apaydın, 2021, s.124).

1930’lu yıllar ve sonraki uzun yıllar hakimiyetini sürdürmeyi başaran Keynesyen yaklaşım ise bilhassa enflasyon, istihdam, ücret, üretim artışı konularına eğilerek yine ekonomik faaliyetlere bağlı olarak oluşan çevresel sorunlarını geri planda tutmuştur (Dulupçu, 2000, s.53).

1970’li yıllara gelindiğinde ise iktisadi büyüme ve kalkınma yolunda gerçekleştirilen faaliyetlerin yarattığı çevresel sorunlar ne yazık ki artık göz ardı edilmesi mümkün olmayan bir durum haline gelmiştir. Ekonomik büyüme faaliyetlerine bağlı olarak oluşan bu sorunlar, bir piyasa başarısızlığı olarak devletin çeşitli mali araçlar ile konuya dahil olması gerekliliğini ortaya çıkarmış ve zaman içerisinde bu gereklilik daha çok vurgulanmıştır. Daha açık bir ifade ile ekonomik büyüme ve çevresel sürdürülebilirlik paradigması bir başka ifade ile sürdürülebilir kalkınmanın paradigması konuya bir tamamlayıcı olarak kamu mali politikalarının dahil edilmesi gerekliliğini ortaya koymuştur, diyebiliriz.

Bu çalışmada temelde sürdürülebilir kalkınma için gerekli olan çevresel sürdürülebilirliğin sağlanabilmesi için uygulanabilecek çeşitli mali politikaların etkisini değerlendirmek amaçlanmaktadır. Bu nedenle çalışmanın ilk bölümünde sürdürülebilir kalkınmanın teorik çerçevesine ve tarihsel gelişimine, ikinci bölümünde çevresel sürdürülebilirlik için uygulanabilecek çeşitli mali politikalara ve bu politikaların etkilerine ve nihayetinde üçüncü bölümde sonuç ve değerlendirmelere yer verilecektir.

1. SÜRDÜRÜLEBİLİR KALKINMANIN TEORİK ÇERÇEVESİ VE GELİŞİMİ

Sürdürülebilir kalkınma, insan ve doğa arasında bir denge sağlayarak ekonomik faaliyetler gerçekleştirilirken doğal kaynakları yok etmeden bugünün ihtiyaçlarının karşılanmasına ve bir

yandan da gelecek kuşakların beklentilerini ve kalkınmalarını sağlamaya odaklanan bir planlama olarak ifade edilebilir. Tanımından da anlaşılacağı gibi bu kavram, ekonomik faaliyetlerin gerçekleştirilmesi hususunda ekonomi ve çevre arasında bir uyumun olması gerekliliğine vurgu yapan ekolojik sorunları da dikkate alan da yer veren bir kavramdır (Açıkalin ve Apaydın, 2021, s.126).

Sürdürülebilir kalkınma ekonomik, sosyal ve çevresel boyutları olan çok boyutlu bir kavramdır. Ekonomik olarak sürdürülebilir bir sistem; üretim tüketim sürecinin bozulmadan sürekli olarak mal ve hizmet üretebilen, yönetilebilir düzeyde devlet ve dış borcuna sahip olan ve tarımsal veya endüstriyel üretime zarar veren aşırı sektörel dengesizliklerden kaçınabilen bir sistem şeklinde ifade edilebilir. Çevresel olarak sürdürülebilir bir sistem; istikrarlı bir kaynak tabanına sahip, yenilenebilir kaynak sistemlerini kullanabilen, çevresel sorun yaratabilecek fonksiyonların aşırı kullanımından kaçınan ve yenilenemeyen kaynakların yalnızca ikamelerine yeterli yatırım yapıldığı ölçüde tüketilmesine izin veren bir sistem olarak tanımlanabilmektedir. Çevresel sürdürülebilirlik; biyolojik çeşitliliğin korunması, atmosferik stabiliteyi sağlamak, diğer ekosistem işleyişlerinin korunması gibi ekolojik işlevleri de içinde barındırmaktadır. Sosyal olarak sürdürülebilir bir sistem ise sağlık ve eğitim dahil olmak üzere yeterli sosyal hizmet sunumunun, dağıtımsal eşitliğin, siyasi hesap verebilirliğin ve katılımın sağlandığı bir sistem olarak ifade edilebilir. (Harris, 2000, s.5-6).

Her ne kadar sürdürülebilir kalkınma fikrinin ortaya çıkışı 18. yüzyıla kadar dayandırabilse de ekonomik faaliyetlerin neden olduğu çevresel sorunlara küresel ölçekte ancak 1970’li yıllarda yer verildiğini söyleyebiliriz.

1970’li yıllardan itibaren, ulusal ve küresel platformda gerçekleştirilen birçok bilimsel araştırma ve konferans, sürdürülebilir kalkınma düşüncesinin kavramsallaşmasına, kavramın genişletilmesine, küresel olarak kabul görmesine katkıda bulunmuştur. Bu kavramsallaşma sürecinde, özellikle bazı çalışmaların etkileri kuşkusuz ki daha fazla olmuştur (Bozdoğan, 2005, s.1017). Bunlardan bazılarına yer vermek uygun olacaktır.

Ekonomik faaliyetler ve bu faaliyetlerin yol açtığı çevre sorunları için küresel boyutta işbirliği çabaları, ilk defa 1972 yılında Stockholm’de toplanan Birleşmiş Milletler Çevre Konferansı ile gerçekleşmiştir. Söz konusu konferansta kabul edilen İnsani Çevre Bildirgesi ile çevrenin sınırlarına, doğal kaynakların kullanımı konusunda gelecek kuşakların da bu kaynaklardan yararlanabilmelerine imkan tanımaya, iktisadi ve toplumsal kalkınma yolunda gerçekleştirilen faaliyetlerde çevre ile uyuma dikkat çeken ilkelere yer verilmiştir (Sohn, 1973).

Sürdürülebilir kalkınma kavramının tanımına ilk defa 1987 yılında Birleşmiş Milletler Çevre ve Kalkınma Komisyonu tarafından yayımlanan Brundlant Raporu’nda yer verilmiştir. Brundlant Raporu’nda sürdürülebilir kalkınma kavramı, “gelecek nesillerin kendi ihtiyaçlarını karşılayabilme olanağından ödün vermeden bugünün ihtiyaçlarını karşılayabilen kalkınma” şeklinde ifade edilmektedir. Bu raporda, sürdürülebilir kalkınma kavramının içinde iki anahtar kavrama yer verilmektedir. Bunlardan ilki “ihtiyaçlar” olup özellikle dünyanın yoksullarının temel ihtiyaçlarının var olup her şeyden önce buna öncelik verilmesi gerekliliği ve ikinci kavram olarak “teknolojinin ve sosyal organizasyonun durumunun, çevrenin mevcut ve gelecekteki ihtiyaçları karşılama kabiliyetine getirdiği sınırlamalar fikri”dir (United Nations, 1987).

Sürdürülebilir kalkınma kavramının çerçevesinin genişlemesine ve kavramın gerçekten küresel anlamda kabul görmesine katkı sağlayan bir başka önemli girişim ise 1992 yılında Birleşmiş Milletler tarafından gerçekleştirilen Rio Dünya Zirvesi olarak da bilinen Rio Çevre ve Kalkınma Konferansı’dır. Bu konferans ile onaylanan ve “Gündem 21” olarak bilinen eylem planı, sürdürülebilir kalkınma adına küresel ölçekte uzlaşmanın sağlandığı bir plandır. Bu plan ile çevresel sorunlar ve bu sorunların iyileştirilerek daha sürdürülebilir bir ekolojik sisteme

sahip olmak dışında yoksulluk, cehalet gibi daha geniş alanları kapsayan konulara da yer verilmiş olması; sorunların giderilmesi konusunda finansal kaynak olarak küresel alanda birlikte hareket etmenin amaçlanması son derece önemlidir (United Nations, 1993).

1994 yılında yürürlüğe giren İklim Değişikliği Çerçeve Sözleşmesi, temelde sera gazlarının sınırlandırılması ve dengelenmesini hedeflemiş olması bakımından önem taşımaktadır. 1997 yılında kabul edilip 2005 yılında yürürlüğe giren Kyoto Protokolü de küresel ısınma ve iklim değişikliğine neden olan atmosferdeki sera gazlarının sınırlandırılmasına ve dengelenmesine yönelik kurallar ortaya koyması, katılımcı ülkelerin yaydıkları karbon miktarını 1990 yılındaki düzeylere düşürmelerini zorunlu kılması ve katılımcı sanayileşmiş ülkelerin sera gazı emisyonunu ne ölçüde azaltması gerektiğine yönelik kurallar içeren uluslararası boyuttaki bir işbirliği olması bakımından son derece önemlidir (United Nations, 1998).

Birleşmiş Milletler tarafından 2002 yılında düzenlenen Dünya Sürdürülebilir Kalkınma Zirvesi ve 2012 yılında düzenlenen Sürdürülebilir Kalkınma Konferansı (Rio+20) da sürdürülebilir kalkınmaya ilişkin küresel işbirliği çerçevesinde genişletilmiş bir dizi hedef ortaya koymaları açısından ve yine 2015 yılında Birleşmiş Milletler Genel Kurulu'nun 2030 yılına kadar sürdürülebilir kalkınma gündeminin temelini oluşturan "Dünyamızı Dönüştürmek: Sürdürülebilir Kalkınma için 2030 Gündemi" ile sürdürülebilir kalkınmaya yönelik çok sayıda hedefe yer vermesi açısından son derece önemli çalışmalardır.

2. ÇEVRESEL SÜRDÜRÜLEBİLİRLİK VE MALİ POLİTİKALAR

Çevresel sürdürülebilirliğin sağlanması konusunda kamu mali politikalarının önemli bir role sahip olduğu ve devletin konuya ilişkin müdahalesinin gerekliliği, özellikle çevresel sorunların gün geçtikçe artması ile daha da vurgulanır olmuştur. Birçok çalışma, devletin sürdürülebilir kalkınmanın sağlanması adına gerekli olan çevresel sürdürülebilirlik için çevreyi koruma temelli çeşitli mali araçlar ile soruna müdahale etmesinin, sorunun giderilmesi ya da en azından azaltılması adına oldukça yararlı olacağını ileri sürmektedir.

Bilindiği üzere ekonomik faaliyetlerin neden olduğu çevresel sorunlar, piyasanın optimal bir çözüme kavuşturamadığı dışsallıklardır. Günümüzde kullanılan hali ile dışsallık konusunu ele alan ilk iktisatçı A. C. Pigou, dışsallıkları ortadan kaldırarak sosyal refahı maksimize etmek için bu dışsallıkları piyasada içselleştirecek devlet müdahalesinin gerekliliğini savunmaktadır (Rosen ve Gayer, 2009, s.82).

Marcu ve Oana-Valentina (2015), çevrenin korunması ve ekonomik olarak büyüme arasında var olan zıt yönlü ilişkinin devletin piyasaya müdahalesini gerektirdiğini, devletin ekonomik büyümenin kaliteli bir şekilde gerçekleştirilmesi ve çevresel olarak sürdürülebilir kalkınmanın sağlanabilmesi adına çevreyi koruma yönünde piyasa sisteminin fiyatlara entegre edemediği sosyal maliyetleri, çevresel sorunlara neden olanlara yükleyerek hem üretimin optimum düzeyde gerçekleşmesini hem de sosyal açıdan adaletin temin edilmesini sağlayabileceğini belirtmektedirler. Marcu ve Oana-Valentina, geleceğe sürdürülebilir kalkınma perspektifinden bakılması, gezegenin sınırlı kaynaklarının farkındalığı için koruyucu önlemlerin yaratılması ve artık ne pahasına olursa olsun gelişme arzusunun olmaması gerektiğine vurgu yapmaktadırlar. Onlar, çevresel sorunları engellemek adına önlemler alınmasının zor bir iş olduğuna, "ne kadar kirletebiliriz ya da kirletmeye ilişkin doğru vergilendirme düzeyi nedir" gibi soruların cevabı konusunda tam olarak devlet müdahalesinin çok önemli olduğuna ve devletin, kirlilik sorununu kontrol altında tutabilecek tek varlık olduğuna ve bu noktada devletin uygulayacağı mali politikaların son derece önem taşıdığına da çalışmaları boyunca yer vermektedirler.

Lopez ve Figueroa (2016) da maliye politikasının çevresel ve sosyal olarak sürdürülebilir ekonomik büyümenin mümkün olup olmadığını belirleyen önemli bir faktör olduğunu; vergi

politikalarının ekonomiyi az ya da çok doğal kaynaklara ve çevreye bağımlı hale getirme teşviklerini etkilediğini belirtmektedirler.

Çevresel sürdürülebilirlik konusunda uygulanabilecek mali politikaları ulusal ve uluslar arası politikalar olarak ele almak mümkündür.

Çevresel sürdürülebilirlik konusunda uygulanabilecek ulusal boyuttaki mali politikalar olarak çevre vergilerinden, diğer bazı vergilerden, vergi benzeri harçlardan, mali teşviklerden ve çevreyi korumaya yönelik kamu harcamalarından bahsetmek mümkündür.

Çevresel sorunların önlenmesi adına kullanılan ve genellikle kirletme vergisi olarak anılan çevre vergisi, çevresel sürdürülebilirlik konusunda önem taşımakta olup bu vergi, gerçekleştirdiği ekonomik faaliyetler ile çevreye zarar veren işletmelerden alınan bir vergidir. Kirletme vergileri, çevreye verilen zarara göre daha çok zarar verenden daha yüksek oranda alınmaktayken; daha az zarar verenden daha az alınmaktadır. Bu vergiler, sadece kurumlardan değil, hane halkından da çevreyi kirletmelerine bağlı olarak alınabilmektedir (Kuşat, 2013, s.4905). Çevresel sorunları önleme ya da azaltma konusunda uygulanan küresel bir vergileme yoktur. Ancak, bu küresel amaca uygun bir vergi olarak karbon vergisinden bahsedilebilir. Karbon vergisi, küresel ısınmaya bağlı olarak gelişen iklim değişikliklerine karşı geliştirilen ve küresel ısınmaya neden olan gazların sınırlandırılmasını bir vergidir (Mutlu, 2006, s.65)

Çevre vergilerinin uygulanmasında uygun vergi oranının tespitine ilişkin sorunlar, birçok ülkede farklı nitelikli dolaylı vergilerin ve harçların uygulanmasına yol açmaktadır. Bu vergi ve harçlar; motorlu taşıtlar, enerji ürünleri, tarımsal girdiler ile piller, plastik, katı ve sıvı atıklar gibi kirliliğe neden olan unsurlar üzerinden alınan vergi ve harçlardır. (Barde, 1997'den aktaran Mutlu, 2006, s.65).

Motorlu taşıtlar vergisi, katma değer vergisi, özel tüketim vergisi, vergi ve benzeri harçlar da çevre vergileri dışında gösterilebilecek çevresel sorunların önlenmesi ya da azaltılması konusunda etkili olabilecek mali araçlardır.

Sektörler bazında, karbon emisyonu yaratma konusunda ulaştırma sektörünün payının büyüklüğü dikkate alındığında, motorlu taşıtlar vergisinin çevresel sürdürülebilirliğin sağlanması için uygun vergi türlerinden biri olduğu anlaşılmaktadır. Bilhassa karayolu alt ulaştırma sektörünün neden olduğu karbon emisyonu göz önünde bulundurulduğunda bu sektördeki araçların vergilendirilmesinin çevresel önceliklerin dikkate alınması hususunda etkili bir mali araç olduğu kabul edilmektedir (Yalçın, 2013, s.148). Katma değer vergisi ve özel tüketim vergisi ise çevresel sürdürülebilirliğin sağlanması adına bireylerin tüketim kalıplarının değiştirilmesi açısından önemli mali araçlardır. Ulaşım sektörünün yarattığı yüksek karbon emisyonları dikkate alındığında, bu sektördeki fosil yakıtlar için uygulanan yüksek katma değer vergisi ve özel tüketim vergisi yükü, tüketicileri bu yakıtların tüketimini azaltmaları konusunda etkileyebilmekte veya daha az zararlı yakıt tüketimi sağlayan araçların kullanımına yöneltebilmektedir. Daha az fosil yakıt kullanımını teşvik edebilmek adına daha az fosil yakıt kullanan araçlardan daha az vergi almak çevresel sürdürülebilirlik adına önemli bir mali araç olarak gösterilebilir (Yalçın, 2016, s.762).

Çevresel sürdürülebilirlik konusunda uygulanabilecek vergi benzeri harçlar da önem taşımaktadır. Otoyol kullanım ücreti talebi ve trafiğin yoğun olduğu zamanlarda trafiğe çıkanlardan ekstra ücret talep edilmesi gibi kullanım harçları uygulamaları; hava, su, toprak kirliliğine yol açan faaliyetlerden alınan kirlilik harçları vergi benzeri harçlar arasında gösterilebilecek etkili mali araçlardır.

Çevresel sürdürülebilirliğin sağlanmasında mali teşvikler de son derece önemli araçlardır. Mesela; yenilenebilir enerji kaynaklarına ve sürdürülebilir tarımsal faaliyetlere yönelik yapılan yatırımlara sunulan mali teşvikler karbon emisyonlarının azaltılmasına, doğal kaynakların etkin kullanımına ve dolayısıyla sürdürülebilir kalkınmaya hizmet edecektir. Mali teşviklerin

teknoloji geliştirme odaklı olması da çevresel sürdürülebilirliğin sağlanmasında önem taşımaktadır.

Çevresel sürdürülebilirliğin sağlanmasında çevreyi korumaya yönelik kamu harcamaları da önem taşımaktadır. Bu harcamalar kapsamında iklimi korumaya, atık yönetimine, araştırma ve geliştirme faaliyetlerine yönelik harcamalardan bahsetmek mümkündür.

Çevre sorunlarıyla mücadelede uluslar arası boyutta uygulanabilecek mali uygulamalar da söz konusudur. Küreselleşmeyle birlikte ülkelerin sermaye hareketlerinin serbestleşmesi yolundaki adımları sonucunda bilhassa tasarruf yetersizliği sorunları ile karşı karşıya olan gelişmekte olan ülkelerde yapılan sermaye yatırımlarının bu ülkelerde üretimin genişlemesine ve dolayısı ile çevrenin daha fazla zarar görmesine neden olmaktadır. Bunun dışında gelişmekte olan ülkelere yapılan kısa vadeli sermaye akımları, bu ülkelerde ulusal paranın değer kazanmasına ve yarattığı gelir etkisi ile bu ülkelerde tüketimin artmasına ve buna bağlı olarak zaman içinde çevresel sorunların da artmasına neden olabilmektedir (Aşıcı, 2012'den aktaran Yalçın, 2016, s.758). Bu nedenle bu tarz sermaye hareketlerini vergilendirerek çevre üzerinde oluşabilecek zararların önlenmeye çalışılması ve vergilendirme ile elde edilen gelirlerin küresel boyuttaki çevre sorunlarını gidermek için kullanılması önem taşımaktadır.

Çevresel sorunların önlenmesi ve çevresel sürdürülebilirliğin sağlanabilmesi yolunda küresel boyutta uygulanabilecek bir diğer mali politika ise emisyon miktarını azaltmak amacı ile emisyon izinlerinin alım satımı hakkı olarak ifade edilebilecek emisyon ticaretidir (Rosen ve Gayer, 2009, s. 85).

Bir başka mali uygulama ise küresel ölçekte işbirliği sağlayarak çevre bakımından ekonomik faaliyetlerden en çok zarar gören ve bu zararı karşılama gücü olmayan ülkelere maddi olarak yardımda bulunmak ve dolayısıyla küresel ölçekte çevre sorunlarını azaltmak adına bir fon oluşturmak olabilir. Zira, 2015 yılında imzalanan Paris İklim Anlaşması'nda, iklim değişikliklerinden daha fazla zarar gördüğü halde bu zararlarla başa çıkma kapasitesine sahip olmayan ülkelere zararlarını gidermek adına oluşturulması amaçlanan Yeşil İklim Fonu çevresel sürdürülebilirliğin sağlanmasında oldukça önemli bir diğer mali araç olarak bilinmektedir. Kyoto Protokolü ile emisyon azaltımına giden ülkeleri desteklemek adına oluşturulan Karbon Fonu da buna örnek gösterilebilir.

SONUÇ VE ÖNERİLER

Sürdürülebilir kalkınma, ekonomik faaliyetler gerçekleştirilirken doğal kaynakları yok etmeden bugünün ihtiyaçlarının karşılanmasına ve bir yandan da gelecek kuşakların kalkınmalarını sağlamaya odaklanan bir planlama olarak ifade edilebilir.

Ekonomik faaliyetlere bağlı olarak ortaya çıkan çevresel sorunlar, 1970'lere kadar hakim olan iktisat teorileri için genel olarak geri planda tutulan bir konu olmuştur. 1970'li yıllardan itibaren ise artık ekonomik büyüme adına gerçekleştirilen faaliyetlerin neden olduğu çevresel sorunların göz ardı edilemeyecek duruma gelmesi, ulusal ve küresel platformda gerçekleştirilen birçok bilimsel araştırma ve konferans aracılığı ile sürdürülebilir kalkınma düşüncesinin kavramsallaşması, kavramsal çerçevesinin genişlemesi, çevresel sorunları önlemede, azaltma ya da gidermede küresel işbirliklerinde bulunulması gibi önemli adımların atılması söz konusu olmuştur. Kuşkusuz ki yapılan tüm çalışmalar, atılan tüm adımlar sürdürülebilir kalkınmanın önünde büyük bir engel olan çevresel sorunları azaltma adına önemlidir; fakat belirtmek gerekir ki günümüzde tüm çabalara rağmen ekonomik faaliyetlerin neden olduğu çevresel sorunlar oldukça yüksek düzeydedir.

Sürdürülebilir kalkınma için mali politikalar oldukça kritik bir öneme sahiptir. Çevresel sürdürülebilirlik konusunda uygulanabilecek ulusal düzeyde mali politikalar olarak; çevre

vergilerinden, vergi benzeri harçlardan, mali teşviklerden ve çevreyi korumaya yönelik kamu harcamalarından bahsetmek mümkündür. Çevre sorunlarıyla mücadelede uluslar arası düzeyde mali uygulamalar olarak ise; çevre üzerinde olumsuz etkiler yaratan spekülasyon sermaye hareketlerini vergilendirme ile elde edilen gelirlerin küresel boyuttaki çevre sorunlarını gidermek için kullanılması, emisyon ticareti ile emisyon miktarının sınırlandırılması, küresel ölçekte fonlar oluşturularak iklim değişikliklerinden daha fazla zarar gördüğü halde bu zararlarla başa çıkma kapasitesine sahip olmayan ülkelerin zararlarını gidermelerine yardımcı bulunmak önemli mali uygulamalar olarak gösterilebilir.

Günümüzde tüm çabalara rağmen ekonomik faaliyetlerin neden olduğu çevresel sorunların oldukça yüksek düzeyde olmaya devam etmesi; çevresel sürdürülebilirliği sağlamada klasik mali politikaların yeterince etkili olamayabildiği, çevresel sürdürülebilirliğin sağlanmasında yeni mali politikalara ihtiyaç olduğu düşüncesini güçlendirmektedir. Bu bağlamda, çevresel kirlilik kavramının yeni bir vergi tabanı olarak ele alınması, çevresel zararlarla yakından ilişkili olan mal ve hizmetlerin kirlilik yaratma düzeylerine göre vergilendirilmesi önerilebilir. Vergi sistemlerinin çevresel açıdan yeniden ele alınması; enerji, belirli kimyasallar ve tükenen doğal kaynakları kapsayan yeni bir vergi tabanı oluşturulması gerekmektedir. Gittikçe artan çevresel maliyetleri kontrol altında tutabilmek ve küresel ısınma tehlikesini sınırlayabilmek için fosil yakıtların daha rasyonel olarak vergilendirilmesi, vergi sistemlerinde yer alan ve fosil yakıt tüketimini özendirilen muafiyet ve istisnaların yeniden ele alınması ve sınırlandırılması son derece önemlidir. Zira, birçok ülkede fosil yakıtların vergilendirme dışı bırakılması, kömür için muafiyet uygulamalarının olduğu bilinmektedir. Yine ulaştırma sektörleri için karayollarını kullanmayı tercih edenlerden ekstra ödeme talep edilmesinin veya toplu taşımanın özendirilmesinin de çevresel sorunların azaltılmasında etkili olabileceği söylenebilir. Bu mali politika önerilerinin hayata geçirilmesi, çevresel sürdürülebilirliğin ve dolayısı ile sürdürülebilir kalkınmanın sağlanmasında son derece önemlidir.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

Effect of Mind Sound Resonance Technique on Trail Making Test in Adolescents: A Controlled Trial

Research Scholar Dr. R K Roshni Raj Lakshmi

Department of Yoga and Science of Living

Jain Vishva Bharati Institute, Ladnun

roshnirajlakshmi@manipuruniv.ac.in

Orcid: 0000-0003-2405-5068

ABSTRACT

Background: Adolescence is a crucial period of cognitive development. Meditation techniques like Mind Sound Resonance Technique are beneficial for psychological health.

Methods: 40 adolescents in the age range of 12-19 years were recruited and randomly assigned to MSRT and Wait-List control group. Intervention was given for 15 days. Baseline and post data was collected using Inquisit 6.0 software from Millisecond for Trail making test.

Results: MSRT group showed improvement in TMT scores with a p value of 0.006. WLC group did not show any significant change with a p value of 0.573.

Conclusion: MSRT is an effective tool for cognitive enhancement in adolescents. Further, studies with more robust study designs should be conducted to re-affirm the findings.

Keywords: Adolescent, Cognition, Meditation, Mind Sound Resonance Technique, Trail Making Test.

INTRODUCTION:

Adolescence is a phase of transition from childhood to adulthood where the individual is trying to search for his own identity. This is a stage of development marked by tremendous changes in physical and mental aspects of an individual. Cognition is an aspect of mental dimension of health that is developing rapidly during adolescence. It is a function of the brain that is essential for proper development of the individual.

COGNITION:

According to American Psychological Association, cognition is all forms of knowing and awareness, such as perceiving, conceiving, remembering, reasoning, judging, imagining and problem solving. It includes perception, memory, learning, attention, decision making, executive functions and language abilities.

EXECUTIVE FUNCTION:

“Executive functions are the high level cognitive processes that facilitate new ways of behaving, and optimize one’s approach to unfamiliar circumstances...executive functions allow us to behave flexibly...this equips us with the ability to adapt to novel or changing situation” (Gilbert, 2008). Life situations are never the same and one needs to adapt to new challenges. It “includes prioritizing and sequencing behavior, inhibiting familiar or stereotyped behaviors, creating and maintaining an idea of what task or information is most relevant for current purposes, providing resistance to information that is distracting or task irrelevant, switching between task goals, utilizing relevant information in support of decision making, categorizing or otherwise abstracting common elements across items, and handling novel information or situations(Banich, 2009).”

Adolescence is characterized by rapid development of the brain areas including the areas related to executive function. Proper development of cognition and executive function ensures that the individual develops properly in all aspects.

Adolescents today are faced with additional issues. Covid-19 was declared to be a pandemic in 2020 (Cucinotta & Vanelli, 2020). Mandatory lockdowns and restrictions on movement disabled the social and peer support to adolescents. The period following it is ridden with the adverse effect of the pandemic on mental health. Adolescents belong to one spectrum of the vulnerable population. They are more prone to develop mental health issues or face relapse of previously existing psychiatric problems during the pandemic(Panchal et al., 2021).

Impairment of executive function is related to serious issues like addiction, schizophrenia, Alzheimer’s, depression, and ADHD(Banich, 2009). Improper development of executive function in adolescents is of concern as impulsivity and decision making could predict more serious issues like substance abuse, undesirable sexual behavior, violence and aggression.

Mind Sound Resonance Technique (MSRT):

Mind-body medicine is a therapeutic approach that recognizes the close connection between mind and body. Meditation is a technique used in mind-body medicine that improves the mental state. Mind Sound Resonance Technique (MSRT) is a meditation technique that has salubrious effect on all aspects of health (physical, mental, and spiritual)(Lakshmi, 2022). A detailed procedure of the meditation technique is included as appendix 1.

RESEARCH GAP:

Many studies were conducted on the impact of MSRT on various conditions and populations. So far no studies have been conducted on the effect of MSRT on executive function of adolescents.

OBJECTIVE:

The objectives of the study are:

1. To assess the impact of MSRT on executive function of adolescents.
2. To assess if there is any significant difference between experimental and control group post intervention.

METHODOLOGY:

A sample of 45 school children in the age-range of 12-19 years was recruited from local schools. The Institutional Review board has approved the design of the study. Written consent forms were signed by the participants and their guardians. A demographic profile is collected for each participant. Table 1 presents participant' demographic profile. Participants were students of local English medium schools (n=45) with an age range of 12-19 years (M=SD=). The baseline assessment of executive function was done using trail making task part A and B. The students were screened using inclusion and exclusion criteria. Inclusion criteria: 1. Adolescents (age-range 12-19 years) of both genders. 2. Those that are literate and are familiar with English alphabets and numbers. Exclusion criteria: 1. Children with pre-existing condition associated with cognitive impairment. 2. Children under medication that might affect cognition. 3. Children with substance abuse problems. The students were randomly assigned to the experimental and control group using random number table. The intervention of MSRT was given for 15 days to the experimental group. The Wait-list control group continued with their usual routine. The Post data is collected after completion of the study period. Intervention is given by a trained yoga instructor. Extraction of data was done by a psychologist who did not know which participant was placed in which group.

Statistical analyses of the data were done using Jasp software. Since the data is ratio data and normal distribution is seen using Shapiro-Wilk's test for normality, the pre-post assessment is done using paired Student's t test and in between group assessment is done using independent Student's t test. Levene's test for equality of variance is applied.

RESULTS:

Seven participants dropped out from the study. 18 participants continued in the experimental group and 20 in the WLC group till the completion of the study. The baseline assessment of executive function using TMT B shows no significant difference in between the two groups. After the intervention period, MSRT group showed improvement in TMT scores with a p value Of 0.006. WLC group did not show any significant change with a p value of 0.573.

DISCUSSION:

The current study examined the effects of MSRT on executive function, using a pre-post experimental study design. Results revealed that 15 days of MSRT significantly improved executive function task performance. This study suggests that two weeks of MSRT can be useful for cognitive development of adolescents.

The current findings are largely consistent with other studies examining the benefit of MSRT on cognition. For instance, prior studies found that MSRT has an immediate effect on cognition assessed using Digit Letter Substitution test and Six Letter Cancellation test (Saoji et al., 2017). Another study reiterates similar findings (Anusuya et al., 2021). Rao et al. have also concluded in their study that apart from beneficial effect on other psychological aspects, MSRT improves cognition in female teachers (Rao et al., 2017). Kumar et al. showed in their study that MSRT improves cognitive function in the elderly (Kumar et al., 2020).

Possible mechanisms of the effect of MSRT on cognition include HPA-axis modulation, stress reduction, autonomic nervous system regulation, increase in Gamma amino butyric acid levels, increased brain DNF. Further studies are required to ascertain the mechanism.

Strengths of the study include the novelty of the topic and relevance in today's world of stress and tension.

Limitations of the study would include the small sample size as it is a pilot study. There may be performance bias as the control group were passive and not given any active role.

CONCLUSION:

Data from the current study yields the conclusion that MSRT is an effective tool in improving executive function. As executive function has an important role in enhancement of mental strength and resilience, MSRT proves to be a useful add-on to conventional school curriculum and therapeutic regimen.

SUGGESTIONS FOR FURTHER RESEARCH:

Since the current study is a pilot study, the sample size is quite less. Complete blinding is a hindrance in yoga studies. Hence, there is a need for an active control group. Further studies should include an active control group and sufficient number of subjects to ascertain the findings of the study.

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Bütçe Başarısı Açısından Yönetim Muhasebesi Bilgisi Kullanımı Geri Bildirim ve Hedeflerin Netliğinin Önemi: Yöneticiler Üzerinde Bir Çalışma

Prof. Dr. Rahmi YÜCEL

Professor of Accounting and Finance
Department of Business Administration
Faculty of Economics and Administrative Sciences
Bolu Abant İzzet Baysal University
yucel_r@ibu.edu.tr

Dr. Derya YÜCEL

Ph.D. in Business Administration
Department of Management and Organization
Mudurnu Süreyya Astarçı Vocational School
Bolu Abant İzzet Baysal University
deryayucel@ibu.edu.tr

ÖZET

Bu çalışmanın amacı, yönetsel planlama aracı olarak kullanılan işletme bütçelerinin başarısını etkileyen unsurların ve yöneticilerin amaçlarına ulaşmasını etkileyen faktörlerin daha iyi anlaşılmasını sağlamak amacıyla birim yöneticilerinin yönetim muhasebesi bilgisinden yararlanma düzeylerinin bütçelere dayalı geri bildirim ve bütçe hedeflerinin netliği üzerindeki etkilerinin ve bunların bütçe başarısına olan yansımalarının incelenmesidir.

Bu çerçevede hazırlanan çalışmada, Ankara ve İstanbul'da faaliyet gösteren ve bütçeleme süreçlerinde yer alan yöneticilerden, anket yardımıyla elde edilen örneklem verileri yapısal eşitlik analizi yoluyla analiz edilmiş ve değişkenler arasındaki ilişkiler incelenmiştir.

Çalışmadan elde edilen bulgular yönetim muhasebesi bilgisinden yararlanma düzeyi arttıkça yöneticilerin bütçelere ilişkin geri bildirim düzeylerinin de artış gösterdiğini ve aynı zamanda bütçe hedeflerinin netliğinde de artış olduğunu ortaya koymaktadır. Geri bildirim ve hedeflerin netliğindeki artış ise bütçe başarısı üzerinde doğrudan pozitif anlamlı bir etkiye sahiptir. Bulgular ayrıca bütçesel geri bildirim bütçe başarısı ve bütçe hedeflerinin netliği üzerinde çarpan ve düzenleyici etkilerinin de olduğunu göstermektedir.

Anahtar Kelimeler: Bütçesel Geri Bildirim, Bütçesel Hedef Netliği, Bütçe Başarısı, Yönetim Muhasebesi Bilgisi.

The Importance of Management Accounting Information, Budget Feedback and Clarity of Budget Targets for Budget Success: A Study on Managers

ABSTRACT

The aim of this study is to examine the effects of unit managers' utilization of management accounting information on the budget-based feedback and the clarity of budget targets, and their reflections on budget success, in order to better understand the factors that affect the success of the business budgets used as a managerial planning tool and the factors that affect the achievement of the goals of the managers.

In the study prepared within this framework, the sample data obtained with the help of questionnaires from the managers operating in Ankara and Istanbul and involved in the budgeting processes were analyzed through structural equation analysis and the relationships between the variables were examined.

The findings obtained from the study reveal that as the level of benefiting from management accounting information increases, the feedback levels of the managers on the budgets also increase, and at the same time, the clarity of the budget targets also increases. The feedback and the increase in the clarity of the targets have a direct positive and significant effect on the budget success. The findings also show that budgetary feedback has multiplier and regulatory effects on budget success and clarity of budget targets.

Keywords: Budgetary Feedback, Budgetary Target Clarity, Budget Success, Management Accounting Information.

1. GİRİŞ

Son yıllarda yaşanan gelişmeler ve finansal krizler özellikle aralarında Türkiye'nin de olduğu sermaye temin zorluğu yaşanan ve sermaye maliyetlerinin yüksek olduğu gelişmekte olan ve az gelişmiş ülkelerde faaliyette bulunan işletmeler açısından kaynak kullanım etkinliğinin daha da önemli hale gelmesine neden olmuştur. Yaşanan gelişmeler işletmeleri kaynak kullanım etkinliğini sağlamak ve işletme faaliyetlerini mali açıdan planlamak amacıyla bütçe uygulamalarını stratejik bir araç olarak daha fazla kullanmaya itmiştir. İşletmeler stratejilerini kısa vadeli ve uzun vadeli planlara ve hedeflere dönüştürmek için bütçelere ihtiyaç duyarlar.

Bütçeler Hariyantia ve ark. (2015) tarafından şirketin uzun vadeli stratejik plan ve hedefleri dikkate alınarak hazırlanan ve belirli bir zaman dilimi içindeki bir çalışma planı olarak tanımlanmaktadır. Bütçeler bu nedenle organizasyonel yönetim aracı olarak kullanılırlar (Neely ve ark.,2001; Joshi ve ark.,2003; Cruz, 2007; Oak ve Schmidgall, 2009; Arnold ve Artz, 2019).

Bütçeler işletme kaynaklarını planlama ve üst yönetimin kontrolü için kullanılan araçlardır (Merchant ve Van der Stede, 2007). İşletme yönetiminin hazırlanan bütçeleri uygulaması ile performans ölçümü bakımından iki amaç birlikte gerçekleştirilmiş olur. Bunlar sırası ile denetiminin sağlanması ve yönetimin performansının ölçülmesidir (Abata, 2014).

Bu nedenle bütçelerin uygulanmasında başarılı olmaya çalışan işletmeler hem kaynak kullanımında etkinlik hem de performans ölçüm ve değerlemesine katkı sağlayarak daha etkin olmayı amaçlarlar. Bu noktada bütçelerin arzu edilen başarıyı sağlaması bütçeye dayalı performans hedeflerinin net ve anlaşılır olması ile yakın ilgili olduğu kadar denetim işlevinin yapısı gereği konulan bu hedeflere ilişkin geri bildirim sağlanması ile de bir o kadar ilişkilidir. Zira kontrolün doğası gerçekleşen sonuçların hedeflere ne derece uygun olduğuna ilişkin bilgilendirilmeyi gerekli kılar. Bu noktada yöneticilerin bilgi ihtiyacını karşılama amacına hizmet eden yönetim muhasebesi sistemi ihtiyaç duyulan bilginin sağlanmasında önemli bir işleve sahiptir.

Bu çerçevede ele alınan çalışmada bütçe başarısının sağlanmasında yöneticilerin yönetim muhasebesi bilgisini kullanım düzeyleri ile geri bildirim ve bütçe hedeflerinin netliği arasındaki ilişkilerin incelenmesi amaçlanmaktadır.

2. KAVRAMSAL ÇERÇEVE

Geri bildirim, planlama ve kontrol alanında beklenen kalite ve standartları elde etmek için bütçelemenin önemli bir fonksiyonudur ve genellikle bütçe performansı ile olumlu bir şekilde ilişkilidir. Geri bildirim, çalışanların belirli bir zaman diliminde beklenen çalışma düzeylerine ne ölçüde ulaştığına odaklanır. Bu sayede performans için bir standart olan bütçeler, yönetsel performansı değerlendirmek için de kullanılır. Bu nedenle çoğu işletme için bütçe uygulamaları hala ana performans ölçüm sistemi olarak kullanılmaktadır. İşlevsel bir muhasebe bilgi sistemi olan işletmelerde, bütçeleme ve sapma analizleri performans ölçümünde önemli yönetsel araçlardır. Sapma analizleri ile performanslarının ölçülmesi ve buna dayalı bir raporlama yöneticilerin performanslarını iyileştirmeleri ve performans primlerini veya ikramiyelerini artırmaları için onları olumlu yönde etkileyen bir araçtır (Joshi ve diğ., 2003).

Yapılan çalışmalar bütçelerin ve bütçelere dayalı olarak gerçekleştirilen sapma analizlerinin performans değerlendirme aracı olarak kullanıldığını ve performans değerlendirmesinin esas olarak bütçe başarısına dayandığını ortaya koymaktadır (Joye ve Blayney, 1990; Guilding ve diğ., 1998). Ancak bir planlama ve kontrol aracı olarak kullanılan bütçelerin gelişmekte olan ülkelerde faaliyet gösteren işletmeler başta olmak üzere pek çok

işletmede uzun vadeli stratejik ve operasyonel planlamayı ilişkilendiren, performans ölçümleri ve raporlamayı birleştiren tam entegre bir planlama süreci olmadığı için gerekli faydayı sağlayamadığı gözlenmektedir (Blansfield, 2002).

Böyle bir sistem sayesinde üretilen yönetim muhasebesi bilgisini kullanım düzeyi artan yöneticilerin daha sağlıklı kararlar alacakları bilinen bir gerçektir. Bu açıdan yönetim muhasebesi bilgisini kullanım düzeyindeki artış geri bildirim besleyen bir unsur olduğu kadar işletme ve bütçe hedeflerinin daha açık ve net anlaşılmasına da katkı sağlar. Bu nedenle bütçe başarısını da olumlu etkileyen bir unsurdur.

Bu noktada yönetim muhasebesi aracı olan bütçelerin aktif bir yönetim muhasebesi bilgi sistemi ile tam entegre olması gerekliliği kendini göstermektedir. Yöneticiler sadece bütçe sapmaları ile sınırlı kalmayan finansal ve finansal olmayan verileri ve performans ölçümlerini sentezleyen bir raporlama sistemi ile beslenmelidir. Bunu sağlayacak bir yönetim muhasebesi raporlama sistemi ortaya çıkan bilgi ihtiyacını karşılayacağından bütçelerin geri bildirim fonksiyonlarının etkisini de artıracaktır.

Çünkü geri bildirim astların performanslarını değerlendirmek, performans geri bildirimlerini iletmek ve terfi ve ücret artışları gibi ödülleri belirlemek için üstleri tarafından kullanılan sürece ilişkin adalet algısı ile ilgilidir ve bu da bütçe başarısı üzerinde doğrudan etkili olan bir unsurdur (McFarlin ve Sweeny, 1992). Bu nedenle yeterli düzeyde geri bildirim alan yönetici sürecin kendi için adil olduğunu değerlendirdiğinde bütçe başarısı için çabalama azmi artar. Ayrıca geri bildirim varlığı neyi başarması gerektiği konusunda da yöneticinin soru işaretlerinden kurtulmasına olanak tanır. Bu nedenle geri bildirim düzeyi bütçe ve performans hedeflerinin daha net ve anlaşılır olmasına olumlu katkı sağlar. Bu da bütçe başarısını olumlu etkileyen bir durumdur.

Bütçe hedeflerinin netliği, açık ve özel olarak ifade edilen ve başarıdan sorumlu olanlar tarafından anlaşılabilir bütçe hedeflerinin kapsamını tanımlar (Kenis, 1979). Bütçe hedeflerinin netliği, işletmenin hedeflerinin yönüyle ilgili olduğundan, örgütsel hedeflere ulaşmada en önemli unsurdur. Suyanto (2011)'e göre belirsiz bütçe hedefleri, yönetsel performansı olumsuz yönde etkileyecek şekilde çalışanlarda kafa karışıklığına, baskıya ve memnuniyetsizliğe neden olabilir.

İşletmenin hedeflere ulaşılmasını kontrol edebilmesi için planlamadaki önemli unsurlardan biri bütçelerdir. Bütçe hedefinin netliği ise bütçe hedeflerinin açık ve özel olarak belirlendiği ölçüleri ifade eder ve böylece bütçe, bütçe hedeflerine ulaşmaktan sorumlu olanlar tarafından anlaşılır. Bütçe hedeflerinin özelliği bütçe hedefinin ulaşılacak istenen belirli sonuçları tanımlaması gerektiği anlamına gelir (Kewo, 2014).

Bu nedenle, bütçenin hedefinin netliği, açık ve özel olarak belirtilmeli ve onu hazırlamaktan ve uygulamaktan sorumlu olanlar tarafından anlaşılmalıdır. Bu açıdan hedef odak noktası, belirli, ayrıntılı, ölçülebilir ve net bir zaman dilimi olan eylemlerdir. Net bir şekilde belirlenmiş ulaşılacak hedefler bütçenin çeşitli yorumlara yol açmayacak şekilde belirlenmesini ve detaylandırılmasını sağlar (Pebrianti ve Aziza, 2018). Bu nedenle hedeflerin net olmaması bütçe başarısını olumsuz etkiler.

Yapılan araştırmalar ışığında çalışmada test edilen araştırma hipotezleri şunlardır.

H1: Yöneticilerin yönetim muhasebesi bilgisini kullanım düzeyleri arttıkça bütçesel geri bildirim düzeyi de artar.

H2: Yöneticilerin yönetim muhasebesi bilgisini kullanım düzeyleri arttıkça bütçe hedeflerinin netliği artar.

- H3: Yöneticilerin yönetim muhasebesi bilgisini kullanım düzeyleri arttıkça bütçesel başarı artar.
- H4: Yöneticilerin bütçesel geri bildirim düzeyleri arttıkça bütçe hedeflerinin netliği artar.
- H5: Yöneticilerin bütçesel geri bildirim düzeyleri arttıkça bütçesel başarı artar.
- H6: Yöneticilerin bütçesel geri bildirim düzeyleri arttıkça yönetim muhasebesi bilgisi kullanımının bütçe hedeflerinin netliği üzerindeki etkisi de artar.
- H7: Yöneticiler için bütçe hedeflerinin netliği arttıkça bütçesel başarı artar.
- H8: Yöneticilerin bütçesel geri bildirim düzeyleri arttıkça bütçesel geri bildirim bütçe başarısı üzerindeki etkisi de artar.

3. ARAŞTIRMA YÖNTEMİ

3.1. Araştırmanın Evren ve Örneklemi

Çalışmada ana kütle olarak Türkiye sanayi ve hizmet üretiminde ilk on il arasında yer alan İstanbul ve Ankara illeri esas alınmıştır (TÜİK, Yıllık Sanayi ve Hizmet İstatistikleri, 2020). Belirlenen evren dahilinde kolayda örnekleme yoluyla üretim işletmelerinde görev alan 313 yöneticiden anket yardımı ile toplanan veriler PLS-SEM analizi ile analiz edilmiştir.

3.2. Araştırmanın Değişkenleri

Değişken ölçümü için, literatürde yer alan ve geçerlilikleri farklı çalışmalarda test edilmiş ölçeklerden yararlanılmıştır. Ölçeklerin kullanımında önce Türkçe'ye çevrilen ölçeklerin geçerlilik kontrolleri yapılarak yaygın kullanımına geçilmiştir.

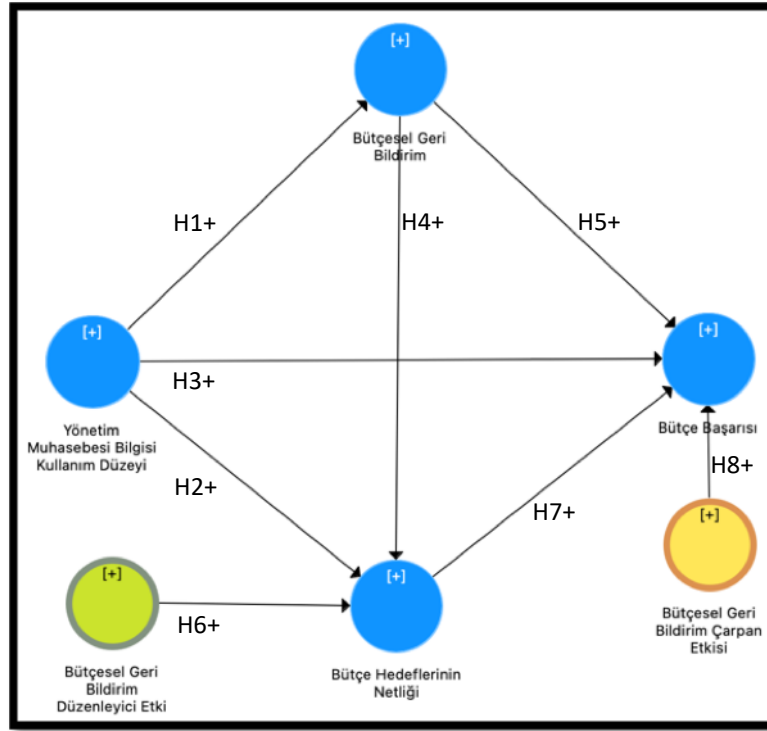
Yönetim muhasebesi bilgisi kullanım düzeyinin ölçümünde Mia ve Clarke (1999) tarafından geliştirilip kullanılan ölçekten yararlanılmıştır. Üç ifadeden oluşan ölçekte sorulara verilen yanıtlar “1-Asla (%0), 2-Nadiren (%1-20), 3-Ara Sıra (%21-50), 4-Genellikle (%51-90), 5-Her Zaman (%91-100)” şeklinde 5’li likert yardımı ile ölçülmüştür. Değişkenin aldığı yüksek değerler yüksek düzeyde yönetim muhasebesi bilgisi kullanımına işaret etmektedir.

Bütçesel geri bildirim ve bütçesel amaçların netliğinin ölçümünde Kennis (1979) tarafından kullanılan ölçeklerden yararlanılmıştır. Üçer adet ifade ile ölçülen değişkenler 5’li likert yardımıyla (1-kesinlikle katılmıyorum ... 5-kesinlikle katılıyorum) ölçeklendirilmiş ve yöneticilerin vermiş olduğu yüksek değerli yanıtlar değişkenlerdeki yüksek katılımı ifade edecek şekilde sıralanmıştır.

Bütçe başarısının ölçümü için yöneticilerin birimlerini dikkate alarak “Bölümüm belirlenmiş bütçe hedeflerine ulaşmada başarılıdır” ifadesini beşli likert ölçekte “1-ortalmanın çok altında, 2-Ortalamanın altında, 3- Ortalama düzeyde, 4-Ortalamanın üstünde, 5-Ortalamanın çok üstünde” şeklinde değerlendirmeleri istenmiştir.

3.3. Araştırma Modeli ve Analiz Yöntemi

Çalışmada elde edilen veriler kısmi en küçük kareli yapısal eşitlik analizi ile analiz edilmiştir. Yöntemin tercih edilmesinin nedeni küçük örnek büyüklüklerinde daha yüksek güvenlik ve geçerlilik sağlamasıdır. Araştırma kapsamında test edilen araştırma modeli ve hipotezleri Şekil 1’de görülmektedir.



Şekil 1. Araştırma modeli ve hipotezler

3.4. Araştırmanın Bulguları

3.4.1. Demografik Bulgular

Çalışma çerçevesinde İstanbul (196) ve Ankara (117) illerinde faaliyet gösteren firmaların toplam 313 yöneticisinden elde edilen örnekleme ilişkin tanımlayıcı demografik özellikler Tablo-1'de özetlenmiştir. Bulgulara göre çalışmaya katılan yöneticilerin %29,74'ü bayan, %70,26'sı bay katılımcılardan oluşmaktadır. Örneklem yaş dağılımları açısından örneklemin yaklaşık %22,26'lık kısmı 30 yaş ve altı, %44,52'lik kısmı 31-40 yaş aralığı ve %33,22'lik kısmı ise 41 yaş ve üstü katılımcılardan oluşmaktadır. Katılımcıların eğitim durumlarına göre yapılan incelemede %14,77'sinin lise ve altı eğitime sahipken, %11,41'inin önlisans, %65,77'sinin lisans ve %8,05'inin lisansüstü eğitime sahip katılımcılardan oluştuğu gözlenmiştir.

Tablo-1. Demografik değişkenlere ait tanımlayıcı istatistikler.

Cinsiyet	N	%	Yaş	N	%
Bayan	91	29,74	30 ve Altı	67	22,26
Bay	215	70,26	31-40	134	44,52
Toplam	306	100	41 ve Üstü	100	33,22
			Toplam	301	100
Eğitim Durumu	N	%	Tecrübe	N	%
Lise ve Altı	44	14,77	1-5 Yıl	57	19,79
Önlisans	34	11,41	6-10 Yıl	87	30,21
Lisans	196	65,77	11-15 Yıl	63	21,88
Lisansüstü	24	8,05	16-20 Yıl	30	10,42
Toplam	298	100	20 Yıl ve Üstü	51	17,71
			Toplam	288	100

Yöneticilerin deneyim sürelerine göre yapılan incelemede örneklem dağılımının %19,79'luk kısmının 5 yıl ve altında, %30,21'inin 6-10 yıl arasında, %21,88'inin 11-15 yıl arasında ve %10,42'sinin ise 16 yıl ve üstünde deneyime sahip yöneticilerden oluştuğu

görülmektedir. Bulgular örneklem açısından dikkate alındığında çalışmaya katılanların %80’den fazlasının 5 yıl ve üstü yönetim deneyimine sahip olduğunu göstermektedir.

3.4.2. Faktör ve Güvenilirlik Analizi Bulguları

Elde edilen veriler üzerinde yapılan birinci aşama doğrulayıcı faktör analizinde ele alınan değişkenlerin faktör yapısı olarak değişkenleri doğrulamasına rağmen bütçe hedeflerinin netliği değişkeninin ölçümünde kullanılan “bütçe hedeflerimin ‘zor anlaşılır’ ve ‘ne olduğu belirsiz’ olduğunu düşünüyorum” ifadesinin istatistiksel olarak anlamsız ve düşük yüklenme düzeyine sahip olduğu gözlenmiştir. Bu nedenle ilgili ifade analizden çıkarılmıştır.

Yapılan bu değişiklik sonrası elde edilen değişkenlerle ilgili yapılan doğrulayıcı faktör analizi ve güvenilirlik analizi sonuçları Tablo 2’de sunulmaktadır. Tabloda %60 ve altında yer alan yüklenme katsayılarına yer verilmemiştir. Değişkenlere ilişkin faktör yükleri incelendiğinde genel olarak %75 ve üstünde istatistiksel olarak %1 düzeyinde anlamlı faktör yüklenmelerinin olduğu, birden çok faktöre yüklenen ifade olmadığı bu nedenle değişkenlerin geçerli şekilde ölçüldüğü ifade edilebilir. Bu çerçevede faktör analizinde elde edilen bulguların kabul edilebilir sınırların üstünde olduğu görülmektedir.

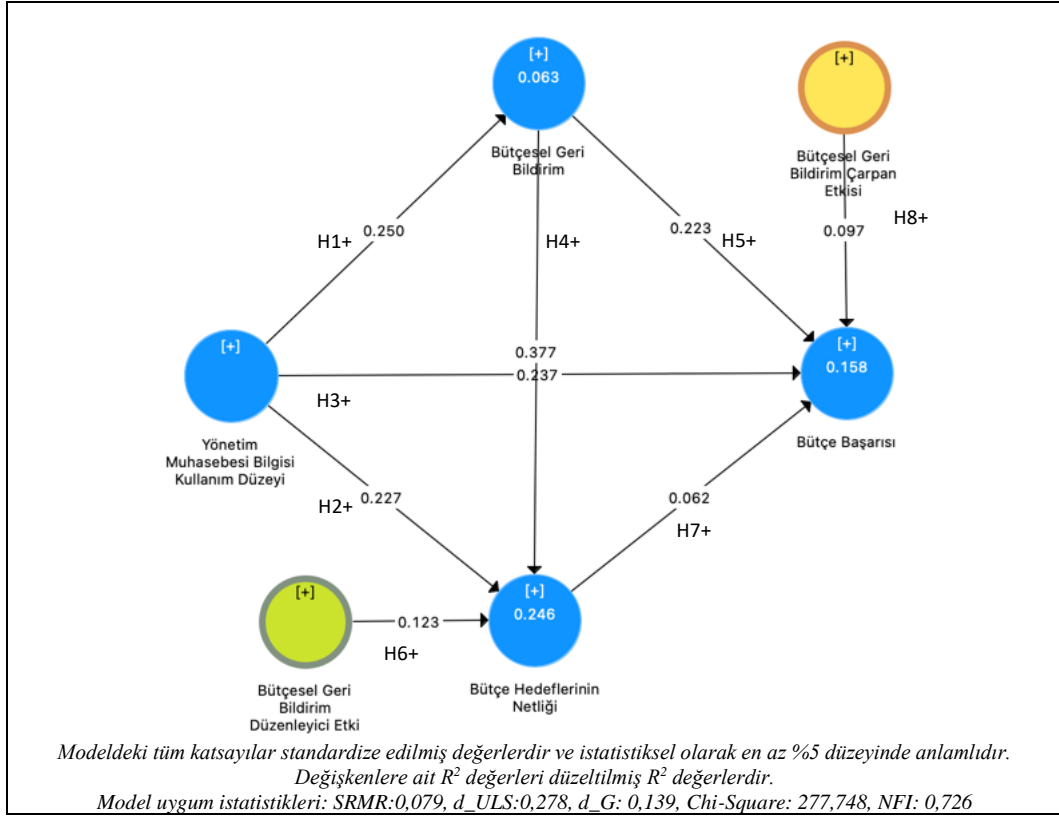
Tablo-2. Faktör ve güvenilirlik analizi sonuçları.

Değişkenler/İfadeler	Yönetim Muhasebesi Bilgisi Kullanım Düzeyi	Bütçesel Geri Bildirim	Bütçe Hedeflerinin Netliği	Bütçe Başarısı	Bütçesel Geri Bildirim Çarpan Etkisi	Bütçesel Geri Bildirim Düzenleyici Etki	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
YMBK1	0.862						0.881	0.927	0.809
YMBK2	0.916								
YMBK3	0.918								
BGB1		0.820					0.720	0.843	0.642
BGB2		0.825							
BGB3		0.756							
BHN1			0.822				0.603	0.834	0.715
BHN3			0.868						
BB1				1.000			1.000	1.000	1.000
Bütçesel Geri Bildirim * Bütçesel Geri Bildirim					1.236		1.000	1.000	1.000
Yönetim Muhasebesi Bilgisi Kullanım Düzeyi * Bütçesel Geri Bildirim						1.140	1.000	1.000	1.000

Güvenilirlik analizlerinde değişkenlere ait Cronbach Alfa değerlerinin 0,60 ve üstünde, Birleşik Güvenilirlik (Composite Reliability) değerlerinin ise %83 ve üzerinde olması değişkenlerin kabul edilebilir iç tutarlılık güvenilirliğine ve yapısal geçerliliğe sahip olduğuna işaret etmektedir. Değişkenlere ait açıklanan ortalama varyans değerlerinin ise %50’nin çok üstünde değerler alması yapısal geçerliliğinin doğrulandığı ve modele ilişkin değerlendirmelerin yapılabileceğini göstermektedir.

3.4.3. Değişkenler Arası İlişkilerin Analizi

Araştırmada ele alınan değişkenler arasındaki ilişkilerin incelenmesinde PLS-SEM analizi kullanılmıştır. Analiz sonucunda elde edilen bulgular Şekil 2’de görülmektedir.



Şekil-2. Araştırma Modelinin Yol Analizi Sonuçları

Sonuçlar dikkate alındığında çalışmaya katılan yöneticilerin yönetim muhasebesi bilgisi kullanım düzeyleri bir standart birim arttığında bütçesel geri bildirim (0,25) ve bütçe hedeflerinin netliğinde (0,227) standart etki düzeyinde aynı yönde ve anlamlı (%1) bir artışın olduğu görülmektedir. Yönetim muhasebesi bilgisi kullanım düzeyi bütçesel geri bildirimdeki değişkenliğin %6,3'ünü açıklamaktadır. Bu durum yöneticilere yönetim muhasebesi bilgisinin sağlanması ve bunun kullanılmasının bütçesel geri bildirimini de desteklediği ve bütçesel hedeflerin netleşmesine katkı sağladığını göstermektedir. Yönetim muhasebesi bilgisi kullanım düzeyi ve bütçesel geri bildirim bütçe hedeflerinin netliğindeki değişkenliğin %24,6'sını açıkladığı görülmektedir. Yönetim muhasebesi bilgisi yöneticilerin elde edilen bütçesel sonuçları da daha iyi değerlendirmelerine katkı sağladığından bütçe başarısını da (0,237) düzeyinde pozitif ve anlamlı (%1) şekilde etkilemektedir.

Bütçesel geri bildirim bir yandan bütçe hedeflerinin netleşmesine katkı sağladığı (0,377; %1) gibi bir yandan da bütçe başarısını doğrudan artıran bir etkiye (0,223; %1) sahiptir. Ayrıca bütçesel geri bildirim yönetim muhasebesi bilgisi kullanımı ile bütçe hedeflerinin netliği arasındaki ilişkide düzenleyici bir etkiye de sahiptir (0,123;%1). Yani yüksek düzeyde bütçesel geri bildirim alan yöneticilerde yönetim muhasebesi bilgisinin bütçe hedeflerinin netliğine katkısı düşük geri bildirim alanlardan anlamlı şekilde daha yüksektir. Bu önemli katkısının yanı sıra bütçesel geri bildirim bütçe başarısı üzerinde de ikinci dereceden etkiye de sahiptir (0,097;%5). Geri bildirim çarpan etkisi olarak ifade edilebilecek bu özelliği ile bütçesel başarıyı karesi ile orantılı olarak artırmaktadır.

Bütçe amaçlarının netliği ile bütçe başarısı arasındaki ilişki incelendiğinde ise 0,062 düzeyinde pozitif bir ilişkinin varlığı gözlenmiş olsa da bunun istatistiksel olarak anlamlı olmadığı görülmektedir. Bu bulgu H8 hipotezinin red edildiği anlamına gelmektedir.

Tüm değişkenler dikkate alındığında bütçesel başarının %15,8'lik önemli bir kısmının araştırmaya konu olan değişkenlerce açıklandığı gözlenmektedir.

Çalışma kapsamında elde edilen bulgular ışığında araştırmada ortaya konan hipotezlerin H8 dışında kabul edildiği gözlenmektedir.

Tablo-3. Yol katsayıları ve anlamlılık düzeyleri

	Hipotez	Ortalama	Std. Sapma	T Değeri	P Değeri	Sonuç
Yönetim Muhasebesi Bilgisi Kullanım Düzeyi -> Bütçesel Geri Bildirim	H1	0.256	0.060	4.191	0.000	Kabul
Yönetim Muhasebesi Bilgisi Kullanım Düzeyi -> Bütçe Hedeflerinin Netliği	H2	0.228	0.057	3.988	0.000	Kabul
Yönetim Muhasebesi Bilgisi Kullanım Düzeyi -> Bütçe Başarısı	H3	0.236	0.066	3.600	0.000	Kabul
Bütçesel Geri Bildirim -> Bütçe Hedeflerinin Netliği	H4	0.383	0.051	7.431	0.000	Kabul
Bütçesel Geri Bildirim -> Bütçe Başarısı	H5	0.222	0.067	3.317	0.001	Kabul
Bütçesel Geri Bildirim Düzenleyici Etki -> Bütçe Hedeflerinin Netliği	H6	0.118	0.047	2.643	0.008	Kabul
Bütçe Hedeflerinin Netliği-> Bütçe Başarısı	H7	0.063	0.070	0.881	0.379	Red
Bütçesel Geri Bildirim Çarpan Etkisi -> Bütçe Başarısı	H8	0.098	0.043	2.264	0.024	Kabul

4. SONUÇ

Çalışma kapsamında elde edilen bulgular bütçesel başarıda geri bildirim ne kadar önemli olduğunu göstermiş olmakla birlikte bu süreçte yöneticilerin yönetim muhasebesi bilgisini kullanmalarının hem geri bildirim hem de bütçe başarısını artırdığını ortaya koymaktadır. Geri bildirim bütçe başarısı üzerinde birinci dereceden etkisinin yanı sıra ikinci dereceden bir etkiye de sahip olması geri bildirim bu süreçte ne kadar önemli olduğunun anlaşılması açısından da önemli bir kanıttır.

Çalışmada ayrıca yönetim muhasebesi bilgisini kullanan yöneticilerde bütçe hedeflerinin daha net olduğu gözlenmiştir. Bu durum yönetim muhasebesi bilgisinin de eş zamanlı etkilerinin olduğunu göstermektedir. Zira yönetim muhasebesi bilgisi geri bildirimle hedeflerin netliğini artırdığı gibi aynı zamanda bütçe başarısı üzerinde de doğrudan anlamlı bir pozitif etkiye de sahiptir. Bu açıdan çalışmada elde edilen diğer önemli bir bulgu olarak bütçe başarısı için geri bildirim kadar bu geri bildirim sağlarken kullanılacak yönetim muhasebesi bilgisinin çok boyutlu faydalarının olduğudur.

Elde edilen bulgular Türkiye örneklemini olarak yönetim muhasebesi bilgisi kullanımı, geri bildirim, bütçe hedeflerinin netliği ve bütçe başarısı arasındaki ilişkilerin varlığına dair deneysel katkılar sunmaktadır.

Bu kapsamda Hamid ve diğ. (2020) Endonezya örneklemini için ortaya koyduğu bütçe hedeflerinin netliği ve geri bildirim yönetimsel performansı artırdığı yönündeki bulguları kısmen desteklenmektedir.

Bütçe hedeflerinin netliği ve bütçe başarısı arasındaki ilişkide literatürde farklı sonuçların olduğu gözlenmektedir.

Bura ve diğ. (2018) Endonezya'nın Tana Toraja bölgesini esas alan örnekleme ve Nasution (2021)'in Panin Sekuritas isimli çok uluslu şirket örnekleminde bütçe hedeflerinin

netliği ile bütçe ve yönetsel performans arasında anlamlı bir pozitif doğrudan etkinin varlığını raporlamaktadır.

Le ve Nguyen (2020) Vietman’da Hanoi ve Ho Chi Minh şehirlerinde bütçeden sorumlu 80 KOBİ’nin 197 departman yöneticisi ve denetçisi ile gerçekleştirdikleri çalışmada yönetsel performansı artırmak için daha net ve daha zor ancak ulaşılabilir bütçe hedefleri belirlemeye odaklanması gerektiğini ortaya koymasına rağmen Tambunan (2021) Endonezya Kuzey Tapanuli bölgesinde bütçe hedeflerinin netliği ile bütçe ve yönetsel performans arasında anlamlı bir doğrudan etkinin olmadığını bildirmiştir.

Görüleceği üzere literatürde de bazı değişkenler açısından farklı bulgular raporlanmış olsa da yapılan bu çalışma açısından yönetim muhasebesi bilgisi kullanımı ve bütçesel geri beslemenin bütçe başarısı üzerinde güçlü ve anlamlı bir etkisinin olduğu gözlenmektedir.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Creating Shared Values toward Enhancing Company's Performance: An Evidence from IPMI's MBA Students' Experience

Dr. Ir. Amelia Naim Indrajaya, MBA

Sekolah Tinggi Manajemen IPMI

amelia.naim@ipmi.ac.id

Orcid: 0000-0001-9021-902X

ABSTRACT

Creating Shared Values (CSV) approach has been used to develop a mutually beneficial business model creating a win-win situation. CSV has been a topic of interest to practitioners and researchers, and there are studies emphasizing the importance of using CSV to enhance company's performance. However there is still limited studies on the MBA students' practice of implementing CSV in the Good Corporate Governance (GCG) framework. The purpose of this qualitative single case study was to explore how the corporations' perceive the effects of CSV's proposal toward enhancing the corporate performance in an implementation of creating shared values concept for real corporations in the Good Corporate Governance's class.

The research triangulated the students CSV implementation process through their written reports published in a book with ISBN, in depth interviews with corporate's representative and direct observations of a Webinar / zoom CSV proposal presentations to the four companies. The results indicated that the experiential learning have resulted in a substantial improvement in the proposed business model both from the corporate and the stakeholder's perspective but additional steps should be taken to ensure that the business model has a feasible and considerable value added to the company, to improve long term company's sustainability.

Keywords: Strategic Good Corporate Governance, Creating Shared Values, Responsible Business and Management Education, Strategic Corporate Social Responsibility, Corporate Social Innovation.

Background

The interest of an individual, as a social being, is highly dependent on many related parties. In other words, cooperation and collaboration have become the needs of the communities, groups, companies, toward achieving a common goal (Indrajaya, Daniri, 2022). CSV is one of the techniques to get full support from the stakeholders. It is necessary to start by incorporating the interests of each stakeholder into the goals of the organization. In this research, the Creating Shared Values approach were implemented for Panasonic Manufacturing Indonesia, Panasonic Gobel Indonesia, Bursa Efek Indonesia, and PT Chubbs Indonesia. The CSV approach were implemented as a part of real-life experiential learning discovery journey conducted by the students, and mentored by the faculty of Good Corporate Governance subject with the support from the Subject Matter Expert Mas Achmad Daniri as the writer of CSV Strategy and former Director of Bursa Efek Indonesia (formerly Bursa Efek Djakarta). The students were working in groups to discover and propose Shared Values using the CSV tools to each company and show them how the company could create a mutually beneficial shared values both to the company and the stakeholders.

There are several types of CSR. Some are only in the form of donation/ philanthropic gestures to gain social license from the community (Urip, 2016). But the strongest type of CSR is developed by radically innovating the business model embracing the SDGs and the Social/Environmental issues faced by the stakeholders. These processes create shared values and the process is commonly known as the CSV approach.

In a simple word, if the CSR strategies are not in line with the company's business strategy and cannot be embedded as part of the business model of the company, then the company will only gain philanthropic benefit. This means at the least the company is only getting a social license to support the organization's operations (Daniri, 2014; Daniri, 2018; Daniri, 2008). But the more the CSR strategy is using the CSV approach, and the strategy is embedded within the business model, then the more it will be part of the strategic competitive advantage of the company (Daniri, 2021).

The Importance of CSV approach in Supporting Sustainability

It is obvious to see that CSR through the CSV approach is resulting toward win-win approach which is beneficial both to the company and the stakeholders. The impact can then be measured both sides. In the micro point of view, it is in the form of the benefit to the company. In addition, it could also be seen from the macro point of view, in terms of the benefit to the community, to the country and to the world. This innovation through CSV approach could also be seen as the contribution toward supporting the Sustainable Development Goals of the United Nations (Indrajaya, Daniri, 2022).

One of the tools to measure the impact is SROI (Sustainability Social Return on Investment) (Urip, 2016; Courtney & Powell, 2020). This SROI seeks to develop a way to estimate the impact of company's policy toward supporting the sustainability. SROI is giving the understanding of the concept, and stresses upon the importance that a SROI ratio holds in the context of businesses especially for the one who is committed to support the SDGs of the United Nations. The SROI will be a good measure to analyse the contribution of the company towards Sustainable Development Goals of the United Nations. This SROI will be discussed more in detail in a separate book (Daniri, 2021).

IPMI as a higher education institution has a vision to develop future entrepreneurs and business leaders. These future gamechangers play an important role to promote the Global Goals of the United Nations as the common objectives to be achieved in 2030 (Indrajaya, 2020). The Center

for Sustainability Mindset and Social Responsibility (CSMSR) of IPMI International Business School was developed in 2015 and was formally established in 2018, is supporting the positioning of IPMI as an educational institution producing transformational entrepreneurs and leaders in working for a better world (Neal, 2018).

In addition to supporting the Sustainable Development Goals of the United Nations, the company also must implement the ESG concept (Environmental, Social, Corporate Governance). This CSV approach is also a good tool to implement the ESG concept. The objective is to achieve the organization targets related to the Environment, Social and Good Corporate Governance concept, this will at the end improve the company's performance (Daniri, 2021).

Nowadays, the investment decision is influenced by the ESG concept. The company who failed to show high indicators to the ESG value, will not be showcase as the highly prospective investment. The investors are showing awareness and commitments by their tendency to invest in green and sustainable companies. This is based on the facts that sustainable and green companies are supported by all the stakeholders and they tend to be more profitable in the long run (Daniri, 2020; Indrajaya, 2017, Indrajaya, 2018, Indrajaya, Daryanto and Sjahrifa, 2019, Indrajaya and Rimanoczy, 2021).

The idea evolved from Corporate Philanthropy or a voluntary investments activities of a company toward a good social and environmental impact to the society. This idea then had evolved into Corporate Social Responsibility (CSR). CSR is a form of good corporate citizenship to society by complying value based holly purpose approach with ethical standards and at the same time supporting the Sustainable Development Goals (SDGs) (Indrajaya, 2018; Indrajaya, 2021; Indrajaya, Daryanto, Syahrifa, 2019; Indrajaya, 2019). Facing external pressure to mitigate the risks of their stakeholders, companies are compelled to develop an effective CSR strategy not only motivated by philanthropic intentions (Daniri, 2021). Furthermore, the idea now is enriched by the Creating Shared Value (CSV) approach which integrates the philanthropic, ethical, and sustainable goals into the business model of a company. Through providing a product or service that could improve the state of society, whether it be social or environmental, companies also will be able to handle the power of capitalism in creating shared value at the society level (Indrajaya & Daniri, 2022; Kassel & Rimanoczy, 2018).

The research question are as follows:

1. How does the result of CSV approach give benefit for company and also society towards improving company's performance?
2. How does the result of CSV approach provides opportunities to develop the competing value by involving social problems as one of driving factors in their business strategy?
3. How does the result of CSV approach requires a company to develop business by creating innovation and increasing efficiency in the business process?
4. How does the result of CSV approach becomes a business strategy of a company to create shared value toward improving the corporate performance?

The objective of the research is as follows:

1. To analyze how CSV is a way to do business while giving benefit for company and also society towards improving company's performance
2. To analyze how CSV provides opportunities to develop the competing value by involving social problems as one of driving factors in their business strategy.

3. To analyze how CSV requires a company to develop business by creating innovation and increasing efficiency in the business process.
4. To analyze how CSV is a business strategy of a company to create shared value toward improving the corporate performance.

Literature Review

Creating Shared Value (CSV) is a concept developed by Michael E. Porter and Mark R. Kramer in 2011, focusing on the relationship between economic and social progress (Porter, 2011). According to CSV, businesses can drive innovation and global growth in three ways to benefit society (Daniri, 2021).

- a. By rethinking the markets in which products and services are offered, businesses can help societies meet the needs of underprivileged communities in developing countries.
- b. By redefining the productivity of the value chain, companies can improve their business processes through social or environmental innovation.
- c. By supporting the development of industrial clusters, companies can strengthen their supplier networks and improve social conditions.

The social aspect of the competitive environment is an external environmental factor that has a significant impact on a company's ability to compete in the market. Based on the prioritization of this issue, managers can create a corporate social agenda by distinguishing between the two types of CSR (Urip, 2010, Indrajaya & Daniri, 2022).

- a. Responsive CSR involves mitigating the harm of value chain activities and acting as a good corporate citizen. These CSR activities have nothing to do with the core business of a company.
- b. On the other hand, strategic CSR consists of redesigning corporate-related activities in the value chain to benefit society and at the same time strengthen corporate strategy. It is an effort to address key social or environmental causes that strengthen a company's capabilities in key areas of external competitiveness. The above mentioned CSR activities are directly linked to the core business of the company, and help the company solve social problems and gain a competitive advantage. The process of creating shared values are developed through the following steps.

It begins by identifying the intersection between their business and society, which is done

- i. By mapping the social impact of the value chain.
- ii. By analyzing a company's value chain, managers can identify the positive and negative social impacts of business-related activities. Such issues can be related to, for example, corporate infrastructure, operations, logistics, and distribution services.
- iii. By determining the social impact on a company's competitiveness. Management can better understand the factors that influence the ability of a company to compete in the market. This step requires an analysis of the company's external environment. This is conducted by identifying areas that affect the quantity and quality of available business inputs, the rules and incentives that govern competition, regional demand characteristics, and the availability of support industries (Indrajaya & Daniri, 2022). Based on the various social issues identified, the administrator can choose which social issue to address. Distinguishing between common social issues, the social impact of the value chain, and the social aspects of competitive conditions helps managers make strategic choices for social issues. While general social issues are important to society, they do not affect the operation of the company or its long-term competitiveness. In the other hand, the social impact of the value chain is a problem that is greatly influenced by the daily activities of a company and solving this produce a great social impact.

CSV vs. philanthropy and CSR.

Compared to other concepts such as corporate philanthropy and corporate social responsibility (CSR), Porter and Kramer argue that CSV is a link between competitive advantage and CSR (Porter & Kramer, 2019).

CSV has various origins. As early as 2006, Porter and Kramer (2011) introduced the notion that businesses bring meaningful benefits to society and businesses. At that time, the authors believed that the existing CSR approach was separated from corporate strategy. So, they introduced a framework that outlines how companies can create CSR initiatives that maximize their competitiveness in solving social problems. It is based on the idea that a company can do both. To solve social problems and gain a competitive advantage, researchers create CSR activities that benefit society and help them gain an edge over their competitors. In this project, students are challenged to propose a roadmap to identify situations that are beneficial to both parties.

Today, CSV is quite competitive. Critics argue, among other things, that CSV ignores tensions between social and economic goals and, for example, does not provide guidance on how to balance the claims of competing stakeholders. In addition, CSV is required to go a mile further than just respond to the business compliance challenges because it assumes that the company always complies with legal or moral standards. However, that is not always the case. Some companies are just complying the standards to get the operational permit. The CSV becomes promising because in addition, CSV on top of optimizing the social and environmental impacts also maintains the pursuit of profits that underlies the definition of business. Therefore, it only provides a slightly modified version of profit maximization. Despite the heavy focus toward social and environment themes, CSV remains attractive to many practitioners around the world. In this project, researchers and student groups proposed a program to their partners as part of the process of creating common values.

According to Mas Achmad Daniri's book *Lead by CSV*, the CSV strategy revolves around three key activities: The first is about re-thinking products and markets, the second is about re-defining value chain productivity, and the third is about enabling the development of local communities (Daniri, 2021). Daniri writes about some unique qualities that make a CSV strategy becomes effective. It is a way to do business while benefiting companies and society. Efficient CSV strategies provide an opportunity to create shared value by incorporating social and environmental issues as one of the drivers of business strategy.

Creating Shared Value (CSV) is defined as an operational policy that enhances a company's competitiveness while promoting economic and social health (Porter and Kramer, 2011). According to Potter Brabeck-Letmathe (2019), today's businesses are aware that they cannot achieve long-term success unless they can create value for both their stakeholders and the communities in which they do business. Businesses are already paying attention to this by practicing Corporate Social Responsibility (CSR). CSR is a form of corporate contribution to the Sustainable Development Goals (SDGs) by managing stakeholder risk (Hermes & Romanoczy, 2018). CSR is often driven by external pressure and philanthropic motives (Daniri, 2021). But the CSV is going a mile further by integrating the CSR to be part of the business model of the company, solving both the problems of the corporation and the society at large at the same moment.

Research Methodology

Four companies were selected as counterparts to the implementation of this CSV approach. Each student group works with the local champions of their respective companies. Primary data was collected through a direct participatory approach with local champions from each company.

The students and the local champions from the corporations worked together as a team to make feasible recommendations. The procedure is as follows: First, researchers identified the interests or needs of each stakeholder associated with the organization's activities before assembling the work program. When preparing a work program, stakeholders need to be involved so that the interests of the organization and stakeholders are reflected in the program. Organizations need to know the interests of all stakeholders, both internally and externally. This should be achieved by recognizing the needs of each stakeholder and adjusting them to achieve maximum benefit. It is arranged in an integrated way to achieve goals effectively and efficiently, while all interests ensure that the organization receives full support from all stakeholders, including society. It can meet the needs of stakeholders. After an organization has a good understanding of the interests of all stakeholders, in order to create the concept of shared value, companies need to begin linking these interests to achieving their goals. The next step is to develop win-win business activities and corporate social responsibility by prioritizing meeting the needs of stakeholders. Each company's recommendations were presented through the live zoom sessions needed during this COVID era. Each of our colleagues attended and was part of a participatory process of community participation (Indrajaya & Daniri, 2022). Each group of students presented a CSV proposal to be implemented by the company. All colleagues at our partners provide comments and suggestions for suggestions for creating a shared value process. Through the webinar, I was able to see evidence of positive feedback from my colleagues. The Live Webinar Session is also open to the public. It aims to promote the importance of good corporate governance and introduce CSV tools as a strategy to increase competitive advantage. During the webinar session, participants were actively involved and showed great interest in the topic. This webinar model is also a form of community engagement. The purpose is to promote the idea of doing business as an agent for the benefit of the world, where a company can do good by doing good. The model in this study is based on a single exploratory embedding case study (Yin, 2018). Suitable for social phenomena that require a thorough and comprehensive investigation to answer the reasons and methods. It aims to provide a deeper understanding of the phenomena, their purposes, processes, and explanations of programs for creating shared value (Yin, 2018). A single case study provided a detailed space and time-limited study while using multiple sources (Yin, 2018).

The limitation of a case study since it is just based on a single case, hence it should be a choice of objects to be studied. In this case we are using Panasonic Manufacturing, Panasonic Global Indonesia, Chubb Insurance and Bursa Efek Indonesia. Validity of the single case study research is embedded in the fact that findings are based on direct observation of local events, documentations, and interviews, allowing direct report from what is researched to documentation (Maxwell, 2012). Additionally, triangulation provides validity by creating a bridge between the sources of data, theory perspectives, and methodology (Denzin & Lincoln, 2018; Yin, 2018). Triangulation in this research is conducted through the multiple resources, such as the in-dept interview, the zoom recorded session and the source taken from the book published as the result of this activity. The reliability, as noted by case study researchers (Yin, 2018), of this exploratory single case study is rooted in the explicit and transparent explanation of procedures and processes.

Data Collection

The data was taken from the Creating Shared Value programs conducted by graduate students of Sekolah Tinggi Management IPMI. The program was dedicated for four distinguished companies, Panasonic Manufacturing Indonesia, Panasonic Gobel Indonesia, Chubb Insurance

and Bursa Efek Indonesia. The Informants were the subject matter experts from the four respected companies involved in the project. There are four proposals developed by the teams through the CSV approach, as can be seen in the book (see figure 1).

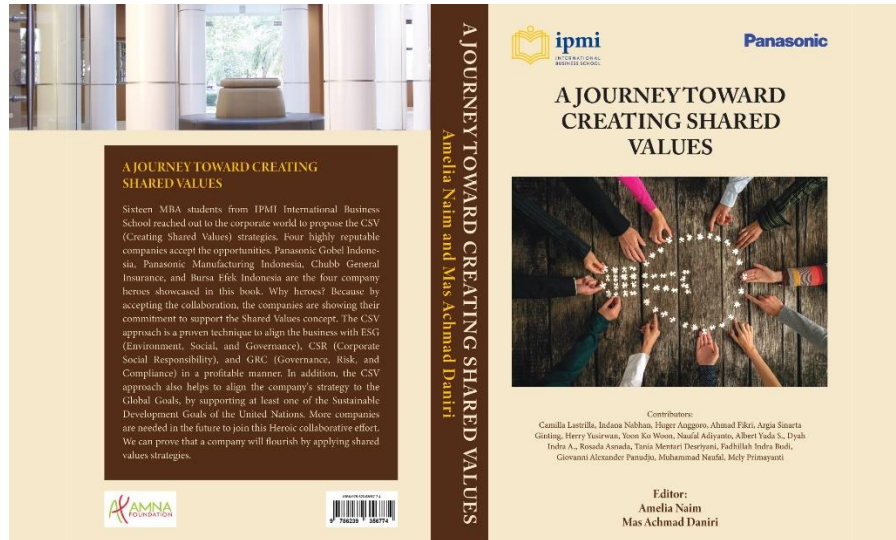


Figure 1

A Journey toward Creating Shared Values (Publisher: AMNA)

The first one is the Junior Investor Project dedicated to the future investor of Bursa Efek Indonesia. The program is conducted at early age in a collaboration with the school system. The parents become the mentor. The purpose is to develop a character of prudence and responsible investment since the early age. The second proposal for Chubs Insurance is to develop Responsible Risk Management character and to develop a mindset of risk-averse since the early age, through the awareness program conducted in collaboration with the school. This will prevent the risk of accident to happen on the street and in everyday life. The third program is the E-Waste platform. A program to reduce hazardous and poisonous waste while decreasing the operational cost, since the waste can be up-cycled to be used to make new products. The fourth project proposal for Panasonic Manufacturing is an On-demand Technician Supply platform. This project will help the technician to be certified and be ready to answer on-demand call for trouble shooting and electricity repair. This will help to boost up the branding toward becoming the Top of Mind product.

Results and Discussion

The research is conducted upon looking at the proposed creating shared values program toward the perceived improvement in the company's performance. The following statements are the answers from the four companies' perspectives on the first structured question on "How does CSV is giving benefit for company and also society towards improving company's performance?"

"The CSV approach starts with understanding and the mapping of the needs of each stakeholder. Hence the corporate social responsibility through a CSV approach is catering the needs of the stakeholders. Therefore, it is a blend of mutually beneficial program to the

company and also to the society. In the case of Bursa Efek Indonesia, the key is Liquidity, Liquidity and Liquidity. Awareness and education to prevent misconduct in the trading market is a must. The proposed junior investor program is addressing this need. It is aiming towards a mutual goal which is a high-quality trading market hence mutually beneficial to the company (BEI) and the prospective investors”

“The proposed CSV for Chubb’s program is educating the youngsters on the importance of managing risk. The proposal of educational and awareness program on how to manage risk would develop a mindset of avoiding risk at an early age. This is important as they grow up they will become a responsible adult, which would be a perfect client for the insurance company.”

“The proposal of a platform to re-cycle the electronic waste is boosting efficiency. Through the apps the electronic waste can be up-cycled. It will reduce the operational cost and support the SDG 12”

“The application for an on-demand technician supply platform is a great way for the branding of Panasonic Gobel Indonesia. The certification process shows a commitment to quality. It will lead toward Panasonic Gobel becoming the Top of Mind product”.

All the four partners agree that the proposed program through the CSV approach is beneficial. This is possible, because from the start all the stakeholders need, and objectives are mapped together with the needs and objectives of the companies. The CSV approach is making sure that the chosen proposal is the best program which accommodates all the needs and objectives of the stakeholders and of course suits the need and objective of the company.

The second structured question is “How does CSV provides opportunities to develop the competing value by involving social problems as one of the driving factors in their business strategy?”

“The proposal of Junior Investor program is an answer to increase awareness of the stock market. The awareness program conducted since the early age will open up opportunities to earn income thus also help to alleviate the social problem”

“The program for Chubb in the form of risk management education at an early age needs to be specific, actionable and relevant.”

Panasonic Manufacturing Indonesia “The program of developing E Waste apps has to take into consideration all possible aspects. So the implementation has to be down to earth, all stakeholders should have the same understanding. Then it would be able to solve the social problem for example scavengers may take advantage to supply the E-waste and earn extra income: E waste competitive advantage should be promoted to minimize waste, and efficient carbon footprint would be the branding”.

Panasonic Gobel Indonesia. “It is known in PGI, people before product, a popular slogan frequently cited by pak Mochamad Gobel, the renowned person behind PGI. If the people are taken care off then they are able to make a good system, which makes meaningful program”. The answer from Bursa Efek Indonesia clearly stated that the junior investor program has the potential to open up a new source of income thus solving the social problem. The program proposed for Chubb in the form of risk management awareness program at an early age is good to develop a risk-averse attitude. It will prevent reckless conduct of the kids once they grow older, which is a good support for SDG no 3, good health and well-being. It will reduce the risk of accidents, which could be ruining the financial condition of the family since the cost of health facilities are soaring high especially when one is not insured. For Panasonic Manufacture the E-waste platform is opening up opportunities to earn extra income thus solving the social problem. For Panasonic Gobel the On-Demand Technician proposal is a great way to earn

income for the technician. It is also a good way for Panasonic to take the lead on certifying technician with a high quality standard.

The third semi structured question is “How does CSV create innovation and increase efficiency in the business process?”

“The CSV is the transformed format of CSR where innovation becomes the way to achieve the common goals. In the case of Junior Investor programs, it is a market expansion and development, since the parents of the students are also involved in the process and become the clients of Bursa Efek Indonesia”

Chubb:

“Eventhough we are managing risk sometimes some of the situations are outside of your control. This is why we need the insurance company. The mindset of insurance through this program is developed since the early years in school. Once they grow up they will manage the risk and make sure they are insured, to solve the problem when the is risk beyond control”.

“The platform for E-waste definitely decrease the negative impact of electronic-waste built up. The E-waste platform innovatively solve the problem of waste management including the handling of poisonous and dangerous material”

“The proposal for On Demand technician will be excellent if it is supported by the “Decision maker Tone at the Top. Implement make people before product and supported by a good system”

All of the four companies agreed that innovation is the key to develop a good proposal. In all the cases of projects proposed by students, innovation is clearly implemented. The choice to use the platform for Panasonic Manufacturing Indonesia and Panasonic Gobel Indonesia both increase the efficiency level. The future of businesses lies in the cloud. This platform that matters will develop a quality branding and enable the company becomes the Top of Mind.

The fourth semi-structured question is “How does CSV becomes the business strategy of a company to create shared value toward improving the corporate performance?”

“The junior investor program is a potential strategy to ensure liquidity. This becomes a common goal. The practice of responsible investor program will be successful through education and socialization at an early age.”

“For Chubb, this can be a business strategy, but it is important to measure the feasibility of the program. For example if the cost of the campaign is too big, it will decrease the company’s profitability”

“The activity should not only solve the social problem, but should be mutually beneficial. In the case of the E-waste platform it could be developed in stages, to assure a win-win solution.”

“For Panasonic Manufacturing Indonesia, On-Demand Technician platform can be part of the business strategy, as long as it is conducted proportionately, step by step”

The proposed program through CSV approach all are showing a great potential to become a business strategy. But the most important aspect is to conduct a thorough analysis, so that the cost is not going to outweigh the benefit. It is also very important to do a pilot project right on spot. And to make sure that the program can be conducted through manageable stages.

Conclusion and Recommendation

There are four proposals developed through the CSV approach. It can be seen through the Zoom presentation, the book which is published with ISBN, and the ini-depth interview to the Subject Matter Expert. The triangulation is showing a saturated input to answer the four-research question. It is safe to conclude in the case of BEI and Chubb, that the creating shared value (CSV) approach implemented by students under the close supervision of mentors are

resulting into innovative program with the potential to increase efficiency, reduce cost and develop a new awareness and/or mindset to be a responsible person. For PGI and PMI the CSV approach is resulting into radical innovation and a breakthrough proposal which has the potential to become the new strategic business of the company. Nevertheless, there are several pointers that need to be analyzed in detail. First, the program should be in detail adjusted to the capability of the company. It has to be manageable and executable through stages. It has to go through a rigorous cost and benefit analysis conducted by the field experts. Additional steps should be taken to ensure that the business model has a feasible and considerable added value to the company to improve the long term company's sustainability

Theoretical Implications

The result of the research support further the findings of CSV toward competitive advantages. Further research will still be needed to further support positive findings on how the CSV programs are significantly impacting toward higher company's performance.

Managerial Implications

The managerial implications show that CSV should be an important format of strategic Corporate Governance approach and a form of Social Responsibility which is embedded in the business model. Further research findings are needed to be able to understand more on the managerial implications, and how the CSV approach can be used also for Environment, Social and Governance (ESG) purpose.

Limitation and Future Research

The limitation of the study comes from the limited corporation partners observed in this research. Only four companies are being observed for the CSV program. In a business school, students are encouraged to focus more into the practical implication's aspects. Researcher and students are working hand in hand with the corporate world to give the exposure of the theoretical implications in the real business world. This final work will be in the form of book publication. It will also be a good tool to evaluate the students based on their ability to implement the learning experience in the form of practical implication to a real business entity.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Kurumsal Kaynak Planlama ve Veri Görselleştirme Teknolojisi: Müşteri İlişki Analizi

Süleyman ER

Industrial Engineering Department, Engineering Faculty
Kocaeli University, Turkey
suleymaner52@gmail.com
Orcid: 0000-0001-7302-5258

Assoc.Prof.Dr. Gülşen AKMAN

Industrial Engineering Department, Engineering Faculty
Kocaeli University, Turkey
akmang@kocaeli.edu.tr
Orcid: 0000-0002-5696-2423

ÖZET

İşletmeler tüm süreçlerini yürütebilmek, yönetebilmek ve izleyebilmek için bir Kurumsal Kaynak Planlama (KKP) sistemi kullanmaya ihtiyaç duyarlar. Her işletme, gerek kuruluş aşamasında gerek çalışma hayatına devam ederken bir KKP sistemine geçiş süreci yaşamıştır. Bu çalışmada hızla gelişen ve küreselleşen iş dünyasında, rekabet ortamına ayak uydurmak ve sektöründe lider olmak için gereken ön koşul olan KKP sisteminin etkin ve doğru kullanımının önemi vurgulanmış ve modern analiz yöntemi olan veri görselleştirme teknolojisi üzerinde durulmuştur.

Veri görselleştirme ile gelişen teknoloji dünyasında esnek ve etkileşimli görselleştirmeler oluşturulması ve anlamlı kararlar verilmesini sağlamaktadır. Bu teknolojik uygulamadaki her görselleştirme ve görünüm, kullanıcıların seçimlerine özgü yeni hesaplanan veri görselleştirme kümesiyle güncellenmekte ve işletmenin anlık veya ileriye dönük hızlı ve güvenilir kararlar vermesine yardımcı olmaktadır.

Bu çalışmada, bir üretim firmasının geçmiş dönem verileri (bilgi gizliliğinden dolayı) kullanılarak oluşturulan örnek gösterge panellerinden (dashboard) bahsedilmiştir. Bu işletme KKP deki müşterilerine ait satış verilerini veri görselleştirme teknolojisi üzerinden takip etmektedir. Bu teknoloji ile akışı sağlanan satış verilerinin analizi yapılmaktadır. Bu satış verilerinden elde edilen bilgiler ışığında müşteriler arasında herhangi bir ilişki olup olmadığı istatistiksel yöntemler ile incelenmektedir. Bu incelemeler sonucunda, müşteriler hakkında çeşitli yorumlar yapılmıştır.

Anahtar Kelimeler: Kurumsal Kaynak Planlama (KKP), Veri Görselleştirme, İş Zekâsı, Gösterge Paneli, Analiz, Müşteri İlişkileri Yönetimi, Raporlama

Enterprise Resource Planning and Data Visualization Technology: Customer Relationship Analysis

ABSTRACT

Corporations need to use an Enterprise Resource Planning (ERP) system to be able to execute, manage and monitor all their processes. Every corporation has experienced a transition to an ERP system during its establishment or while continuing its life. In this study; In the fast-moving and globalizing business world, the importance of the effective and correct use of the ERP system, which is the prerequisite for keeping up with the competitive environment and being a leader in the sector, has been concentrated on, and data visualization technology, which is a modern analysis method, has been emphasized.

Via data visualization, it has become easier to create flexible and interactive visuals with the help of technology and to make meaningful decisions at the same time. Each visualization in the software is updated with a newly



4th International CEO Communication, Economics, Organization & Social Sciences Congress

calculated data visualization set specific to users choices, helping the business make fast reliable decisions, either instantaneously or going forward.

In this study, sample dashboards created by using historical data of a manufacturing facility (due to information confidentiality) are mentioned. This facility monitors the sales data of its customers in ERP through data visualization technology. With this technology, the analysis of the sales data is performed. With the guidance obtained from these sales data, statistical methods are used to examine whether there is any interaction between customers. As a result of these reviews, diverse comments were issued about the customers.

Keywords: Enterprise Resource Planning (ERP), Data Visualization, Business Intelligence, Dashboard, Analysis, Customer Relationship Management (CRM), Reporting.

GİRİŞ

KKP; işletmelerin amaç ve hedeflerine ulaşmasını sağlayan, alıcı ihtiyaçlarını en iyi şekilde karşılamak için coğrafi konum fark etmezsiniz üretim, tedarik ve dağıtım kanallarının etkin bir şekilde planlanmasını sağlayan bir sistemdir. Bir işletmenin ERP sistemi için ihtiyaç duyduğu şey, çeşitli departmanların birlikte çalışmasını sağlayan bir sistem olmasıdır. İşletmelerin bu ihtiyacının karşılanabilmesi için farkındalık oluşturulmalıdır. Bu farkındalık ancak ERP sisteminin etkin ve doğru kullanılmasıyla sağlanabilir.

ERP sistemlerinden elde edilen büyük verinin kapsamlı ve anlaşılır bir şekilde sunulmaması, analiz ve araştırmanın değerini anlamsız kılmaktadır. Edinilen bilgilerin doğru ve verimli bir şekilde sunabilme yeteneği, son zamanlarda profesyonel istatistikçiler ve yazılım geliştiriciler için artan bir araştırma konusu haline geldi.

Ülkemizde ERP yazılımları özellikle büyük işletmelerde giderek daha popüler hale gelmekte ve birçok endüstri tarafından giderek daha fazla aranmaktadır (Yontar, 2014). Bu alandaki teknolojidaki hızlı gelişmeler, işletmelerin çalışma şeklini değiştirmiştir. Aynı zamanda teknoloji geliştikçe farklı kültürlerin kaynaşmasına yol açmakta ve ortak bir dil olarak görsel iletişimin önemini artırmaktadır (Akgün 2021). Günümüzde karar verme pozisyonundaki bireyler, kişisel görüşlerden ziyade verilere dayalı kararlar almayı tercih etmektedirler. Bu nedenle zaman içerisinde büyük veri kaynakları oluşturulmuş ve oluşturulmaya devam etmektedir. Bu verilerden yararlanmak için öncelikle verilerin anlaşılır bir formatta olması gerekir. Bu verileri algılamak için kullanılacak yöntemlerden biri de görselleştirme. Bu görselleştirilmiş veriler analiz, keşif, karar verme ve öğrenme gibi birçok amaca hizmet edebilir.

1. LİTERATÜR ÇALIŞMASI

Araştırma konusu olarak literatürde, genellikle ERP kavramı üzerinde durulmuş ve ERP'ye etki eden kritik başarı faktörleri incelenmiştir. Ayrıca ERP yazılımları üzerinde araştırmalar yapılmış ve ERP'nin çeşitli sektörel firmalarda uygulanması konu alınmıştır. Son zamanlarda ise çalışma konusu olarak TZY (Tedarik Zinciri Yönetimi), KYS (Kalite Yönetim Sistemi), CRM (Müşteri İlişkileri Yönetimi) ele alınmış ve KKP yazılımları ile kıyaslaması yapılmıştır (Yontar 2014).

Veri görselleştirme ile ilgili literatürde, genellikle iş zekâsı ve işlevsellersi hakkında çalışmalar yapılmıştır. Ayrıca karar verme süreçlerinin analiz edilmesinde kullanılmıştır. Son zamanlarda yapılan çalışmalarda ise farklı süreç analizlerinde kullanılmıştır. Ayrıca veri görselleştirmenin ders olarak işlenmesi konusunda da çalışmalar yapılmıştır (Akgün 2021).

Bu çalışma, son zamanlarda, literatürde birçok araştırmaya konu olmuştur. Bu çalışmalardan bazıları aşağıda özetlenmiştir.

Karabulut (2013) bu çalışmada, ERP yazılım paketini kullanan firmaların kalite yönetim sistemi performansının ölçülmesi söz konusudur. Araştırmaya dahil edilen firmalara anket uygulanmıştır. Anket sonuçları bir istatistik programı ile analiz edilir ve sonuçlar yorumlanır. Analizden elde edilen sonuçlara göre ERP uygulamasının kalite yönetim sisteminin operasyonel verimliliğini arttırdığı sonucuna varılmıştır.

Palancı (2013), bu çalışmada ERP sistemlerinin kavramsal tanımı ve uygulama yöntemleri üzerinde durulmuş ve ERP'nin yönetim kararları üzerindeki etkisini incelemiştir. Ardından anketi kullanarak ERP'ye (sektöre özel) geçiş yapan firmalardan veri topluyor ve ERP sistemi hakkındaki görüşlerini, beklentilerini ve bu sistemden elde ettikleri faydaları ortaya koyuyor.

Kılıçaslan (2012), bu çalışmada bir şirketin ERP sisteminde mevcut bir PRD modülünün canlıya alma adımlarını iletmiş ve bu sisteme geçiş sonrasındaki faydaları performans kriterlerini kullanarak, başarıyı anket yöntemi ile ölçmüştür. Ölçümlerin sonuçları değerlendirilerek iyileştirme ve geliştirmeye yönelik önerilerde bulunulur.

Yılmaz (2009), bu çalışmada yöneticilerin ERP yazılımı seçiminde uzman kişilerle çalışması gerektiği ve maliyetleri olumsuz etkileyebilecek tüm faktörlerin göz önünde bulundurulması gerektiği vurgulanmaktadır. Çalışanların ERP yazılımı konusunda eğitilmesinin ve performans odaklı önlemlerin uygulanmasının önemi anlatılmıştır.

Gürlek (2011), bu çalışmada kurumsal kaynak planlama sistemlerinin tedarik zinciri performansı üzerindeki etkisini incelemiştir. Akademisyenler tarafından geliştirilen tedarik zinciri performans ölçütleri, tedarik zinciri performansını ölçmek için kullanılmıştır. Sonuçlar gözden geçirildiğinde, kurumsal kaynak planlaması ve tedarik zinciri yönetim sistemlerinin başarılı entegrasyonunun, zincir tedarikinin verimli ve etkin bir şekilde uygulanması için büyük önem taşıdığı anlaşılmaktadır. Kurulum maliyeti yüksek olan ERP yazılımına geçiş sağlayacak işletmelerin; bu sistemden ne kadar fayda sağlayabileceklerini belirlemeleri ve bu fayda oranında kendine geçiş planı oluşturularak, sisteme kısa bir sürede ayak uydurması önemli bir etken olarak görünmektedir.

Cebeci (2011), bu çalışmada firmaların ERP sisteminden beklentileri ve seçilen sistemin firma performansına etkisi ele alınmıştır. Çalışmada, bir firmada ERP sistemini uygulama kararının başlangıcından itibaren, ERP sisteminin nasıl uygulanacağını seçimi ve geçiş adımları hakkında detaylı bilgiler verilmiştir. Proje uygulamasında karşılaşılan zorluklar ve bu zorlukların üstesinden gelme yolları araştırılmıştır. Tüm proje süreçleri detaylı olarak incelenmiş ve çalışanların sistemi kullanmanın iş performansına etkisini nasıl algıladıkları çalışan anketi ile belirlenmiştir. Elde edilen sonuçlar, istatistiksel olarak analiz edilmiştir.

Kahyaoğlu (2021), bu çalışmasında toplu ulaşımda kullanılan görselleştirilmiş verilerin bireylerin gereksinimlerine ve görsel algılarına etkisi üzerine araştırma yapmıştır. Çalışma kapsamında veri toplama çalışması yapmıştır. Verilerin analizinde yüzde, frekans, betimsel istatistikler ve tek yönlü varyans analizinden yararlanılmıştır. Araştırma sonucunda cinsiyete, yaşa, mesleğe, eğitim durumuna, metro kullanım sıklığına ve renk tercihlerine göre gruplar arasında farklılıklar olduğu belirlenmiştir. Çalışmadan elde edilen sonuçlar ışığında öneriler sunulmuştur.

Erkurt (2020), bu çalışmada konut sektörü üzerine bir veri görselleştirme çalışması gerçekleştirmiştir. Çalışma kapsamında İstanbul ve ilk 10 göçmen şehri ile ilgili büyük bir veri yapısında satılık ve kiralık konut ilanlarına ilişkin veriler incelenmiştir. R programlama dilinde oluşturulan animasyonlu grafikler ile ev tercihi yapacakların binlerce alternatif arasından kolayca ve hızlı bir şekilde seçim yapmalarını sağlayan, kullanımı kolay, işlevsel ve dinamik infografikler mevcuttur. Sonuç olarak, ev almayı veya kiralamayı düşünen kişilerin, evin yaşı, boyut gerçek analizi, fiyatı, parça sayısı gibi belirli seçim kriterlerine göre, gitmeden ev seçebilecekleri, kullanıcı dostu bir infografik oluşturulmuştur. Ayrıca Tableau Reader programı ile oluşturulan harita ve çizelge şeklindeki görselleştirmelerin yanı sıra, il/ilçe bazında konut reklam istatistiklerini karşılaştırırken kullanıcıların gezinip seçebilecekleri araçlar sunulmaktadır.

Gürler (2018), bu çalışmada veri görselleştirme konusu olarak yazının kavramsal tanımlaması ve tarihsel oluşumu incelemiştir. İnsanların çok eski zamanlardan beri bilgi aktarmak için kullandıkları veri görselleştirme yöntemlerinin tanımı, tarihsel süreçteki rolleri ve görselleştirme konularının bu güne kadar nasıl değişip evrildiği konusunda bilgiler verilmiştir.

Akgün (2021), bu çalışmasında Grafik Tasarım Bölümü, yüksek lisans programı dâhilinde verilmek üzere veri görselleştirme öğretimi için bir ders oluşturulmasıdır. Ders, yüksek lisans programında okuyan grafik tasarım öğrencilerine yöneliktir. Bu sebeple öğrencilerin ileri seviyede grafik tasarım becerilerine sahip olduğu varsayılarak planlanan ders önerisi, dersin öğrenme hedeflerinin tümünde başarı sağlamayı amaçlamaktadır.

Uçar (2020), bu çalışmasında firma içinde kullandığı raporları Excel ile oluşturan bir işletmenin, veri görselleştirme aracı kullanarak yönetime sunacağı raporları nasıl oluşturulacağı konusunda inceleme yapmıştır. Ayrıca güvenilir ve doğru kararlar almayı sağlamak amacı ile geçmiş döneme ait satış verileri, müşteri ve ürün vb. bilgileri analiz ederek bir çalışma planı oluşturmuştur. Bu çalışma kapsamında işletmenin ne gibi çalışmalar yapması gerektiğini anlatılmıştır. Sonuç olarak işletmenin raporlama becerilerinin arttığı ve iş süreçlerinin daha hızlı tepki verdiği gözlemlenmiştir.

2. KURUMSAL KAYNAK PLANLANMA (ERP)

ERP, bir işletmenin stratejik amaç ve hedeflerine göre müşteri ihtiyaçlarını karşılama sürecidir. Üretimi planlama, koordine etme, kontrol etme ve kaynakları etkin ve verimli şekilde tahsis etme işlevlerine sahip bir yazılım sistemi olarak tanımlanabilir. Başka bir deyişle, ERP bir işletmede devam eden tüm bilgi akışını kapsayan ve entegre edilebilen ticari bir paket yazılım olarak da tanımlanabilir.

ERP'nin özellikleri aşağıdaki gibidir; (Polat, 2013)

- Tüm sektörlerle hizmet vermeyi amaçlayan ve iş ihtiyaçlarına göre özelleştirilebilen bir uygulama yazılım paketidir.
- Şirketin bulunduğu ülkenin kanun ve yönetmeliklerine göre şekillenebilirler. İnsan kaynakları, muhasebe işlemleri ve faturalandırma vb. gibi ülkeden ülkeye değişen farklı konulara kolayca uyum sağlar.
- Sürekli değişen veya tekrarlayan iş süreçlerini desteklemektedir.
- Windows, Linux vb. farklı sistemlere kurulum yapılabilmektedir.
- İşlevsel bir yapıya sahip, bütünleşik bir veri tabanıdır.

21. yüzyıldan itibaren teknolojinin hızla gelişmesiyle birlikte bilgiye erişimde güvenilirlik ve hız giderek daha fazla önem kazanmaktadır. Müşteri gereksinimlerine hızlı cevap verme, müşteri memnuniyeti vb. gibi kriter artık şirketler için önem arz etmektedir. Firmaların artan kapasiteleri ile farklı bölgelerde faaliyet göstermeleri firmaların ayak uydurabilmelerini zorlaştırmaktadır. Artan rekabetle birlikte işletmelerin ayakta kalabilmeleri çok zor hale geldi. Rekabet ortamında işletmelerin ayakta kalması aşağıdaki üç ana kritere bağlanmıştır: Maliyet, kalite ve verimlilik (Polat 2013).

İşletmeler, gittikçe zorlaşan rekabet ortamında ayakta kalabilmek için kaynaklarını etkili bir şekilde kullanmak zorundadır. Kaynakların etkin ve verimli kullanımı ancak iyi bir planlama ile mümkün olabilir.

ERP sistemlerinin ortaya çıkma sebepleri;

- Artan rekabet ortamı,
- Teknolojik gelişim,
- Güvenilir bilgilere hızlı erişim,
- Farklı coğrafyalardaki işletmeleri tek sistemle yönetme isteği,

ERP, bilgi teknolojilerindeki ihtiyaçlar ve geliştirmelerin desteklenmesiyle ortaya çıkmıştır (Polat, 2013).

Bir ERP sistemi temelinde, daha önce de belirtildiği gibi, MRP ve MRP II kavramları bir işletme için yeterli değildir. Bu nedenle MRP ve MRP II kapsamındaki her uygulama da ERP sistemine dahil edilir. MRP kapsamında malzeme listesi, üretim planlama, stok yönetimi ve iş istasyonu fonksiyonları, lojistik modülü, üretim kontrol modülü, satış modülü, satın alma modülü ve MRP II kapsamında muhasebe ve finans fonksiyonları KKP sistemine dâhil edilmiştir. ERP yazılımları, MRP ve MRP II yazılım kapsamına ek olarak kalite modülü, depo yönetim modülü, bilgi yönetim modülü ve insan kaynakları modülü gibi fonksiyonları da kapsamaktadır.

3. İŞ ZEKÂSİ VE VERİ GÖRSELLEŞTİRME TEKNOLOJİSİ

3.1. İş Zekası

Büyük miktarda verinin toplanması, depolanması ve analiz edilmesi, bir işletmenin ham bilgilerinin işlenmesi, kirliliğe dönüşürülmesi sürecidir. İş zekası terimi ilk olarak veri toplayan bir bankacıyı ifade etmek için kullanılmıştır. 1800'den beri kullanılan iş zekası (BI) terimi ilk olarak IBM araştırmacısı Hans Peter Luhn'un 1958 tarihli bir makalesinde ortaya çıktı. Çalışmaları, IBM'in ilk analitik platform çalışmalarından bazılarının oluşturulmasına yönelik bir yaklaşımın geliştirilmesine yardımcı oldu. Zamanla bu, veri ambarı ve bilgi akışının gelişmesine yol açtı.

1960'larda ve 1970'lerde, artan miktarda veriyi derlemek ve biçimlendirmek için veri yönetimi ve karar destek fonksiyonları geliştirildi. İş zekası kavramı 1960'ların sonlarında ve 1980'lerde önemli geliştirmeler kaydetti. Bu aşamada bir karar destek sistemi geliştirilir. Karar destek sistemleri, performans planlamasında kurumsal yönetimi destekler. Bu sistem bilgisayar destekli bir model içermektedir. Karar destek sistemi 1980'lerin sonunda değiştirildi. Veri ambarı, çevrimiçi analiz süreçleri, BI vb. kavramlar Bir bilgi teknolojisi eğitim sitesi olan Dataversity, "Birçok tarihçi, IZ'nin KDS veri tabanından geliştirilen en son sürümünü önermektedir" dedi. "Bu süre zarfında, verilere kolay erişim ve organizasyon için araçlar geliştirildi. OLAP, Yönetim Bilgi Sistemleri & Veri Ambarı, DSS ile birlikte çalışmak üzere tasarlanmış yazılımlardan bazılarıdır (Uçar, 2020).

1989 yılında, Amerikan danışmanlık firması Gartner Group Inc. 'in Stanford analizcilerden Howard Dresner, iş zekâsı kelimesini, ilk kez tanımlamış konuya bağlı olarak farklı kararlar vermek için kullanılan yöntemleri takip etmiştir. Karar destek sistemleri, yönetim bilgi sistemleri ve yönetici bilgi sistemleri gibi kavramların yerini iş zekâsı almıştır. Birden fazla yerlerde depolanan veriler artık tek bir yerde toplanıyor. Bu bağlamda iş zekâsı teriminin kullanımı 1990'lı yıllarda artmaya başlamıştır. Bu yıllarda, iş zekası uygulamaları yeni bir düzenleme çağına asimile oluyor. 1990'larda iş zekası daha yaygın hale geldi, ancak teknolojinin ilerlemesiyle karmaşık bir hale gelmiştir (Uçar, 2020).

İş zekâsını kullanan şirketlere baktığımızda birçok yarar sağlar. Bir organizasyon içindeki varsayımların çoğunu ortadan kaldırır, faaliyetleri düzenlerken departmanlar arasındaki iletişimi geliştirir ve şirketlerin malî şartlardaki, müşteri tercihlerindeki ve tedarik zinciri operasyonlarındaki değişikliklere hemen karşılık vermesini sağlar. İş zekâsı şirketin tüm başarısını iyileştirir.

Şirket kararları İZ kullandığından, daha doğru, verimli ve zamanında alınan kararlar, birçok alternatif kararı benimseyerek bir şirketin operasyonel verimliliğini artırabilir. Öte yandan, İZ

karar vermeyi hızlandırır. Sonuç olarak, bilgiye rakip firmalara göre daha hızlı ve doğru bir şekilde ulaşılabilmesi firmalara rekabet avantajı sağlamaktadır.

3.2 Veri Görselleştirme (Data Visualization)

Veri görselleştirme, genel kavramları, birikimleri, süreçleri, verileri amaç gruplara açıklamanın etkili yollarından olan animasyonlar, grafikler, resimler ve benzeri görsel öğeleri kullanmaktır. Veri görselleştirme çoğunlukla çizelgelerle ve grafiklerle ifade edilir ve sayısal değerleri de içeren bu grafik elamanlarının uyumlu ve açık bir şekilde ifade edilmesidir. Özellikle verilerin görselleştirilmesi, bilgi tasarımı ile birlikte çalışan verileri izleyiciye açık bir şekilde sunmaya çalışır. Bilginin nasıl iletilmesi gerektiği veya nasıl iletilmesi gerektiği sadece tasarımcılar arasında değil, araştırmacılar ve bilim adamları arasında da ayrı bir düzende tartışılmaktadır. Bilgi içeriği dağılmadan en anlaşılır formda dışa aktarılmalıdır. Verileri açık bir şekilde gösterebilmek için bilgi tasarım yöntemlerini bir tasarım disiplini olarak anlamak gerekir. Günümüzde veri görselleştirme de birden çok teknik kullanılmaktadır. Bu tekniklerden en çok kullanılanlar şunlardır (Çelik & Akdamar 2018):

- **Hareket Grafikleri;** çok alternatifli ve büyük verilerin etkili bir şekilde çözülmesine olanak sağlar. Hareket grafikleri dinamik iki boyutlu kabarcık şemalarını kullanarak etkileşime girer. Planlanan parametreler haritalama nedeniyle kabarcıklar kontrol edilir.
- **Sözcük bulut;** yazdığımız metinlerin içerisinde olan kelimelerin en çok tekrar edilene bağlı olarak şematik bir tabloda bir araya toplayıp sıklığı en fazla olan kelimeleri daha büyük gösteren bir yöntemdir. Bu sayede yapılacak olan analizler daha kolay hale gelir.
- **Clustergram;** hiyerarşik küme çözümlenmesinde, kümelerin ne türlü işlendiğini görselleştirmek için dendrogramlar kullanılır. Küme sayısı arttıkça küme elemanlarının kümelere ne türlü atandığını incelemek için "clustergram" adlı alternatif bir grafik önerilmiştir. Bu grafik, hiyerarşik olmayan kümeleme algoritmalarının inceleme analizi için ve gözlem sayısı bir dendrogramı kolay hale getirmek için yeterli kadar büyük olduğunda hiyerarşik kümeleme algoritmaları için faydalıdır.

4. GÖSTERGE PANEL ÖRNEKLERİ (DASHBOARD) VE YORUMLAMASI

Gelişen iş dünyasında, şirketler çoğu zaman hızlı kararlar vermek zorunda kalıyor. İş dünyası, hızlı doğası nedeniyle rekabetin en yüksek olduğu yerlerden biridir. Her şirketin tek bir hedefi vardır: Kendi alanında lider olmak. Bu da doğru kararlar vererek başarılabilir. İş zekası uygulamalarına ek olarak işletmeler, önemsedikleri soruları birkaç kaydırma tekniği ile hızlıca cevaplayabilir ve hızlı kararlar alabilirler.

Bu çalışmada; raporlama, analiz vb. tüm çalışmalarını Excel ile oluşturan bir firmanın, veri görselleştirme uygulaması kullanarak üst yönetim için kullanılacak raporların oluşturulması sağlanmıştır. Aynı zamanda bir önceki yıllardaki veriler (ürün ve süreç detayları vb.) analiz edilerek hızlı ve verimli karar alınmasını sağlamak için bir çalışma planı oluşturulur. Bu plan kapsamında şirketin yapması gerekenler anlatılır. Raporlama becerilerinin arttığı ve iş süreçlerine daha hızlı tepki verdiği fark edilmektedir.

İşletmenin tüm süreçlerini takip ettiği gösterge panel (dashboard) örneklerin, görselleri aşağıda verilmiştir. Bu gösterge panelleri hakkında özetleme yaparsak;

Takip edilen ilk gösterge panelinde, işletme Türkiye sınırlarında çalışma yapabileceği pazar hakkında detaylı bilgilere ulaşmaktadır. Şekil 1 'de pazarın proje bazlı kategori detayları,

pazarda yer alan projelerin aşama durumları ve bu pazarda yer alan yatırımcılar hakkında tüm bilgileri analiz etmektedir. Şekil 2 'de ise bu pazarda çalışma yapacak mimar ve müteahhitlere ait bilgilere ulaşmaktadır. Bu bilgiler ışığında işletme, Türkiye pazarında yer alan projelerin hangisinde çalışma yapacağı hakkında karar verir.

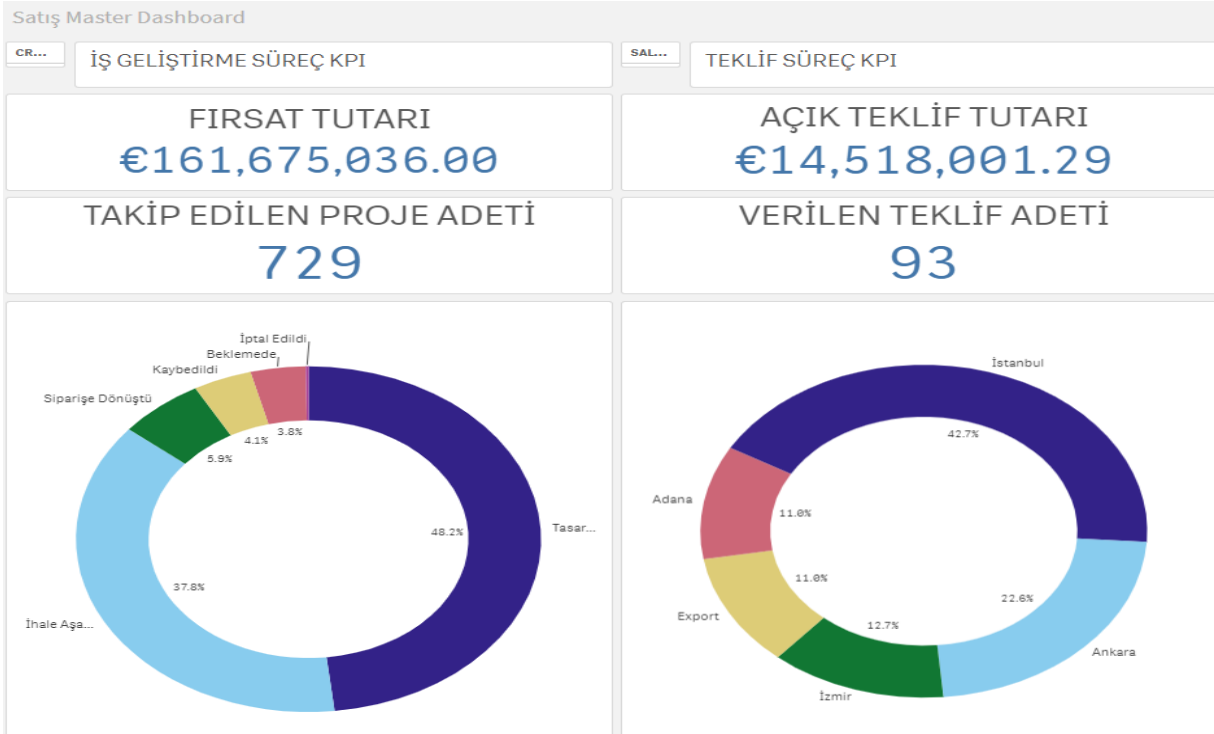
Bir sonraki gösterge paneli olan Şekil 3 ve Şekil 4 ' te ise, bir önceki panelde karar verilen projelerin süreçsel olarak takibi sağlanmaktadır. Sonraki görsellerde ise bu süreçlere ait detay bilgiler yer almaktadır.

TÜRKİYE PAZARI		YATIRIMCI	
TR.PAZAR-Kateg...	TR.PAZAR-Proje ...	TR.PAZAR-Yatırı...	
Sum([TR.PAZAR-Bedel])		Sum([TR.PAZAR-Bedel])	
Totals	€68,398,579,335.59	Totals	€68,398,579,335.59
Altyapı,Maden, Çevre Yatırımları	€17,972,885,169.49	-	€173,559,322.03
Konutlar	€12,977,036,449.68	Falez Grup - Uzman Yatırım Holding	€3,804,237,288.14
Ticaret, İş Merkezleri	€10,815,138,983.05	T.C. Sivas Belediye Başkanlığı	€2,542,372,881.36
Sanayi Tesisleri	€8,258,801,694.92	-	€2,015,688,135.59
Residence Konutlar	€7,255,350,847.64	TOKİ - T.C. Toplu Konut İdaresi Başkanlığı	€1,987,127,033.98
Turizm, Konaklama Tesisleri	€3,976,079,661.02	Sanko Holding - Poligon İnşaat - İsko Tekstil	€1,673,728,813.56
Villalar	€1,643,039,839.51	AES Entek Elektrik Üretimi A.Ş. - Seymenoba Enerji-Ayaz Enerji	€1,323,728,813.56
Enerji, Doğalgaz, Petro-Kimya	€1,603,977,966.10	Rönesans İnşaat - Rec Uluslararası Yat.San. ve Tic. A.Ş. - Rönesans Endüstri ve Renaissance Heavy	€1,228,813,559.32
Sağlık Tesisleri	€1,583,793,220.34	Ciner Group - Park İnşaat - Ciner Yapı Teknik	€1,186,864,406.78
Ulaştırma	€1,501,815,254.24	T.C. Sağlık Bakanlığı Sağlık Yatırımları Genel Müdürlüğü, Kamu Özel Ortaklığı Daire Başkanlığı	€1,163,576,271.19
Ofis, Yönetim Binaları,İdari Binalar	€1,083,971,186.44	DKY İnşaat - İbrahim Dumankaya Holding	€1,127,118,644.07
Eğitim, Yurt Binaları	€677,879,237.29	S.S Maslak İstanbul Toplu İşyeri Yapı Kooperatifi	€1,059,322,033.98
Alışveriş Merkezleri	€468,644,967.80	Besa Grup - Atagür Enerji Üretim İnş. ve Tic.	€974,576,271.19
Kültür, Spor, Dini Yapılar	€341,265,194.92	Ağaoğlu Enerji Grubu	€953,389,830.51
Düşük Maliyetli Projeler	€29,959,903.39	Kaptan Demir Çelik End. ve Tic. A.Ş.	€826,271,186.44
Su, Kanalizasyon, Arıtma Tesisleri	€8,940,677.97	Polat Enerji ve San. Tic. A.Ş.	€717,796,610.17
		Tagyapı İnşaat Taahhüt San. ve Tic. A.Ş.	€677,966,101.69
		Güney Yıldızı Petrol Üretim-Ersan Petrol Sanayi A.Ş.	€598,428,813.56
		Şua İnşaat San. ve Tic. Ltd. Şti. - Boğazlıçlı Yapı	€572,033,898.31
		Özgül Holding	€522,881,355.93
		Borusan ENBW Enerji	€500,381,355.93
		Anadolu Enerji Üretim A.Ş - Ege Trade	€457,627,118.64
		Birleşik Gayrimenkul Geliştirme ve İnşaat - Çepa İnşaat	€453,389,830.51
		Delta Yatırım Holding - İnci Turizm	€423,728,813.56
		Evkur Alışveriş Merkezleri A.Ş.	€423,728,813.56
		Kalehan Enerji Üretim ve Ticaret A.Ş.	€405,932,203.39
		T.C. Karayolları Genel Müdürlüğü	€397,566,101.69
		Zorlu Enerji Grubu (Zorlu Holding) - Meta Nikel Kobalt A.Ş.	€391,358,474.58
		Dap Yapı A.Ş. - Eltes İnşaat - İstifite Yapı	€381,355,932.20
		Emlak Konut Gayrimenkul Yatırım Ortaklığı A.Ş.	€365,819,152.54
		Ak Enerji - Mem Enerji- Akkur Enerji- İçkale Enerji	€360,762,711.86
		Torunlar GYO - Torun Yapı - Toray İnşaat	€354,237,288.14
		Çalık Enerji - Çalık Holding	€338,983,050.85
		RES Anatolia Holding A.S	€334,915,254.24
		Socar Türkiye Enerji A.Ş. (Petkim)	€305,169,491.53
		By Oktay Öz İnşaat	€296,610,169.49
		Beypürk Yatırım A.Ş.	€279,661,016.95
		Ataseven Group	€279,555,084.75
		Demir İnşaat	€278,813,559.32
		Babacan Yapı	€275,423,728.81
		Özak GYO-İnt- Er Yapı- Özak Tekstil-Aktay Turizm - Ela Quality	€273,728,813.56

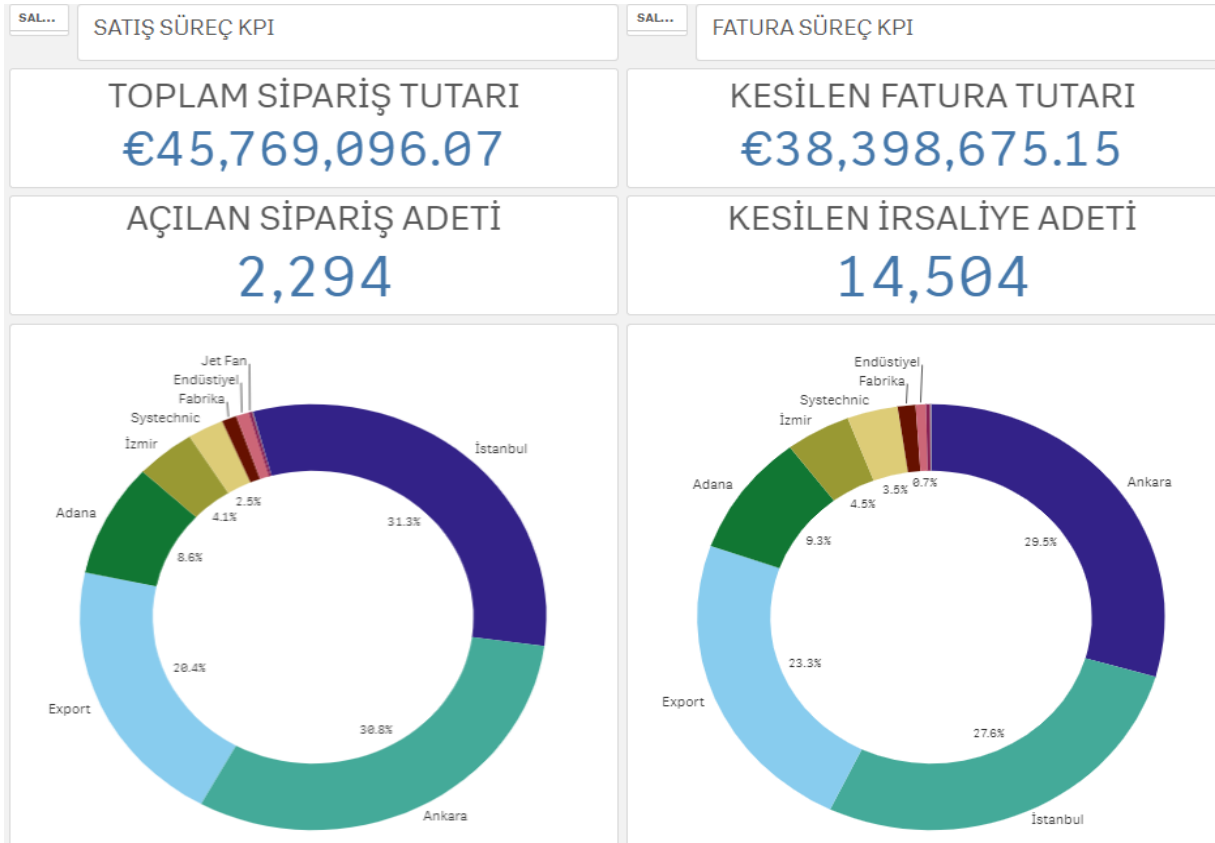
Şekil1: Türkiye Pazarında Yer Alan Projeler, Aşamaları ve Yatırımcıları

MİMAR		MÜTEAHHİT	
TR.PAZAR-Mima... Q	TR.PAZAR-Proje ... Q	TR.PAZAR-Müt.F... Q	TR.PAZAR-Proje ... Q
Sum((TR.PAZAR-Bedel))		Sum((TR.PAZAR-Bedel))	
Totals	€68,398,579,335.59	Totals	€68,398,579,335.59
⊖ -	€3,389,830.51	⊖ Falez Grup - Uzman Yatırım Holding	€3,804,237,288.14
⊖ -	€51,577,760,776.27	⊖ S.S. Sivas Seyfebeli San. Sıt. ve Tic. Mer. Toplu İşyeri Yapı Kooperatifi	€2,542,372,881.36
⊖ A Tasarım Mimarlık	€1,002,118,644.07	⊖ Sanko Holding - Poligon İnşaat - İsko Tekstil	€1,673,728,813.56
⊖ Projen Mimarlık	€720,246,610.17	⊖ Rönesans İnşaat - Rec Uluslararası Yat.San. ve Tic. A.Ş. - Rönesans Endüstri ve Renaissance Heavy	€1,636,584,745.76
⊖ TAGO Mimarlık	€622,881,355.93	⊖ Eraltın Turizm ve Otelcilik A.Ş - Kaf Teknik	€1,353,389,830.51
⊖ MAM Mimarlık (MİAR Mimarlık) - Adnan Kazmaoğlu	€572,033,898.31	⊖ AES Entek Elektrik Üretimi A.Ş. - Seymenoba Enerji-Ayas Enerji	€1,323,728,813.56
⊖ Proje Limited - Barbaros Sağdıç	€481,355,932.20	⊖ Ciner Group - Park İnşaat - Ciner Yapı Teknik	€1,186,864,406.78
⊖ Teamwork Global	€281,779,661.02	⊖ DKY İnşaat - İbrahim Dumankaya Holding	€1,127,118,644.07
⊖ Pelitli Küçük Sanayi Sitesi Yapı Kooperatifi	€254,237,288.14	⊖ S.S Maslak İstanbul Toplu İşyeri Yapı Kooperatifi	€1,059,322,033.99
⊖ Ergün Mimarlık Ltd. Şti.	€237,288,135.59	⊖ Taşyapı İnşaat Taahhüt San. ve Tic. A.Ş.	€1,056,269,491.53
⊖ Bold Mimarlık İdea	€211,864,406.78	⊖ Besa Grup - Atagür Enerji Üretim İnş. ve Tic.	€974,576,271.19
⊖ Perkins+Will	€211,864,406.78	⊖ Ağaoğlu Enerji Grubu	€953,389,830.51
⊖ EN - SU Mühendislik Müşavirlik Ltd.Şti. - Maltepe Enerji Üretim Ltd.Şti.	€206,271,186.44	⊖ Kaptan Demir Çelik End. ve Tic. A.Ş.	€826,271,186.44
⊖ Piramit Mimarlık Müh.Şehircilik Ltd. Şti.	€186,016,949.15	⊖ Polat Enerji ve San. Tic. A.Ş.	€717,796,610.17
⊖ ECF Mimarlık İnşaat Turizm	€177,966,101.69	⊖ Güney Yıldızı Petrol Üretim-Ersan Petrol Sanayi A.Ş.	€598,428,813.56
⊖ Doku Mimarlık Limited Şirketi	€169,491,525.42	⊖ Şua İnşaat San. ve Tic. Ltd. Şti. - Boğaziçi Yapı	€572,033,898.31
⊖ İmar Planlama Proje Müşavirlik Ltd. Şti.	€169,491,525.42	⊖ Özgü Holding	€522,881,355.93
⊖ Viva Mimarlık	€169,491,525.42	⊖ YDA Grup - YDA İnşaat - ATM Yapım Yatırım - İntaş İnşaat-Teyda Elektromekanik - Ardem İnşaat - Kuruluş İnşaat	€507,627,118.64
⊖ Yağcıoğlu Mimarlık Bürosu	€160,254,237.29		

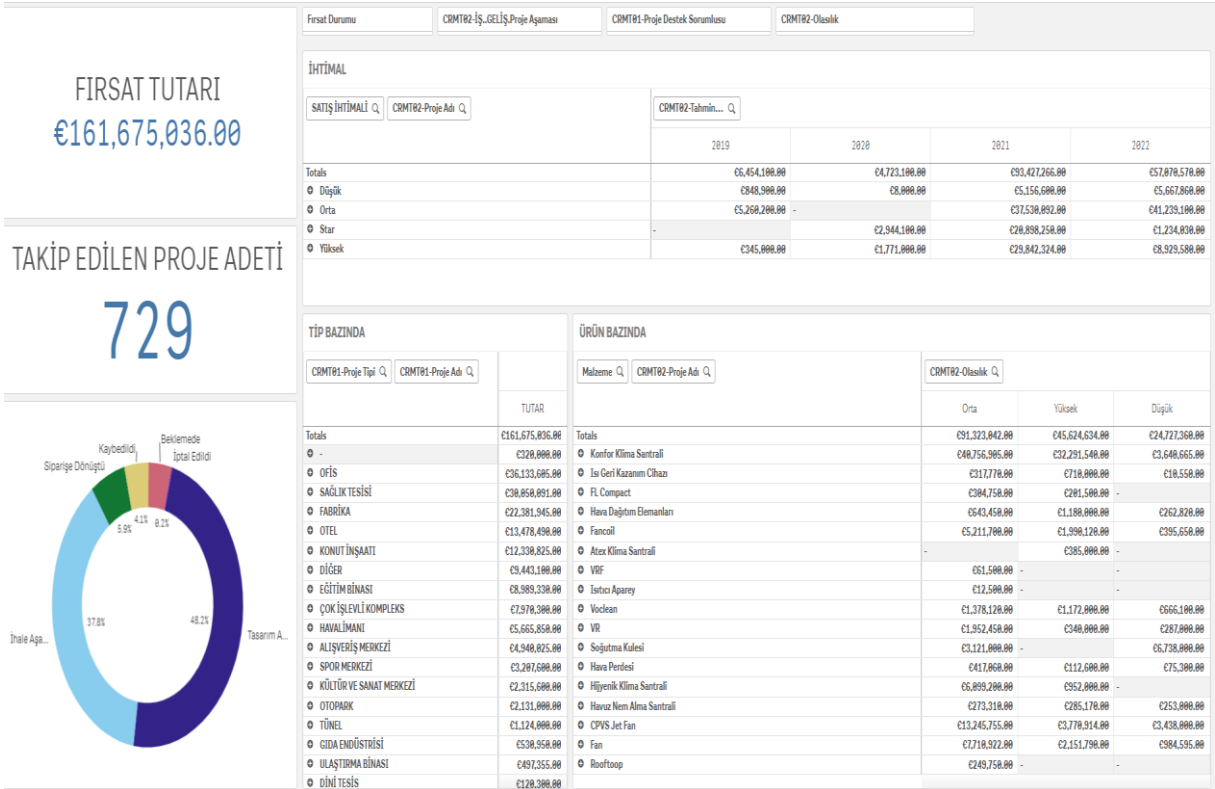
Şekil 2: Türkiye Pazarında Yer Alan Projelerin Mimar ve Müteahhit Listesi



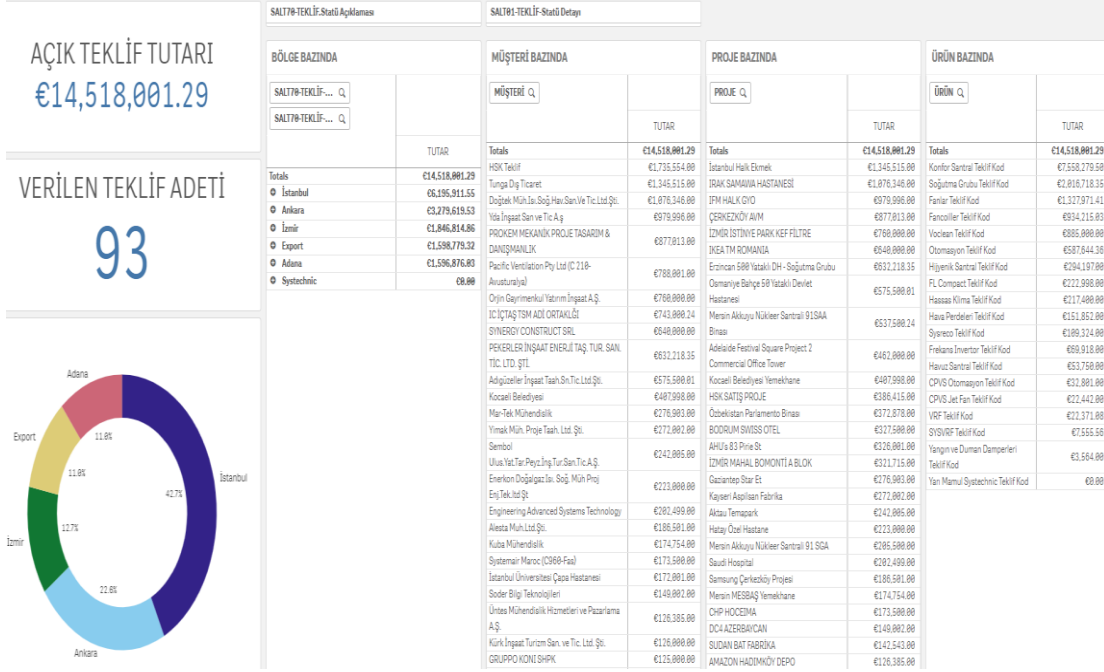
Şekil 3: Süreç KPI ları (İş geliştirme & Tekliflendirme)



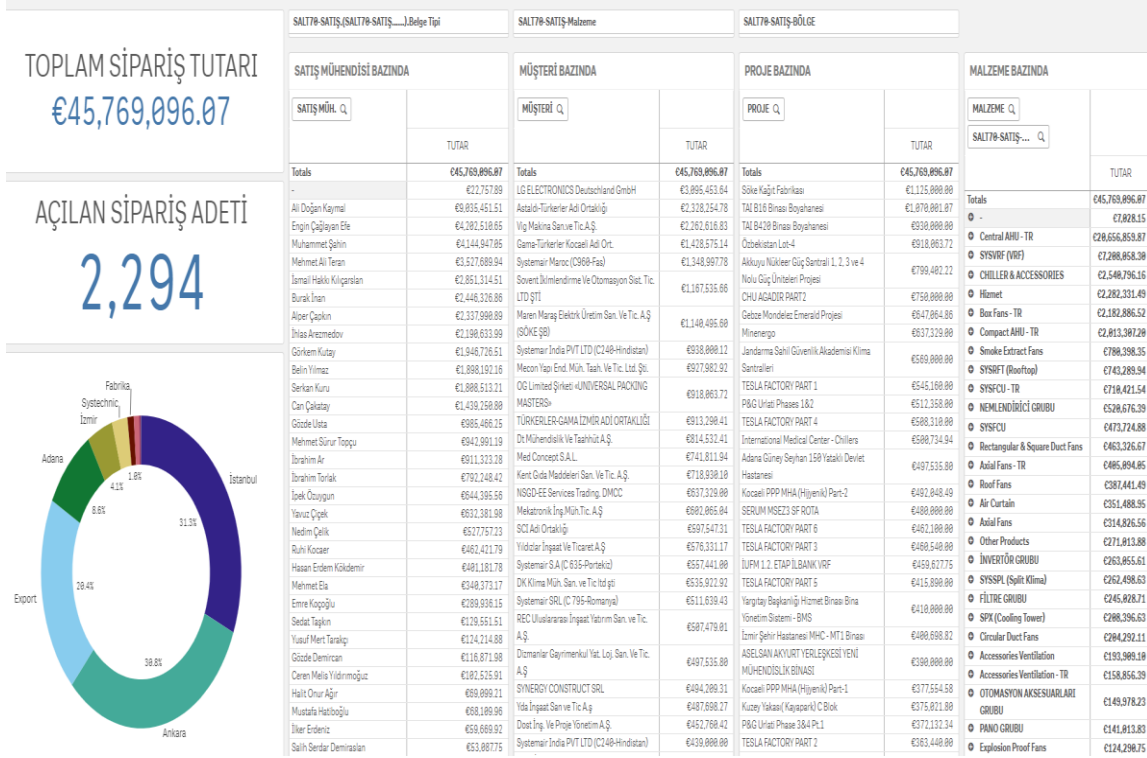
Şekil 4: Süreç KPI ları (Satış & Muhasebe)



Şekil 5: İş Geliştirme Süreç KPI Detayları



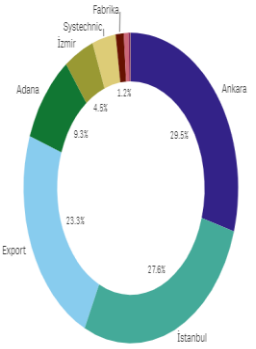
Şekil 6: Tekliflendirme Süreci KPI Detayları



Şekil 7: Satış Süreci KPI Detayları

KESİLEN FATURA TUTARI
€38,398,675.15

KESİLEN İRSALİYE ADETİ
14,504



SAL78 İRSALİYE Bølge Tipi		SAL78 İRSALİYE Bølge Tipi		SAL78 İRSALİYE Bølge Tipi		SAL78 İRSALİYE Bølge Tipi	
SATIŞ MÜHENDİSİ BAZINDA		MÜŞTERİ BAZINDA		PROJE BAZINDA		MALZEME BAZINDA	
SAL78 İRSALİ...	TUTAR	MÜŞTERİ Q	TUTAR	PROJE Q	TUTAR	MALZEME Q	TUTAR
Totals	€38,398,675.15	Totals	€38,398,675.15	Totals	€38,398,675.15	Totals	€38,398,675.15
-	€21,456.94	-	€3,895,453.64	-	€9.00	-	€1,336,244.32
Ali Doğan Kaymal	€5,694,798.33	LG-ELECTRONICS Deutschland GmbH	€3,895,453.64	Söke Kağıt Fabrikası	€1,110,276.59	Control AHU - TR	€1,588,993.48
Muhammet Şahin	€4,575,463.96	QMI Rönesans Medikal Teahhüt Anonim Şirketi	€1,965,854.69	Sarıcaaltın Saha Hastanesi VRF Dış Ünite	€692,234.99	SIVIRF (VRF)	€6,973,369.85
Mehmet Ali Teran	€2,980,025.83	Astaid-Türkerler Adı Ortaklığı	€1,637,251.72	Gebeze Mondelez Emerald Projesi	€647,864.85	Box Fans - TR	€2,517,889.13
Engin Çağlayan Eke	€2,645,970.96	Vig Makina Sanve Tic.A.Ş.	€1,169,698.11	TAI B18 Binaa Boyahanesi	€575,578.87	Hizmet	€1,935,778.83
İsmail Hakkı Kılıçarslan	€2,493,968.41	Meren Maraz Elektrik Üretim San. Ve Tic. A.Ş. (SÖKE ŞB)	€1,121,166.19	Jandarma Sahli Güvenlik Akademisi Klima Santralleri	€569,000.00	Compact AHU - TR	€1,912,284.99
Burak İnan	€2,027,866.06	Systemar India PVT LTD (C248-Hindistan)	€938,000.12	Akkuyu Nükleer Güç Santrali 1, 2, 3 ve 4 Nolu Güç Üniteleri Projesi	€552,224.19	CHILLER & ACCESSORIES	€1,217,949.59
Serkan Kuru	€1,876,021.56	LG Electronics Gulf FZE	€738,543.43	TESLA FACTORY PART 1	€545,160.00	Smoke Extract Fans	€620,666.73
Emre KOÇOĞLU	€1,820,183.41	Sovent Bümlendirme Ve Otomasyon Siet. Tic. LTD ŞTİ	€732,413.69	PSG Üniteli Phases 1&2	€512,350.00	Rectangular & Square Duct Fans	€545,635.41
Alper Çakmak	€1,766,398.83	Kent Gıda Maddeleri San. Ve Tic. A.Ş.	€717,771.06	TESLA FACTORY PART 4	€508,310.00	SIVRUCU - TR	€373,187.06
Belin Yılmaz	€1,715,774.51	Systemar Maroc (C99-Fra)	€667,557.88	SERUM MSE23 SF NOTA	€498,000.00	NEMLENDİRİCİ GRUBU	€363,988.92
Göklem Kutay	€1,614,969.88	Mecon Yapı End. Müh. Taah. Ve Tic. Ltd. Şti.	€643,897.41	TESLA FACTORY PART 6	€482,100.00	Rooftop Fans	€347,293.77
Can Çakıratay	€1,384,677.59	Mekatronik İnş.Müh.Tic. A.Ş.	€600,723.93	TESLA FACTORY PART 3	€468,540.00	Electrical Ventilation Control Equipment - TR	€330,300.00
Emre Koçoğlu	€989,649.37	Met Mühendislik İnşaat ve Mekatronik Elektrik Taahhüt	€521,151.73	TESLA FACTORY PART 5	€415,000.00	Air Curtain	€332,352.89
İlhan Arzuoğlu	€816,020.42	Systemar SRL (C 795-Romanya)	€511,639.43	SELSAN AKYURT YERLEŞKESİ YENİ MÜHENDİSLİK BİNASI	€398,000.00	SIVSPL (Split Klima)	€280,948.77
İbrahim Torlak	€681,386.73	Systemar S.A (C 635-Portekiz)	€489,283.20	Kuşey Vakası (Kuşayır) C Blok	€376,921.00	SIVRUCU (Rooftop)	€380,289.94
İpek Özgün	€557,967.00	Yds İnşaat Sanve Tic A.Ş.	€487,611.13	TESLA FACTORY PART 2	€363,440.00	SIVRUCU	€365,527.08
Mehmet Sürer Topçu	€481,800.58	Dest İnş. Ve Proje Yönetim A.Ş.	€468,688.81	Etik Entegre Sağlık Kompleksi- Part 10 (HT-M3-MA)	€356,150.00	Atrial Fans	€244,446.31
Medim Çalik	€452,591.09	Hesacora Offshore S&I	€457,438.57	Balikesir Hay Gıda Fabrikası	€349,894.40	Atrial Fans - TR	€238,767.43
Ruhi Koocer	€361,359.58	Bireşim Mühendislik İst.	€446,522.37	THY ASIL KARGO BİNASI- HAVA PERDELERİ	€338,000.00	Other Products	€230,084.85
Hasan Erdem Kikdemir	€324,495.75	Soğ. Hav. Sanve Tic. A.Ş.	€418,079.43	Amazon Mall 2	€328,000.00	Accessories Ventilation - TR	€190,815.80
İbrahim Ar	€320,837.96	Caba İnşaat Enerji Turizm San. ve Ticaret A.Ş.	€402,668.04	CABINA HOSPITAL	€318,120.00	FILTRE GRUBU	€177,865.86
Yusuf Mert Taralıç	€294,398.82	İntesam makina inşaat sanayi ve ticaret İtd.Şti.	€382,251.43	MANİSA PRİME OFİS AYİM	€308,000.00	Circular Duct Fans	€157,845.49
Mehmet Ali TERAN	€213,187.23	Asamel Mekatronik Müh. San. Ve Tic. LTD. ŞTİ	€359,328.44	Amazon Mall 2	€308,000.00	Accessories Ventilation	€152,270.64
İsmail Kılıçarslan	€127,363.93	KAZ Mineralis Aktopay LLC	€349,894.40	SERUM MSE21-FF	€315,000.00	Explosion Proof Fans	€132,693.88
Mehmet Elia	€116,971.11	Hay Gıda Ür. San. A.Ş.	€328,000.00	Kahramanmaraş Sular Hastanesi	€310,000.00	Smoke Dampers - TR	€127,067.44
Gözde Demircan	€102,342.88	AMAZON MALL 2	€328,000.00			OTOMASYON AKSESUARLARI GRUBU	€121,778.87
Corcan Molla Yıldırımoglu	€86,155.27					FAN GRUBU	€115,285.34
Doğan KAVİMAL	€84,281.61					İNVERTÖR GRUBU	€112,198.97

Şekil 8: Muhasebe Süreç KPI Detayları

5. SONUÇ VE ÖNERİLER

ERP kullanmayan firmalar farklı birimlerde, birbirinden bağımsız yazılımlar kullanmak zorundadırlar. Bu firmalarda, her birim farklı yöntemler kullanarak kendi departmanları ile ilgili kayıtları saklamaktadır. Bu durumda firma içindeki bölümler sisteme mükerrer kayıt atmakta ve girilen bu kayıtlar çoğunlukla güncel değildir (Sönmeztürk, 2008).

Bilişim sektörünün hızlı dönüşümü ve kişiselleştirme trendi, şirketleri bu dönüşüme uyum sağlamaya zorluyor. İnsanların ihtiyaç ve gereksinimleri değiştiği için özellikle özel sektör kurumlarının bu ihtiyaçları karşılamak için özelleştirmeye ihtiyacı vardır.

İşletmeler için uygulaması pahalı olsa da dünya çapında birçok firma ürün kalitesi ve müşteri memnuniyeti gibi faydalar sağlayacağına inandıkları için ERP sistemlerini tercih etmektedirler. Dünya çapında yapılan istatistiklere göre ERP pazarı büyümeye devam ediyor ve daha önce sadece büyük şirketlerin oluşturduğu bu pazara artık küçük ve orta ölçekli şirketlerin de dahil olduğu görülüyor (Cebeci, 2011).

ERP pazarının büyümesi ile oluşan büyük veri (big data), sürekli artan hacmiyle, ilgili teknolojileri tetikleyerek yepyeni bir dönemin kapılarını açmıştır. Büyük veriye adapte olarak süreci yönetebilen şirketler için bu yeni dönem "altın çağ" olarak adlandırılmaktadır (Erkurt, 2020).

Bu çalışmada işletmenin büyük veri yığınlarından hızlı ve etkin bir şekilde yararlanabilmeleri amacıyla veri görselleştirme tekniklerine başvurulmuştur. Bu sayede kullanıcılar, veri setine tekrar tekrar dönüş yapma gereği duymadan, sadece grafik üzerinde gezinerek ilgilendikleri tercihlere kolayca erişebilmektedirler. Bu info grafiklerin verideki değişimlere karşı duyarlı hale getirilmesiyle sürekli olarak güncellenebilme özelliği kazanmasını sağlanabilmekte ve

kullanıcılara güncel verilere erişim olanağı sunulabilmektedir. Bu da rekabetin en üst düzeyde olduğu şu dönemlerde firmaları öne çıkarmakta ve alanında öncü hale getirmektedir.

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Asya Bölgesi Ülkelerinin Yaşam Kalitesinin ÇKKV Yöntemleri ile Analiz Edilmesi

RA. Dr. Nazli ERSOY

Kilis 7 Aralık University
ersoynazli3@kilis.edu.tr
Orcid: 0000-0003-0011-2216

ÖZET

Bu çalışmada, ülkelerin yaşam kalitesinin Çok Kriterli Karar Verme (ÇKKV) yöntemleri kullanılarak analiz edilmesi amaçlanmıştır. Bu doğrultuda, Asya bölgesi ülkelerinin yaşam kalitesi analizi satın alma gücü indeksi, güvenlik indeksi, sağlık indeksi, yaşam maliyeti indeksi, emlak fiyatı/gelir oranı indeksi, trafikte harcanan süre indeksi, kirlilik indeksi, iklim indeksi olmak üzere sekiz kriter bağlamında ÇKKV yöntemlerinden Method based on the Removal Effects of Criteria (MEREK), Eşit ağırlık ve Combined Compromise Solution (CoCoSo) yöntemleri ile gerçekleştirilmiştir. MEREK ve eşit ağırlık yöntemleri kriterleri ağırlıklandırmak amacıyla kullanılmış, CoCoSo yöntemi ise alternatifleri sıralamak için kullanılmıştır. Son aşamada ise elde edilen farklı sıralamalar Copeland yöntemi ile rasyonel tek bir sıralama haline dönüştürülmüştür. Çalışma sonunda, kriter ağırlıklarının ÇKKV sıralama sonuçları üzerinde etkili olduğu saptanmış ve yaşam kalitesi düzeyinin en yüksek olduğu ülkelerin Japonya ve Umman olduğu saptanmıştır.

Anahtar Kelimeler: Yaşam Kalitesi, ÇKKV, MEREK, CoCoSo, Copeland

Analysis of Life Quality in Asian Region Countries Using MCDM Methods

ABSTRACT

This study aimed to analyze the quality of life of countries by using Multiple Criteria Decision Making (MCDM) methods. In this direction, the analysis of the quality of life of the Asian region countries was carried out with the MCDM methods Method based on the Removal Effects of Criteria (MEREK), Equal weighting (EW) and Combined Compromise Solution (CoCoSo) methods on the basis of eight criteria such as purchasing power index, safety index, health index, cost of living index, real estate price / income ratio index, time spent in traffic index, pollution index, climate index. The MEREK and equal weight methods were used to weight the criteria, while the CoCoSo method was used to rank the alternatives. In the last stage, the different rankings obtained were transformed into a single rational ranking with the Copeland method. At the end of the study, it was determined that the criteria weights were effective on the MCDM ranking results. It has been determined that the countries with the highest level of quality of life are Japan and Oman.

Keywords: Life Quality, MCDM, MEREK, CoCoSo, Copeland.

GİRİŞ

Çok Kriterli Karar Verme (ÇKKV), 1960'lı yıllardan beri rasyonel karar vermede kullanılan önde gelen tekniklerdendir. Çok sayıda alternatif ve kriterin yer aldığı durumlarda, karar vericinin hata yapmasının önüne geçmek ve sağlıklı kararlar almasını sağlamak amacıyla karar alma sürecinde karar vericinin tercihlerini de dikkate alan uzlaşık matematiksel yöntemlere başvurulmaktadır. Kullanılan ÇKKV teknikleri ile karar süreci kriterlere göre modellenerek hızlı ve hatasız bir şekilde analiz gerçekleştirilmektedir (Paksoy, 2017: 1). ÇKKV yöntemleri, birden çok alternatif ve birbiriyle çelişen birden çok kriter arasından en uygun olanını seçmeye olanak tanımaktadır. ÇKKV, alternatifler listesinden optimum alternatifi seçerken karar kriterlerinin hem fayda hem de maliyet bilgisini ve karar vericilerin görüşlerini aynı anda kullanan metodolojik bir yaklaşım sağlar (Kabir vd., 2014: 1176).

Tipik bir ÇKKV problemi genellikle üç temel bileşeni içerir: (i) alternatifler, (ii) kriterler, (iii) her bir kriter için nisbi önem (ağırlıklar). ÇKKV yöntemlerinin avantajı çok sayıda kriter ve alternatifi birlikte değerlendirmesidir (Chatterjee vd., 2010: 484). ÇKKV süreci genel olarak, alternatif ve kriterlerin belirlenmesi, kriter ağırlıklarının belirlenmesi, her alternatifin tüm kriterler karşısında aldığı ağırlıklandırılmış değerlerin bütünleştirilerek genel bir değer elde edilmesi ve son olarak genel değerler üzerinden en iyi alternatifin seçilmesinin ya da sıralanmasının sağlanması şeklinde özetlenebilir (Triantaphyllou ve Sánchez, 1997:154). Bir problemin ÇKKV problemi kapsamında değerlendirilebilmesi için en az iki alternatif ve birbiriyle çelişen birden çok kriterin varlığı gerekmektedir. Ülkelerin yaşam kalitesi analizinde de çok sayıda alternatif birden fazla gösterge dikkate alınarak değerlendirilmektedir ve bu durum ÇKKV yöntemlerini kullanmanın uygun olduğunu göstermektedir.

Literatürde yaşam kalitesi analizi pek çok araştırmacı tarafından ele alınmıştır ve farklı ÇKKV yöntemleri kullanılmıştır. Tablo 1'de yaşam kalitesi analizini ele alan çalışmalar ve bu çalışmalarda kullanılan ÇKKV yöntemleri yer almaktadır.

Tablo-1: Örnek Çalışmalar ve Kullanılan ÇKKV Yöntemleri

Yazar/lar	Amaç	kullanılan yöntem
Çınaroğlu (2021)	AB üyesi ülkelerinin yaşam kalitesinin ölçülmesi	CRITIC, CODAS, ROV
Yıldız vd. (2019)	AB üyesi ülkelerinin yaşam kalitesinin ölçülmesi	Bulanık AHP, TOPSIS
Ayyıldız ve Demirci (2018)	Türkiye'de yer alan şehirlerin yaşam kalitesinin ölçülmesi	SWARA, TOPSIS
Ömürbek vd. (2017)	AB üyesi ülkelerinin yaşam kalitesinin ölçülmesi	Entropy, ARAS, MOOSRA
Orakçi ve Özdemir (2017)	Türkiye ve AB üyesi ülkelerin insai gelişmişlik düzeylerinin belirlenmesi	Entropy, CRITIC, GİA, MOORA
Shahrokhi vd. (2014)	Jiroft şehrinin yaşam kalitesinin analizi	TOPSIS
Kaya vd. (2011)	AB üyesi ülkelerin yaşam kalitesinin ölçülmesi	VIKOR
Seyhan ve Seyhan (2021)	AB üyesi ülkelerin yaşam kalitesinin ölçülmesi	ARAS, TOPSIS
Küçükcal vd. (2021)	Türkiye'deki illerin yaşam kalitesinin ölçülmesi	GİA, MOORA, PROMETHEE
Çağlar (2020)	Türkiye'deki illerin yaşam kalitesinin ölçülmesi	VZA

Özbek (2019)	Türkiye'deki illerin yaşam kalitesinin ölçülmesi	EDAS, WASPAS
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Tablo 1’de görüldüğü gibi AB üyesi ülkelerini, Türkiye’yi, illeri ve şehirleri kapsayan pek çok yaşam kalitesi analizi gerçekleştirilmiştir. Bahsi geçen çalışmalarda ise pek çok farklı ÇKKV yöntemleri kullanılmıştır. Bu çalışmada, Asya bölgesi ülkelerinin yaşam kalitesinin sekiz gösterge temelinde ÇKKV yöntemleri kullanılarak ölçülmesi amaçlanmıştır. Kriter ağırlıklarını belirlemek amacıyla Kriterlerin Kaldırma Etkilerine Dayalı Yöntem- Method based on the Removal Effects of Criteria (MEREK) ve eşit ağırlık (EW) yöntemleri kullanılmış, ülkeleri yaşam kalitesi parametresi doğrultusunda sıralamak için ise Birleşik Uzlaşma Çözümü- Combined Compromise Solution (CoCoSo) yöntemi kullanılmıştır. Son aşamada, MEREK-CoCoSo ve eşit ağırlık- CoCoSo modelleri ile elde edilen farklı sıralamalardan rasyonel nihai tek bir sıralama elde etmek için ise Copeland yöntemine başvurulmuştur.

1. YÖNTEM

Bu bölümde, çalışmada kullanılan MEREK, eşit ağırlık ve CoCoSo yöntemlerinin açıklamasına yer verilmiştir.

1.1 MEREK Yöntemi

MEREK yöntemi, kriterlerin önem düzeylerini belirlemek için kullanılan objektif yöntemler kategorisinde yer almaktadır. Bu yöntem, kriter ağırlıklarını belirlemek için her bir kriterin alternatiflerin performansı üzerindeki kaldırma etkisini kullanır. Performanslar üzerinde daha yüksek etkiye sahip olan kriterlere daha büyük ağırlıklar atanır (Keshavarz-Ghorabae vd., 2021: 7). MEREK yönteminin adımları şu şekildedir (Keshavarz-Ghorabae vd., 2021: 8-9):

Adım 1: Karar matrisi oluşturulur.

$$X = \begin{bmatrix} x_{11} & x_{12} & \dots & x_{1j} & \dots & x_{1m} \\ x_{21} & x_{22} & \dots & x_{2j} & \dots & x_{2m} \\ \vdots & \vdots & \ddots & \vdots & \ddots & \vdots \\ x_{i1} & x_{i2} & \dots & x_{ij} & \dots & x_{im} \\ \vdots & \vdots & \ddots & \vdots & \ddots & \vdots \\ x_{n1} & x_{n2} & \dots & x_{nj} & \dots & x_{nm} \end{bmatrix}$$

Bu matrisin elemanları x_{ij} ile gösterilir.

N alternatifleri, m kriterleri göstermektedir.

Adım 2: Karar matrisi normalize edilir.

Karar matrisi elemanları (fayda ve maliyet yönlü kriterler) sırasıyla eşitlik 1, 2 kullanılarak normalize edilir.

$$n_{ij}^x = \begin{cases} \frac{\min_k x_{kj}}{x_{ij}} & \text{Fayda yönlü kriter} & (1) \\ \frac{x_{ij}}{\max_k x_{kj}} & \text{Maliyet yönlü kriter} & (2) \end{cases}$$

Normalleştirilmiş matrisin elemanları n_{ij}^x olarak ifade edilir.

Adım 3: Alternatiflerin genel performansı (S_i) hesaplanır.

Bu adımda, alternatiflerin genel performansını hesaplamak için doğrusal olmayan bir fonksiyona sahip logaritmik bir ölçü uygulanır. Bu hesaplama eşitlik 3 kullanılarak yapılır.

$$S_i = \ln\left(1 + \left(\frac{1}{m} \sum_j | \ln(n_{ij}^x) | \right)\right) \quad (3)$$

Adım 4: İlgili her bir kriter kaldırılarak alternatiflerin performansı hesaplanır.

Bu adımda, logaritmik ölçü, önceki adıma benzer şekilde kullanılır. Bu adım ile Adım 3 arasındaki fark, alternatiflerin performanslarının her bir kriterin ayrı ayrı çıkarılmasına bağlı olarak hesaplanmasıdır. Bu nedenle, m kriter ile ilişkili m performans seti vardır. j kriterinin kaldırılmasına ilişkin i alternatifinin genel performansı S'_{ij} ile gösterilir. Bu adımın hesaplamaları için aşağıdaki denklem kullanılır:

$$S'_{ij} = \ln\left(1 + \left(\frac{1}{m} \sum_{k, k \neq j} \left| \ln(n_{ik}^x) \right| \right)\right) \quad (4)$$

Adım 5: Mutlak sapmaların toplamı hesaplanır.

Bu adımda, Adım 3 ve Adım 4'ten elde edilen değerlere dayalı olarak j kriterinin kaldırma etkisi hesaplanır. E_j , j. kriterin kaldırılmasının etkisini gösterir. E_j değerleri eşitlik 5 kullanılarak hesaplanır.

$$E_j = \sum_i \left| S'_{ij} - S_i \right| \quad (5)$$

Adım 6: Kriter ağırlıkları belirlenir.

Bu adımda, 6 numaralı eşitlik kullanılarak objektif kriter ağırlıkları (w_j) hesaplanır.

$$w_j = \frac{E_j}{\sum_k E_k} \quad (6)$$

w_j , j. kriterin ağırlığını temsil eder.

1.2. Eşit Ağırlık (Equal Weighting) Yöntemi

Her bir kriterin önem derecesini gösteren kriter ağırlıklarının atanması aşamasında 7 numaralı eşitlik (Jahan vd., 2012:413) yardımıyla her bir kriter için eşit ağırlık atanması yoluna gidilmiştir.

$$w_j = \frac{1}{n} \quad (7)$$

n kriter sayısını göstermektedir ve ağırlıklar toplamı 1'e eşit olmalıdır.

1.3 CoCoSo Method

CoCoSo yöntemi Yazdani vd. (2019) tarafından önerilmiştir. Bu yaklaşım, aşamalı ağırlık değerlendirme oran analizi (WASPAS), basit katkı ağırlıklandırma (SAW) ve üstel ağırlıklı ürün (EWP) yöntemlerinin entegrasyonundan oluşur (Yazdani vd., 2019). CoCoSo ve WASPAS yöntemleri farklı normalizasyon süreçlerine sahip olsa da CoCoSo yönteminin üçüncü adımında WASPAS'ın çarpımsal özelliğinden yola çıkarak güç ağırlığı (P_i) değerlerinin toplamı hesaplanır. Yöntemin adımları aşağıdaki gibidir:

Adım 1: Başlangıç karar matrisi oluşturulur.

$$x_{ij} = \begin{bmatrix} x_{11} & x_{12} & \cdots & x_{1n} \\ x_{21} & x_{22} & \cdots & x_{2n} \\ \cdots & \cdots & \cdots & \cdots \\ x_{m1} & x_{m2} & \cdots & x_{mn} \end{bmatrix} \quad i = 1, 2, \dots, m; j = 1, 2, \dots, n$$

Adım 2: Fayda ve maliyet yönlü kriterler sırasıyla eşitlik 8 ve 9 kullanılarak normalize edilir.

$$r_{ij} = \frac{x_{ij} - \min_i x_{ij}}{\max_i x_{ij} - \min_i x_{ij}} \quad \text{fayda yönlü kriter} \quad (8)$$

$$r_{ij} = \frac{\max_i x_{ij} - x_{ij}}{\max_i x_{ij} - \min_i x_{ij}} \quad \text{maliyet yönlü kriter} \quad (9)$$

Adım 3: S_i ve P_i değerleri hesaplanır.

$$S_i = \sum_{j=1}^n (w_j r_{ij}) \quad (10)$$

$$P_i = \sum_{j=1}^n (r_{ij})^{w_j} \quad (11)$$

S_i değeri gri ilişkisel analiz metodolojisine göre elde edilirken P_i değeri WASPAS yöntemine göre belirlenir.

Adım 4: Değerleme puanı stratejileri hesaplanır.

Her alternatifin göreceli ağırlıkları, aşağıdaki toplama stratejileri kullanılarak oluşturulur.

$$k_{ia} = \frac{P_i + S_i}{\sum_{i=1}^m (P_i + S_i)} \quad (12)$$

$$k_{ib} = \frac{S_i}{\min_i S_i} + \frac{P_i}{\min_i P_i}$$

(13)

$$k_{ic} = \frac{\lambda(S_i) + (1-\lambda)(P_i)}{(\lambda \max_i S_i + (1-\lambda) \max_i P_i)} \quad (14)$$

Denklem (12), WSM ve WPM toplamalarının aritmetik ortalamasını ifade ederken, Denklem (13), WSM ve WPM göreceli puanlarının toplamını belirtir. Denklem (14) WSM ve WPM puanlarının dengeli mutabakatını belirtir. Denklem (14)'de, λ genellikle karar vericiler tarafından $\lambda = 0,5$ olarak seçilir.

Adım 5: Alternatiflerin performans puanları hesaplanır.

Alternatiflerin performans puanları, eşitlik 15 kullanılarak hesaplanır. En yüksek performans puanı arzu edilir.

$$k_i = (k_{ia} + k_{ib} + k_{ic})^{\frac{1}{3}} + \frac{1}{3}(k_{ia} + k_{ib} + k_{ic}) \quad (15)$$

1.4. Copeland Yöntemi

Copeland yöntemi, her bir belirleyici faktör için kazanma ve kaybetme sayısına göre çeşitli alternatifleri sıralar (Naderi vd., 2013: 63). Farklı yöntemlerle elde edilen sonuçların uzlaştırılmasını sağlar.

2. UYGULAMA

Bu çalışmada, Asya bölgesi ülkelerinin yaşam kalitesi analizi ÇKKV yöntemleri kullanılarak gerçekleştirilmiştir. Değerlendirme sürecinde sekiz kriter ve 28 alternatif yer almıştır. Veriler Numbeo adlı siteden elde edilmiştir ve 2021 yıl ortasını kapsamaktadır. Kriterler Tablo 2'de, alternatifler ise Tablo 3'te sunulmuştur. Kriter ağırlıklarını belirlemek amacıyla MEREK ve eşit ağırlık yöntemleri kullanılmış, ülkeleri yaşam kalitesi parametresi doğrultusunda sıralamak için

ise CoCoSo yöntemi kullanılmıştır. Son aşamada, MEREC-CoCoSo ve eşit ağırlık-CoCoSo modelleri ile elde edilen farklı sıralamalardan rasyonel nihai tek bir sıralama elde etmek için ise Copeland yöntemine başvurulmuştur.

Tablo-2: Kriterler

Kriter	Kod	Opt.
Satın alma gücü indeksi (purchasing power index)	K1	max
Güvenlik indeksi (safety index)	K2	max
Sağlık indeksi (healt care index)	K3	min
yaşam maliyeti indeksi (Cost of living index)	K4	max
(Emlak fiyatı/gelir oranı indeksi) (Property price to income ratio)	K5	min
Trafikte harcanan süre indeksi (traffic commute time index)	K6	min
Kirlilik indeksi(pollution index)	K7	min
İklim indeksi (climate index)	K8	max

Tablo-3: Karar Matrisi

	K1	K2	K3	K4	K5	K6	K7	K8
Umman	74,87	79,66	58,42	49,64	5,45	23,02	37,21	67,22
Japonya	76,01	77,81	80,21	81,15	11,59	39,96	39,10	85,27
BAE*	84,93	84,77	68,22	58,94	4,49	36,23	49,93	45,23
Katar	84,85	87,87	73,19	61,93	6,13	30,45	60,19	36,03
Singapur	78,53	72,04	71,23	82,63	17,63	41,23	33,14	57,45
Kıbrıs	49,36	68,72	54,59	61,64	6,57	23,07	55,06	93,34
Suudi arabistan	80,11	74,77	60,88	49,60	2,66	28,39	63,91	45,98
İsrail	65,91	68,53	73,93	84,77	12,87	35,59	58,13	94,01
Tayvan	51,09	84,54	86,38	64,93	21,78	31,41	62,98	81,60
Güney kore	69,44	73,32	82,36	76,46	26,08	40,22	62,42	68,39
Türkiye	31,27	60,38	70,75	31,74	8,72	44,25	65,79	93,23
Gürcistan	25,16	76,62	54,43	28,58	14,35	35,40	70,02	84,20
Malezya	50,11	42,71	69,98	37,52	9,97	37,21	62,63	59,11
Kuveyt	70,51	66,58	58,97	49,14	12,53	33,22	66,15	20,22
Ürdün	27,95	60,04	65,37	50,91	7,91	41,66	76,38	89,05
Çin	53,62	69,86	66,16	41,31	27,89	40,56	81,17	80,21
Hindistan	42,16	55,57	65,83	24,60	10,78	46,61	79,89	65,47
Pakistan	24,56	57,49	60,04	21,88	13,60	38,31	73,41	70,36
Azerbaycan	23,10	67,98	44,56	30,04	17,57	40,01	74,30	91,40
Tayland	28,87	60,65	77,68	44,76	21,21	39,76	75,35	69,45
Hong kong	56,86	78,00	66,37	80,82	45,71	42,72	67,38	83,64
Kazakistan	31,62	46,23	59,62	29,58	9,49	34,79	73,17	39,78
Endonezya	19,01	54,07	60,52	35,95	21,52	43,28	67,15	68,48
Vietnam	25,29	53,81	58,61	36,94	19,75	29,59	85,54	71,09
Filipinler	18,00	57,54	67,19	39,11	30,20	43,65	73,69	61,03
Sri lanka	18,43	58,61	72,72	30,41	38,56	56,74	59,97	59,11
Bangladeş	21,76	36,10	42,22	33,01	14,91	57,12	84,94	72,91
İran	16,82	50,62	52,33	40,64	34,87	47,25	75,70	70,99

2.1 MEREC Yöntemi Uygulaması

MEREC yöntemiyle kriter ağırlıklarını hesaplamak için ilk olarak fayda ve maliyet yönlü kriterler dikkate alınarak eşitlik 1 ve 2 yardımıyla karar matrisi normalize edilmiştir (Tablo 4).

Tablo-4: Normalize Edilmiş Karar Matrisi

	K1	K2	K3	K4	K5	K6	K7	K8
Umman	0,2247	0,453	0,6763	0,4408	0,1192	0,403	0,435	0,3008
Japonya	0,2213	0,464	0,9286	0,2696	0,2536	0,6996	0,4571	0,2371
BAE*	0,198	0,426	0,7898	0,3712	0,0982	0,6343	0,5837	0,447
Katar	0,1982	0,411	0,8473	0,3533	0,1341	0,5331	0,7036	0,5612
Singapur	0,2142	0,501	0,8246	0,2648	0,3857	0,7218	0,3874	0,352
Kıbrıs	0,3408	0,525	0,632	0,355	0,1437	0,4039	0,6437	0,2166
Suudi arabistan	0,21	0,483	0,7048	0,4411	0,0582	0,497	0,7471	0,4398
İsrail	0,2552	0,527	0,8559	0,2581	0,2816	0,6231	0,6796	0,2151
Tayvan	0,3292	0,427	1	0,337	0,4765	0,5499	0,7363	0,2478
Güney kore	0,2422	0,492	0,9535	0,2862	0,5706	0,7041	0,7297	0,2957
Türkiye	0,5379	0,598	0,8191	0,6894	0,1908	0,7747	0,7691	0,2169
Gürcistan	0,6685	0,471	0,6301	0,7656	0,3139	0,6197	0,8186	0,2401
Malezya	0,3357	0,845	0,8101	0,5832	0,2181	0,6514	0,7322	0,3421
Kuveyt	0,2385	0,542	0,6827	0,4453	0,2741	0,5816	0,7733	1
Ürdün	0,6018	0,601	0,7568	0,4298	0,173	0,7293	0,8929	0,2271
Çin	0,3137	0,517	0,7659	0,5297	0,6102	0,7101	0,9489	0,2521
Hindistan	0,399	0,65	0,7621	0,8894	0,2358	0,816	0,9339	0,3088
Pakistan	0,6849	0,628	0,6951	1	0,2975	0,6707	0,8582	0,2874
Azerbaycan	0,7281	0,531	0,5159	0,7284	0,3844	0,7005	0,8686	0,2212
Tayland	0,5826	0,595	0,8993	0,4888	0,464	0,6961	0,8809	0,2911
Hong kong	0,2958	0,463	0,7683	0,2707	1	0,7479	0,7877	0,2418
Kazakistan	0,5319	0,781	0,6902	0,7397	0,2076	0,6091	0,8554	0,5083
Endonezya	0,8848	0,668	0,7006	0,6086	0,4708	0,7577	0,785	0,2953
Vietnam	0,6651	0,671	0,6785	0,5923	0,4321	0,518	1	0,2844
Filipinler	0,9344	0,627	0,7778	0,5594	0,6607	0,7642	0,8615	0,3313
Sri lanka	0,9126	0,616	0,8419	0,7195	0,8436	0,9933	0,7011	0,3421
Bangladeş	0,773	1	0,4888	0,6628	0,3262	1	0,993	0,2773
İran	1	0,713	0,6058	0,5384	0,7629	0,8272	0,885	0,2848

İkinci adımda, alternatiflerin genel performansları eşitlik 3 kullanılarak aşağıdaki gibi elde edilmiştir. Tüm sonuçlar Tablo 5'te sunulmuştur.

$$S_1 = \ln\left(1 + \frac{1}{8} (|\ln(0,225)| + |\ln(0,453)| + |\ln(0,723)| + |\ln(0,441)| + |\ln(0,119)| + |\ln(0,403)| + |\ln(0,435)| + |\ln(0,715)|)\right) = 0,728$$

$$S_2 = \ln\left(1 + \frac{1}{8} (|\ln(0,221)| + |\ln(0,464)| + |\ln(0,526)| + |\ln(0,270)| + |\ln(0,254)| + |\ln(0,700)| + |\ln(0,457)| + |\ln(0,907)|)\right) = 0,669$$

⋮

$$S_{28} = \ln\left(1 + \frac{1}{8} (|\ln(1)| + |\ln(0,713)| + |\ln(0,807)| + |\ln(0,538)| + |\ln(0,763)| + |\ln(0,827)| + |\ln(0,885)| + |\ln(0,755)|)\right) = 0,345$$

Tablo-5: S_i Değerleri

S ₁ = 0,728	S ₈ = 0,641	S ₁₅ = 0,546	S ₂₂ = 0,442
S ₂ = 0,669	S ₉ = 0,566	S ₁₆ = 0,485	S ₂₃ = 0,395
S ₃ = 0,682	S ₁₀ = 0,550	S ₁₇ = 0,457	S ₂₄ = 0,444
S ₄ = 0,647	S ₁₁ = 0,517	S ₁₈ = 0,424	S ₂₅ = 0,346
S ₅ = 0,630	S ₁₂ = 0,497	S ₁₉ = 0,477	S ₂₆ = 0,289
S ₆ = 0,695	S ₁₃ = 0,512	S ₂₀ = 0,436	S ₂₇ = 0,388
S ₇ = 0,700	S ₁₄ = 0,511	S ₂₁ = 0,524	S ₂₈ = 0,345

Dördüncü adımda, eşitlik 4 yardımıyla her bir kriter (S'_{ij}) çıkarılarak alternatiflerin genel performansları hesaplanmıştır. Sonuçlar Tablo 6'da sunulmuştur.

Tablo-6: S'_{ij} Değerleri

	K1	K2	K3	K4	K5	K6	K7	K8
Umman	0,6333	0,6788	0,7039	0,677	0,59	0,6714	0,676	0,6525
Japonya	0,567	0,6182	0,6639	0,581	0,577	0,6455	0,617	0,5719
BAE*	0,5738	0,6263	0,6667	0,617	0,523	0,6526	0,647	0,6295
Katar	0,5353	0,5872	0,6363	0,577	0,506	0,6052	0,624	0,6087
Singapur	0,522	0,5832	0,6173	0,538	0,565	0,6083	0,565	0,5582
Kıbrıs	0,6256	0,6541	0,6661	0,628	0,566	0,6369	0,667	0,5948
Suudi arabistan	0,5983	0,654	0,6783	0,648	0,506	0,6559	0,682	0,6479
İsrail	0,5179	0,5705	0,6042	0,519	0,525	0,5823	0,505	0,5338
Tayvan	0,4839	0,5038	0,566	0,486	0,512	0,5227	0,544	0,4618
Güney kore	0,4425	0,4979	0,5469	0,456	0,509	0,5247	0,527	0,4584
Türkiye	0,4691	0,4774	0,5015	0,488	0,385	0,4973	0,497	0,3955
Gürcistan	0,4657	0,4379	0,4611	0,476	0,405	0,4598	0,481	0,382
Malezya	0,4264	0,4991	0,4958	0,47	0,391	0,4791	0,488	0,4279
Kuveyt	0,3968	0,4635	0,4815	0,448	0,408	0,469	0,491	0,5105
Ürdün	0,5081	0,5081	0,5252	0,482	0,41	0,5225	0,537	0,432
Çin	0,3911	0,4325	0,4639	0,434	0,446	0,4579	0,481	0,3725
Hindistan	0,3811	0,4219	0,4349	0,447	0,335	0,4404	0,451	0,359
Pakistan	0,3921	0,3847	0,3933	0,424	0,319	0,3903	0,411	0,3159
Azerbaycan	0,4521	0,4267	0,4243	0,452	0,4	0,4491	0,466	0,3526
Tayland	0,3913	0,3931	0,4274	0,376	0,372	0,4063	0,426	0,3309
Hong kong	0,4293	0,4651	0,5041	0,422	0,524	0,5021	0,506	0,4127
Kazakistan	0,3904	0,4223	0,4122	0,418	0,307	0,4018	0,43	0,3865
Endonezya	0,3843	0,3601	0,3643	0,352	0,329	0,371	0,374	0,2863
Vietnam	0,4109	0,4116	0,4125	0,401	0,374	0,3899	0,444	0,3379
Filipinler	0,3396	0,3035	0,3232	0,293	0,308	0,3216	0,332	0,2428
Sri lanka	0,2805	0,2427	0,2729	0,258	0,273	0,2885	0,255	0,1833
Bangladeş	0,3661	0,3882	0,3256	0,353	0,288	0,3882	0,388	0,2731
İran	0,3451	0,3147	0,2997	0,289	0,321	0,3282	0,334	0,2272

Beşinci adımda, eşitlik 5 kullanılarak her bir kriterin alternatiflerin genel performansı üzerindeki kaldırma etkisi hesaplanmıştır. Bu değerler Tablo 7'deki gibi belirlenmiştir.

Tablo-7: E_j Değerleri

K1	K2	K3	K4	K5	K6	K7	K8
1,8201	1,2130	0,6671	1,5292	2,5652	0,8719	0,6920	2,5938

Son adımda ise eşitlik 6 kullanılarak kriter ağırlıkları hesaplanmıştır. Sonuçlar Tablo 8'de sunulmuştur.

Tablo-8: Kriter Ağırlıkları

K1	K2	K3	K4	K5	K6	K7	K8
0,1523	0,1015	0,0558	0,1279	0,2146	0,0729	0,0579	0,2170

Tblo 8'e göre önem derecesi en yüksek olan kriter K8 (İklim indeksi) iken, en düşük önem derecesine sahip olan kriter ise K3 (Sağlık indeksi) olarak tespit edilmiştir.

2.2 CoCoSo Yöntemi Uygulaması

İlk adımda, fayda yönlü kriterler ve maliyet yönlü kriterler dikkate alınarak karar matrisi 8 ve 9 eşitlikleri kullanılarak normalize edilmiş ve sonuçlar Tablo 9'da sunulmuştur.

Tablo-9: Normalize Edilmiş Karar Matrisi

	K1	K2	K3	K4	K5	K6	K7	K8
Umman	0,852	0,841	0,6332	0,441	0,9352	1	0,9223	0,6369
Japonya	0,869	0,806	0,1397	0,942	0,7926	0,5032	0,8863	0,8816
BAE*	1	0,94	0,4112	0,589	0,9575	0,6126	0,6796	0,3389
Katar	0,999	1	0,2987	0,637	0,9194	0,7821	0,4838	0,2143
Singapur	0,906	0,694	0,3431	0,966	0,6523	0,466	1	0,5045
Kıbrıs	0,478	0,63	0,7199	0,632	0,9092	0,9985	0,5817	0,9909
Suudi arabistan	0,929	0,747	0,5774	0,441	1	0,8425	0,4128	0,3491
İsrail	0,721	0,626	0,2819	1	0,7628	0,6314	0,5231	1
Tayvan	0,503	0,936	0	0,685	0,5559	0,754	0,4305	0,8318
Güney kore	0,773	0,719	0,091	0,868	0,456	0,4956	0,4412	0,6528
Türkiye	0,212	0,469	0,3539	0,157	0,8592	0,3774	0,3769	0,9894
Gürcistan	0,122	0,783	0,7235	0,107	0,7285	0,637	0,2962	0,8671
Malezya	0,489	0,128	0,3714	0,249	0,8302	0,5839	0,4372	0,527
Kuveyt	0,788	0,589	0,6207	0,433	0,7707	0,7009	0,37	0
Ürdün	0,163	0,462	0,4758	0,462	0,878	0,4534	0,1748	0,9328
Çin	0,54	0,652	0,4579	0,309	0,4139	0,4856	0,0834	0,813
Hindistan	0,372	0,376	0,4654	0,043	0,8114	0,3082	0,1078	0,6132
Pakistan	0,114	0,413	0,5965	0	0,7459	0,5516	0,2315	0,6795
Azerbaycan	0,092	0,616	0,947	0,13	0,6537	0,5018	0,2145	0,9646
Tayland	0,177	0,474	0,197	0,364	0,5691	0,5091	0,1945	0,6672
Hong kong	0,588	0,809	0,4531	0,937	0	0,4223	0,3466	0,8595
Kazakistan	0,217	0,196	0,606	0,122	0,8413	0,6548	0,2361	0,2651
Endonezya	0,032	0,347	0,5856	0,224	0,5619	0,4059	0,351	0,654
Vietnam	0,124	0,342	0,6288	0,239	0,603	0,8073	0	0,6894
Filipinler	0,017	0,414	0,4346	0,274	0,3603	0,395	0,2261	0,5531
Sri lanka	0,024	0,435	0,3093	0,136	0,1661	0,0111	0,488	0,527
Bangladeş	0,073	0	1	0,177	0,7154	0	0,0115	0,7141

İran	0	0,28	0,7711	0,298	0,2518	0,2894	0,1878	0,688
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İkinci adımda, önceki bölümde elde edilen normalize edilmiş karar matrisi ve kriter ağırlıkları kullanılarak eşitlik 10 ve 11 yardımıyla S_i ve P_i değerleri hesaplanmıştır. Sonuçlar Tablo 10'da sunulmuştur.

Tablo-10: S_i ve P_i Değerleri

	S_i	P_i		S_i	P_i
Umman	0,772	7,321	Ürdün	0,591	6,934
Japonya	0,792	7,306	Çin	0,519	6,872
BAE	0,709	7,239	Hindistan	0,462	6,649
Katar	0,681	7,176	Pakistan	0,454	5,935
Singapur	0,693	7,223	Azerbaycan	0,545	6,757
Kıbrıs	0,774	7,292	Tayland	0,448	6,756
Suudi Arabistan	0,682	7,195	Hong Kong	0,554	6,281
İsrail	0,774	7,29	Kazakistan	0,402	6,623
Tayvan	0,639	6,35	Endonezya	0,414	6,558
Güney kore	0,608	7,058	Vietnam	0,457	5,831
Türkiye	0,568	6,869	Filipinler	0,343	6,4
Gürcistan	0,56	6,818	Sri Lanka	0,261	6,041
Malezya	0,5	6,851	Bangladeş	0,399	4,693
Kuveyt	0,508	6,504	İran	0,345	5,801

Üçüncü adımda, S_i ve P_i değerlerinden hareketle değerlendirme puanı stratejileri (k_{ia} , k_{ib} , k_{ic}) eşitlik 12, 13 ve 14 kullanılarak hesaplanır. Son adımda ise eşitlik 15 yardımıyla alternatiflerin performans skorları hesaplanmış ve elde edilen tüm sonuçlar Tablo 11'de sunulmuştur.

Tablo-11: Performans Skorları ve Nihai Sıralama

	k_{ia}	k_{ib}	k_{ic}	k_i	Sıralama
Umman	0,0401	4,514	0,998	3,6212	2
Japonya	0,0401	4,586	0,998	3,6531	1
BAE	0,0393	4,255	0,98	3,4987	5
Katar	0,0389	4,133	0,968	3,4391	8
Singapur	0,0392	4,188	0,976	3,4672	6
Kıbrıs	0,0399	4,516	0,994	3,6206	3
Suudi arabistan	0,039	4,141	0,971	3,4437	7
İsrail	0,0399	4,514	0,994	3,6197	4
Tayvan	0,0346	3,797	0,861	3,2385	11
Güney kore	0,0379	3,83	0,945	3,2924	9
Türkiye	0,0368	3,637	0,917	3,1921	12
Gürcistan	0,0365	3,596	0,909	3,17	13
Malezya	0,0364	3,374	0,906	3,067	17

Kuveyt	0,0347	3,328	0,864	3,026	18
Ürdün	0,0372	3,74	0,928	3,2439	10
Çin	0,0366	3,45	0,911	3,1041	15
Hindistan	0,0352	3,185	0,877	2,9657	19
Pakistan	0,0316	3	0,787	2,8361	23
Azerbaycan	0,0361	3,523	0,9	3,1324	14
Tayland	0,0357	3,153	0,888	2,9564	20
Hong kong	0,0338	3,459	0,843	3,0755	16
Kazakistan	0,0348	2,949	0,866	2,8504	22
Endonezya	0,0345	2,981	0,859	2,8621	21
Vietnam	0,0311	2,992	0,775	2,8262	24
Filipinler	0,0334	2,677	0,831	2,7046	25
Sri lanka	0,0312	2,287	0,777	2,4891	28
Bangladeş	0,0252	2,525	0,628	2,5294	27
İran	0,0304	2,556	0,758	2,61	26

Tablo 11’de yer alan nihai sonuçlara göre, sekiz kriter kapsamında değerlendirilen yaşam kalitesi bakımından ilk sırada Japonya yer alırken, Sri Lanka en son sırada yer almıştır.

2.3. Eşit Ağırlık-CoCoSo Modelinin Uygulanması

Eşitlik 7 yardımıyla her bir kritere eşit ağırlık verilmiş ve verilen ağırlıklar Tablo 12’de sunulmuştur.

Tablo-12: Kriter Ağırlıkları (Eşit Ağırlık)

K1	K2	K3	K4	K5	K6	K7	K8
0,125	0,125	0,125	0,125	0,125	0,125	0,125	0,125

Tablo 12’de yer alan ağırlıklar kullanılarak CoCoSo adımları tekrarlanmıştır. Eşit ağırlık-CoCoSo ve MEREC-CoCoSo modelleri ile elde edilen tüm sonuçlar Tablo 13’te sunulmuştur.

Tablo-13: Karşılaştırmalı Sonuçlar

	MEREC- CoCoSo		EW- CoCoSo		Copeland	
	Değer	Sıralama	Değer	Sıralama	Değer	Sıralama
Umman	3,6212	2	0,975	4	0,2143	1
Japonya	3,6531	1	0,972	5	0,2143	1
BAE*	3,4987	5	0,991	2	0,25	2
Katar	3,4391	8	1	1	0,3214	3
Singapur	3,4672	6	0,983	3	0,3214	3
Kıbrıs	3,6206	3	0,902	10	0,4643	4
Suudi arabistan	3,4437	7	0,968	6	0,4643	4
İsrail	3,6197	4	0,858	16	0,7143	6
Tayvan	3,2385	11	0,948	9	0,7143	6

Güney kore	3,2924	9	0,952	8	0,6071	5
Türkiye	3,1921	12	0,841	19	1,1071	11
Gürcistan	3,17	13	0,852	17	1,0714	10
Malezya	3,067	17	0,899	11	1	8
Kuveyt	3,026	18	0,953	7	0,8929	7
Ürdün	3,2439	10	0,86	15	0,8929	7
Çin	3,1041	15	0,869	14	1,0357	9
Hindistan	2,9657	19	0,846	18	1,3214	14
Pakistan	2,8361	23	0,761	26	1,75	18
Azerbaycan	3,1324	14	0,795	23	1,3214	14
Tayland	2,9564	20	0,883	12	1,1429	12
Hong kong	3,0755	16	0,804	22	1,3571	15
Kazakistan	2,8504	22	0,873	13	1,25	13
Endonezya	2,8621	21	0,84	20	1,4643	16
Vietnam	2,8262	24	0,761	25	1,75	18
Filipinler	2,7046	25	0,835	21	1,6429	17
Sri lanka	2,4891	28	0,792	24	1,8571	19
Bangladeş	2,5294	27	0,477	28	1,9643	21
İran	2,61	26	0,721	27	1,8929	20

Tablo 13'te yer alan sonuçlara göre MEREC-CoCoSo ve EW-CoCoSo modelleri ile elde edilen sıralamalar birbirinden farklıdır. Bu durum kriter ağırlıklarının sıralama sonuçları üzerindeki etkisini göstermektedir ve farklı ağırlıkların farklı sıralamalara neden olacağı literatürde pek çok çalışma (Zavadskas and Podvezko, 2016; Kumar and Parimala, 2019) tarafından tespit edilmiş bir sonuçtur. Kullanılan her iki modele göre de yaşam kalitesi bakımından ilk sırada yer alan ülkeler değişmiştir. Farklı sıralamalardan rasyonel tek bir sıralama listesi elde etmek amacıyla Copeland yöntemi uygulanmış ve elde edilen sonuçlar Tablo 13'te sunulmuştur. Copeland yöntemi ile elde edilen sonuçlara göre yaşam kalitesi bakımından Japonya ve Umman ilk sırada yer alırken, Bangladeş son sırada yer almıştır. Bunun yanı sıra, bazı ülkelerin sıralamalarının aynı olması da dikkat çekmektedir.

SONUÇ

Bu çalışmada, Asya bölgesi ülkelerinin yaşama kalitesinin ÇKKV yöntemleri kullanılarak analiz edilmesi amaçlanmıştır. Alternatifler, kriterler ve kriter ağırlıkları ÇKKV yöntemlerinin uygulanması için gerekli olan en önemli elemanlar arasında yer almaktadır. Çalışmanın alternatiflerini Asya bölgesi olan 28 ülke oluşturmuştur. Satın alma gücü indeksi, güvenlik indeksi, sağlık indeksi, yaşam maliyeti indeksi, Emlak fiyatı/gelir oranı indeksi, Trafikte harcanan süre indeksi, kirlilik indeksi, iklim indeksi ise çalışmanın kriterlerini oluşturmaktadır. Kriterler, MEREC ve eşit ağırlık yöntemleri olmak üzere iki farklı şekilde ağırlıklandırılmıştır. Alternatifleri performansları doğrultusunda sıralamak amacıyla ise CoCoSo yöntemi kullanılmıştır. MEREC-CoCoSo ve EW-CoCoSo modelleri ile elde edilen farklı sıralama sonuçlarından bütünlük nihai tek bir sıralama elde etmek amacıyla ise Copeland yöntemine başvurulmuştur.

MEREC yöntemi ile elde edilen sonuçlara göre önem derecesi en yüksek olan kriter K8 (İklim indeksi), en düşük önem derecesine sahip olan kriter ise K3 (Sağlık indeksi) olarak tespit edilmiştir. MEREC-CoCoSo ve EW-CoCoSo modelleri ile elde edilen sıralamaların birbirinden farklılaştığı tespit edilirken, farklı kriter ağırlıklarının sıralama sonuçları üzerinde farklı etkiye sahip olduğu tespit edilmiştir. Copeland yöntemi ile elde edilen nihai sıralama sonuçlarına göre

yaşam kalitesi bakımından ilk sırada Japonya ve Umman yer alırken, Bangladeş son sırada yer almıştır.

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Dijitalleşme Kaynaklı Vergi Sorunları ve Çözüm Arayışları

Mustafa Sefa MAZLUM

Çukurova University
mustafasefamazlum@hotmail.com

Orcid: 0000-0002-8433-5291

ÖZET

Dijital ekonominin Dünya ekonomisi içerisinde payı giderek büyürken, dijital hizmet sunan pek çok şirket, kaynak ülkelerde fiziki bir varlık göstermeden çok büyük kazançlar elde etmiş, fiziksel varlık odaklı geleneksel vergi sistemleri ise bu gelirlerin vergilendirilmesinde yetersiz kalmıştır. İlgili devletlerin gelirlerinin korunması ve vergi adaleti bakımından oldukça önem arz eden dijital hizmetlerin vergilendirilmesi, bu gibi sebeplerle uluslararası vergi hukukunun en güncel ve önemli konularındandır.

Bahse konu şirketlerin, kaynak ülkede yeterince vergi ödememesi, uluslararası ortak uzlaşma çalışmalarının yetersiz kalması sonucu, birçok ülkede tek taraflı ulusal vergi olarak dijital hizmet vergisi uygulamaya konmuştur. ABD'nin bu vergiye misilleme olarak yaptırım tehdidi üzerine, ülkemizin de içinde yer aldığı belirli ülkelerle görüşmeler yapılarak, verginin askıya alınması ve yaptırımların durdurulması konusunda anlaşılmiştir.

2021 yılı Haziran ayında G7 ülkelerinin küresel vergi reformu uzlaşısı sonucu, çok uluslu şirketlerin sınır ötesi karlarının kaynak ülkede vergilendirilmesi ve tüm Dünya'da kabul edilecek "asgari kurumlar vergisi" uygulamasının kabulü gündeme gelmiştir. OECD'nin BEPS eylem planlarına konu olan bu uygulamaların amacı, çok uluslu şirketlerin sınır ötesi işlemlerde vergi ihlallerini, matrah aşımını ve vergi cennetlerini engellemek olarak sayılabilir. 2021 yılı Ekim ayında 137 ülke tarafından yayınlanan bildiri ile küresel şirketlerin vergilendirilmesinde 2 aşamalı çözüm planında anlaşıldığı görülmektedir. Bu önerilerin 2023 yılından itibaren yürürlüğe girmesi amaçlanmaktadır. Planın ilk aşamasında eşik değerleri sağlayan çok uluslu şirket gelirlerinin vergilendirilmesinde kaynak ülkelere vergilendirme hakkı tanınması ve bu uygulamada koordinasyon sağlanmasıyla dijital hizmet vergilerinin kaldırılması söz konusu olabilecektir. İkinci aşamada ise, kurumlar vergisi oran indirimi yoluyla yaşanan vergi rekabetine asgari kurumlar vergisi uygulamasıyla taban oluşturulacaktır.

Anahtar Kelimeler: Küresel Asgari Kurumlar Vergisi, Dijital Hizmet Vergisi, BEPS

Digitalization Originated Tax Problems and Solution Searches

ABSTRACT

While the share of the digital economy in the world economy is growing, many companies providing digital services have made huge gains without having a physical presence in the source countries, and traditional tax systems based on physical assets have been insufficient in taxing these incomes. Taxation of digital services, which is of great importance, is one of the most current and important issues of international tax law for such reasons.

As a result of the companies in question not paying enough tax in the source country and the inadequacy of international joint reconciliation efforts, digital service tax has been implemented as a unilateral national tax in many countries. Upon the threat of sanctions by the USA in retaliation for this tax, negotiations were held with certain countries, including our country, and it was agreed to suspend the tax and to stop the sanctions.

In June 2021, as a result of the global tax reform agreement of the G7 countries, the taxation of cross-border profits of multinational companies in the source country and the adoption of the "minimum corporate tax" that will be accepted all over the world came to the agenda. The purpose of these practices, which are the subject of OECD's BEPS action plans, can be counted as preventing tax violations, tax base erosion and tax havens in cross-border transactions of multinational companies. With the declaration published by 137 countries in October 2021, it is seen that the 2-stage solution plan in the taxation of global companies has been agreed. These recommendations are intended to enter into force by 2023. In the first phase of the plan, taxation of multinational company incomes that meet threshold values may be abolished by granting the right to taxation to the source countries and by ensuring coordination in this application. In the second stage, the basis for the tax competition experienced through corporate tax rate reduction will be formed by applying minimum corporate tax.

Keywords: Global Minimum Corporate Tax, Digital Services Tax, BEPS

1. Giriş

Dijital ekonominin Dünya ekonomisi içerisinde payı giderek büyürken, dijital hizmet sunan pek çok şirket, kaynak ülkelerde fiziki bir varlık göstermeden çok büyük kazançlar elde etmiş, fiziksel varlık odaklı geleneksel vergi sistemleri ise bu gelirlerin vergilendirilmesinde yetersiz kalmıştır. İlgili devletlerin gelirlerinin korunması ve vergi adaleti bakımından oldukça önem arz eden dijital hizmetlerin vergilendirilmesi, bu gibi sebeplerle uluslararası boyutta çözüm arayışlarının yoğun şekilde bulunduğu, uluslararası vergi hukukunun en güncel ve önemli konularındandır. Bu kapsamda OECD tarafından uzun yıllardır sürdürülen çalışmalar, 1 nolu Matrah aşındırma ve kar kaydırma eylem planı (BEPS) çerçevesinde son yıllarda önemli aşamalar kat etmiştir.

Çalışma kapsamında, dijitalleşme kaynaklı vergi sorunları ile bu sorunların çözüme kavuşturulması noktasında özellikle OECD Matrah aşındırma ve kar kaydırma planı (BEPS) çerçevesinde yaşanan güncel arayışlar irdelenmektedir.

2. Dijitalleşme ve Dijital Ekonomi Kavramları

Dijitalleşme, herhangi bir işi, servisi ya da eşyayı dijital hale getirmek veya dijital mecrada sunmak veya dijital olanaklarla farklı iş imkanları oluşturmaktır. Bu noktada dijitalleşme ile dijital dönüşüm kavramlarını da ayırt etmekte fayda görülmektedir. Bu iki kavram arasındaki temel fark insan unsurunu dikkate alması noktasındadır. Dijital dönüşüm, teknoloji kullanılarak dijitalleşmeden farklı olarak müşteriyle başlar. İş süreçlerinin dijitalleştirilmesi, dijitalleşme örneğidir. 17. Yüzyıl ve devamında ikili sayı sisteminin, mekanik hesap makinelerinin, bilgiyi depolama yaklaşımının, elektrik ve elektroniğin, bilgisayarların, mikroçiplerin, internet ve mobil iletişimin, otomasyonun, internetin tüketiciyi ön plana çıkarmasıyla arama motorları, e-ticaret siteleri, sosyal ağ kuruluşları, uygulama dükkanlarının, yapay zekanın icat edilmesi, geliştirilmesi, bilginin dijitalleşmesi, dijitalleşmenin tarihsel gelişiminde temel köşe taşları olarak görülebilir. Bilişim ve iletişim teknolojileri özelinde mikroçip, internet ve mobil iletişim dijitalleşmenin temel sürükleyicileridir. (Aksu, 2018, 22-30)

Bilginin dijitalleşmesine bağlı olarak, eski iletim yollarına nazaran bilginin çok daha hızlı ve hatta ışık hızında yayıldığı yeni ekonomi için Don Tapscott, ilk kez 1994 yılında yayınlanan kitabında “dijital ekonomi” kavramını kullanmıştır. (Watanabe vd., 2018:226 Akt; Birinci, 2019: 508;) (Ber, 2018)

Zagler tarafından elektronik enformasyon teknolojilerinin yaratımı ve uygulaması temelinde bulunan ekonomik işlemler endüstrisi olarak tanımlanan “yeni ekonomi” kavramı, beraberinde getirdiği dönüşümün farklı yönlerine odaklanan bazı değerlendirmeler esas alındığında, bu kavram yerine “dijital ekonomi” “bilgi ekonomisi” “ağ ekonomisi” gibi kavramların da kullanıldığı görülmektedir. (Aslan, 2010, 302)

Dijital ekonomi, mevcut iş modellerinden ekonomik anlamda farklı bir model geliştirmek ve yeni servet ve gelir imkânları oluşturmak amacıyla dijital teknolojinin kullanımı olarak tanımlanabilir. Dijital ekonomi kavramı, nispeten mikro bir kavram olan e-ticaret kavramıyla çok yakın görülüp kimi zaman karıştırılsa da, dijital ekonomi bir çatı kavram olarak düşünülmelidir. (Ergen, 352-353)

OECD tarafından dijital ekonomi, iş süreçlerinde gelişme sağlayan, teknolojiyi daha güçlü, ucuz ve yaygın hale getiren, tüm sektörlerde yeniliği destekleyen bilgi ve iletişim teknolojisinin getirdiği dönüşüm süreci olarak tanımlanmaktadır. Sosyal medya platformları, e-ticaret, online ödeme, online reklamcılık, sanal uygulama marketleri ve bulut depolama teknolojileri de Avrupa Parlamentosunca dijital ekonomi ile oluşan yeni iş modelleri olarak ifade edilmiştir. (Mert ve Bayar, 2020, 29)

Dijital ekonominin özellikleri, hızla gelişen teknoloji sayesinde oluşan değişkenlik, giriş engellerini azaltması, kullanıcı katılımları, hareketlilik, farklı vergilendirme bölgelerinde yer alabilecek pazar taraflarını içeren çok taraflı iş modellerinin kullanımı, verilere güven, ağırlıklı ağ etkilerine dayalı iş modelleriyle tekel ve oligopole meyil, sinerji ve entegrasyonla anlaşılabilir ağ etkileri (OECD, 2015, 64-65 Akt; Mert ve Bayar, 2020) üreticiler için; maliyet ve zaman tasarrufu, daha geniş ölçekte pazarlama imkanı sunması, pazarlama süreçlerinin azalması, kırtasiyeciliği azaltması, geniş pazarlara açık olması, pazara giriş engellerinin azalması, rekabeti artırması, bilgiyi anında ve sürekli ulaşılabilir, karşılıklı etkileşime açık ve zengin kılması, mesafeleri ortadan kaldırması, tüketiciler için; küresel tercih yapma imkanı sunması, kaliteli, ucuz ve yeni ürüne erişim imkanı sağlaması, (Coşkun Karadağ, 2006, 36-37) ürünlerin bilgiye dayalı ve hizmet temelli olması ve buna bağlı olarak dijital nitelikli mal ve hizmet paylarını artırarak fiziki nitelikli mal ve hizmetlerin payını azaltması, verimlilik artışı, hizmet ve ürün çeşit ve kalitesinde artış, fiziki engel olmaksızın dünyanın herhangi bir yerinden ürün ve pazar bilgisi edinimi gibi yollarla üretici ve müşteriyi yakınlaştırması, rekabetçi, küresel, yenilikçi ve piyasa odaklı olması, nitelikli elemana ve bilgiye ihtiyacı artırması, yeni iş alanları yaratması ve gelir ve teknoloji farkından kaynaklı gelişmiş ve gelişmekte olan ülkeler arasında bölünmeyi artırması (Akyazı ve Kalça, 2003: 224, Aslan, 2010, 304) şeklinde sıralanabilir.

3. Dijitalleşme Kaynaklı Vergi Sorunları

Dijital çağın bilgi iletim mekanizmasında hız ve yöntem değişikliği beraberinde iş modellerinde değişimi ve sınır aşan faaliyetlerinin vergilendirilmesi sorununu ortaya çıkarmıştır. Çifte vergilendirmeyi önleme anlaşmaları çerçevesinde, vergilendirme yetkisinin kullanımı için teşebbüsün işini kısmen ya da tamamen yürüttüğü fiziki ve sabit yerin varlığının aranması, dijital ekonominin vergilendirilmesinde en temel sorundur. (Ber, 2018) Bir ülkede mevcut fiziki varlıkla bağlantılı işleyen uluslararası vergi sistemi çerçevesinde bu tip kazançların vergilendirilmesi zordur. (Olbert ve Spengel, 2017:4; Akt, Birinci, 2019:510,). Mevcut durumda vergilendirme yapılabilmesi için fiziksel bir bağ kurulması ve bu ülkeye atfedilen bir kar ortaya konması gerekmektedir. (OECD/G20 Interim report, 2018, Akt; Kara, 2022, 292) Ancak, dijitalleşmeyle işletmeler yerel bazda hukuki ve fiziki varlık gösterme ihtiyacı duymaksızın pazar paylarını büyütebilmekte ve karlarını vergi dışı bırakabilmektedir. (European Parliament, 2016, 23, Akt; Mert ve Bayar, 2020, 31)

Dijital ekonominin yapısal olarak esnek, değişken ve hızlı olması, bu yeni düzen karşısında geleneksel vergi düzenlemelerini yetersiz bırakmıştır. Vergi politikalarının hızlı değişime yönlendiren bu süreçte, kolaylıkla ulaşılan pazarlar, maddi olmayan varlıklar ve internet, işletmelerin yerel düzeyde herhangi bir hukuki veya fiziksel varlığa ihtiyaç duymadan pazar paylarını artırmalarını ve vergi dışı kar elde etmelerine de neden olmaktadır. (Turan, 2021, 6)

OECD tarafından geliştirilen BEPS eylem planları öncesinde, elektronik ticaretin vergilendirilmesi noktasında dört farklı çözüm yaklaşımı bulunmaktaydı. Bunlar, elektronik ortamın serbest ticaret alanı görülerek vergilendirilmemesi, “bit vergisi”, mevcut mevzuat kurallarına göre vergilendirme yapılması ve en uygun yöntem olarak değerlendirilen mevcut mevzuat ile vergi anlaşmalarına konacak hükümlerle vergilendirme yapılmasıydı. (Coşkun Karadağ, 2006, 36-37)

Bu farklı yaklaşımlara bakılırsa, vergilendirmeye dair mutabakat sağlanıp kesin ve basit kurallar konmadığı sürece elektronik ortamlardaki gelirlerin takibi ve adil vergilendirilmesi zor görülmektedir. Bu durum matrah aşındırmalarına gebecektir. Nitekim yukarıda en uygun olduğu değerlendirilen yöntem dahilinde, OECD tarafından BEPS Eylem Planının ilk aksiyonun da dijital ekonomik faaliyetlerin vergilendirilmesi olduğu görülmektedir. (Değer ve Yılmaz, 2020)

Elektronik ticaretin, global düzeyde olması, web sunucusunun uzaktan işletilebilmesi, kimlik ve işlemlerin gizliliği, fiziksel varlığı olmayan şirketler ile dijital ürünler içeren kendine has yapısı, işlemin vergilendirilebilir olup olmadığı, vergilendirilebilir ise ürün niteliği ve nerede satıldığı, işlemin vergilendirme sürecinin ne zaman başladığı yani vergiyi doğuran olayın ne zaman gerçekleştiği, vergilendirme yetkisinin hangi ülkeye ait olduğu, verginin ne şekilde ve kimden tahsil edileceği soruları temelinde vergilendirmeye temel sorunlar ortaya çıkarmaktadır. (Coşkun Karadağ, 2006, 51-52)

Mükellefler ve ülkeler bazında dijital iktisadi faaliyetlerin adil vergilendirilmesi için çözülmesi gereken sorunlar aşağıdaki gibi sıralanabilecek olup, bu faaliyetlerin tüm dünyada tehdit oluşturup oluşturmadığını analiz ederek tespit edilen sorunların çözümünü sağlayacak vergilendirme yapısını ortaya koymaya çalışan OECD'nin BEPS Eylem Planınının 1 numaralı eylemi çerçevesinde yürütülen çalışmalar iktisadi-ticari faaliyetin nerede icra edildiği, iktisadi değer nerede yaratıldığı, bu değer kaynaklı gelirin nere(ler)de doğduğu ana sorularına dikkat çekerek devam etmektedir. (Değer ve Yılmaz, 2020)

- Vergiyi kimin beyan edip ödeyeceği (mükellef)
- Uygulanacak vergi rejimine karar verilmesi (kaynaktan kesinti, doğrudan vergileme vb.)
- Gelirin elde edildiği yerin belirlenmesi (vergiyi doğuran olayın olduğu yer)
- Gelir türünün ne olduğuna karar verilmesi (ticari, gayri maddi hak vb.)
- Gelir tutarının ve matrahın belirlenmesi
- Harcama üzerinden alınan vergilerin nasıl uygulanacağına karar verilmesi (KDV, ÖTV gibi)

Bunlara ek olarak dijital ekonominin çeşitliliği gözetildiğinde tek bir vergilendirme rejiminin uygulanmasının zorluğu (Tax Journal, 2018:8, Akt; Birinci, 2019:510) dijital süreçlerin mükelleflerin gerçek kimliklerinin tespitini zorlaştıran sanallaştırma ve gizlilik özelliğinin varlığı (Peng, 2016:348; Akt; Birinci, 2019:510) ve denetim ve yargılama yetkisi (Yüce ve Akbulut, 2018,113) diğer sorunlar olarak sıralanabilir.

Online faaliyet gösteren ve fiziki varlığı olmayan bu yeni işletmelerin geleneksel vergi sistemlerince vergilendirilememesi sebebiyle dijital şirket gelirlerinin büyük kısmı gelirin elde edildiği yetki alanlarında vergilendirilemediğinden geleneksel şirketlere kıyasla bu şirketlerin efektif vergi yükü daha düşük olmaktadır. (European Union ve OECD, 2018, Akt; Birinci, 2019:510) AB üye devletlerinde yapılan bir araştırmada, geleneksel işletmelerin taşıdığı yükün yarısından dahi az olduğu tahmin edilmektedir. (Morinobu, 2018, Akt; Birinci, 2019:513).

Ayrıca, bu şirketler belirli olanaklardan yararlanarak gelir elde ettikleri ülkeye adil vergi paylarını ödemeyerek toplumun alacağı hizmetler noktasında mağduriyet yaratmaktadır. (European Commission, 2018, Akt; Birinci, 2019:510-511).

Sabit işyeri esaslı mevcut sistemde, neredeyse vergisiz olarak sınır ötesi dijital ekonomik faaliyet yürütülebilmektedir. Aynı zamanda patent, yazılım, dijital içerik, telif hakkı gibi gayri maddi haklar, vergi matrahını azaltmak için yüksek vergili ülkelerde kullanılabilen, kaynaklar vergi cennetine aktarılabilir. (Morinobu, 2018, Akt; Birinci, 2019: 511).

Matrah aşındırması ve kar aktarımını kolaylaştıran, kurumlar vergisi ve KDV bağımlılığı çok olduğu için daha çok gelişmekte olan ülkeleri zarara uğratan (Li, 2018:480-522, Akt; Birinci, 2019:512) dijital ekonominin doğrudan ve dolaylı vergiler açısından ülke gelirlerini azalttığı görülmektedir. Doğrudan vergiler açısından sorunlar; nexus (bağ) veri (data) ve gelirin niteliğidir. (karakterizasyon) (Artar, 2019: 67) KDV'de yaşanan sorunlar ise dolaylı vergiler bağlamında ifade edilebilecek sorunlar olup, bu sorun temelde dijital ve fiziksel ürünlerin ayrımından kaynaklanmaktadır. Fiziki ürünlerin gümrükten geçerek vergilendirilmesi karşısında dijital ürünlerin işlemleri elektronik ortamda gerçekleştirildiğinden vergi

otoritelerinin bu işlemleri tespiti ve vergilendirme yetkisine sahip ülkenin belirlenmemesi (Kara ve Öz, 2016, 34-35, Akt; Artar, 78) ile dijital araçların varlığı sebebiyle aynı mükellefin aynı hizmet için birden fazla vergilendirilme ihtimali (Artar, 2019, 80) zikredilen sorunlardır. Yine, gümrük vergisi bakımından dijital mal ve hizmetlerin gümrükten geçme zorunluluğu olmaması, (Kara ve Öz, 2016, 35, Akt; Artar, 78) damga vergisi bakımından elektronik sözleşmelerin kabul edilmesi durumunda ortada damga vergisinin konusuna girecek düzenlenen ve imzalanan kağıt olmaması, (Kayıhan ve Yıldız, 2004, 164; Akt; Artar, 2019, 82) BSMV bakımından ise bankacılık faaliyetlerinin vergi cenneti ülkelerden yürütülmesi sorun teşkil etmektedir. (Mert ve Bayar, 2020, 32)

4. Dijital Ekonomide Vergilendirme, OECD Çalışmaları ve Güncel Gelişmeler Işığında Çözüm Arayışları

Uluslararası dijital hizmet sunan ve fiziki varlık göstermeksizin büyük gelirler elde eden dev dijital şirketlerine örnek olarak Google, Facebook, Twitter, Instagram, Yandex, LinkedIn, Apple, Spotify, Youtube, Amazon, Microsoft, Netflix, Yahoo, Ebay, Booking örnek gösterilebilir. Bu firmalar gelir elde ettikleri hizmetleri sunabilmek adına kaynak ülkesinde fiziki bir işyerine ihtiyaç duymamaktadır. Bu firmaların hizmet sunduğu ülkelerde hem rekabet avantajına sahip olup hem de yeterince vergi ödemeyerek vergi kaybına sebep oldukları dünyada genel kabul gören görüştür. Bu sebeple pek çok devlet bu işlemlerin vergilendirilmesinin yolunu aramaktadır. (Ergin, 5 Mart 2020, Kaya, 2020, 450)

Ülkelerin çok uluslu şirket karlarını vergilendirememesi, aşağıda açıklandığı şekilde dijital hizmet vergileri gibi ulusal düzeyde tek taraflı tedbirler alınmasına ve olası misilleme tarifeleri uygulanmasına yol açmıştır. Bu durumun, küresel GSYİH'nın %1'ine mal olabileceği ve COVID-19 krizinden küresel ekonomiyi kurtarma çabalarına engel oluşturabileceği ifade edilmektedir. (OECD, 2021)

Dijital hizmet sunan çok uluslu şirketlerin vergilendirilmesi noktasında, dijital ekonomide verginin konusuna giren işlemlerle uluslararası vergi hukuku kurallarının uyumlaştırılmaması temel sorundur. (Çelener, 34, Akt; Kaya, 2020, 452) Bu konuda OECD ve AB tarafından uzun yıllardır yürütülen ancak henüz sonuca varmamış çalışmalar mevcuttur. (Fırat, 28, Akt; Kaya, 2020, 452) Bu sebeple, her ülke ayrı ayrı düzenlemeler ile kendi yolunu çizmiştir. (Akın, 33, Akt; Kaya, 2020, 452) Esasen, OECD bünyesinde yürütülen bu çalışmalar belli bir olgunluk kazanmışsa da, ABD yönetiminin çalışmalardan çekilmesi ve COVID19 pandemi süreci sebebiyle kesintiye uğramıştır. (Ergin, 7.6.2021)

OECD dijital ekonominin vergilendirmesine dair çalışmalarını sürdürürken, 21.3.2018'de AB Komisyonu, iki yönerge teklifi sunmuştur Bunlardan ilki ortak dijital hizmet vergisi, ikincisi ise önemli dijital varlığın kurumlar açısından vergilendirilmesidir. (Kaya, 2020, 454) Teklif, üye ülkelerden İrlanda, Danimarka, Finlandiya ve İsveç'in oylarıyla reddedilmiştir. (Çelener, 40, Akt; Kaya, 2020, 454) Bunun üzerine tasarıya destek veren ülkeler kendi vergilendirme yetkileri çerçevesinde geçici bir çözüm olarak ayrı ayrı dijital hizmet vergisi uygulama fikrini benimsemiştir. (Çelener, 2226-2227, Akt; Kaya, 2020, 454) OECD ve AB çalışmalarının sonuçsuzluğu içerisinde tartışmalar sürerken, vergi stopajı ve dengeleme vergisi uygulanması gibi çözümler önerilmiş, dengeleme vergisi olarak dijital hizmet vergisi rağbet görmüştür. (Özcan, 185, Akt; Kaya, 2020, 454) Macaristan'da 2014'ten itibaren uygulanan dijital reklam gelirleri hesaba alınmazsa bu vergi ilk olarak Fransa tarafından uygulanmıştır. (Özdemir ve Atak, 22, Akt; Kaya, 2020, 454) Başta Avrupa ülkeleri olmak üzere dünyanın birçok ülkesinde söz konusu vergi çözüm olarak görülmüştür. (Kaya, 2020, 455) Bu çerçevede ülkemizde de 7194 sayılı Kanun ile dijital hizmet vergisi 1.3.2020 tarihinden itibaren yürürlüğe

girmiştir. Söz konusu vergi, gerek hukuki düzenleme gerekse de uygulanmasına dair bazı çekince ve eleştirilere konu olmuştur. Bunlar özetle; kanunda yer alan muafiyet sınırının düşük olması sebebiyle özellikle piyasaya yeni giren ve büyümeye çalışan yerel şirketlerin korunmadığı, uygulanan verginin tüketiciye yansıtılması durumunda adaletsiz vergi olacağı, dijital mal ve hizmetlerin teslimine dair takibinin sağlıklı olduğu ve çifte vergilendirmeye sebep olacaktır. (Kaya, 2020, 474-475) Yine bu eleştirilerin, belirlilik, mali güce göre vergilendirme ve eşitlik ilkeleri, haber alma ve verme özgürlüğü, vergi oranı ve uygulanabilirliği çerçevesinde yapıldığı söylenebilir. (Mert ve Bayar, 2020, 32)

Her ne kadar söz konusu kanunlar, dijital hizmet sunan çok uluslu şirketlerin vergilendirilmesini esas alsalar da, bu uygulamalar ABD tarafından, şirketlerine karşı ayrımcılık, uluslararası ticaret prensiplerine aykırılık olarak nitelenmiştir. Takiben ABD, misilleme olarak Fransız ürünlerine %25 gümrük vergisi uygulamış, uygulamanın 6.1.2021'de başlayacağı belirtilmiş, içinde Türkiye'nin de olduğu 6 ülke için de ek gümrük vergisi uygulama tehdidinde bulunmuştur. (Kaya, 2020, 455) Türkiye için uygulanacağı belirtilen yaptırım, dijital hizmet vergisinden elde edilecek gelirle orantılı belirlenmiştir. (Ergin, 7.6.2021) Fransa ve ABD Başkanları arasında 2020 Ocak ayında yapılan görüşme neticesinde, ABD yaptırımları durdurmayı ve OECD'nin geliştireceği çözümü kabul edeceklerini, Fransa ise dijital hizmet vergisini askıya almayı taahhüt etmiştir. (Kaya, 2020, 456)

OECD, 1990'lardan beri ülkelerin vergi kaçakçılığını ve kurumlar vergisinden kaçınmasını önlemeye yönelik uluslararası çabalara öncülük etmektedir. Çalışmalar kapsamında, vergiden kaçınmaya karşı 15 eylemden oluşan matrah aşındırma ve kar aktarımı eylem planı (BEPS Eylem Planı) 2013 yılında kabul edilmiştir. Söz konusu eylemlerden ilki ekonominin dijitalleşmesiyle ilgilenmektedir. Bu kapsamda kapsayıcı Çerçeve üyeleri, vergi kurallarındaki boşluklardan ve uyumsuzluklardan yararlanan vergiden kaçınma stratejilerine son vermek için işbirliği yapmaktadır. (OECD, 2021) BEPS Eylem 1 çerçevesinde, mevcut uluslararası kuralların uygulanması açısından dijital ekonominin neden olduğu temel zorlukları, hem dolaysız hem de dolaylı vergi uygulamaları çerçevesinde geniş bir perspektifle belirlemeyi, bu zorluklara çözümler geliştirilmesi amaçlanmaktadır. (Birinci ve Eser, 2017, 453)

20.yüzyıl başlarında belirlenen uluslararası vergi kurallarının yabancı bir şirket kazancının yalnızca fiziksel varlığının bulunduğu yerde vergilendirilebilmesini öngörmesinin, günümüzün dijitalleşen dünyasında çok uluslu şirketlerin genelde fiziksel varlığının hiç olmadığı ya da çok az olduğu yetki alanlarında işlerini yürütmesi karşısında sorun teşkil ettiği görülmektedir. Yine, çoğu ülkenin, yabancı işletme kazançlarının kazanıldıkları yerde vergilendirileceği varsayımı altında çok uluslu şirketlerin yalnızca yurtiçi gelirlerini vergilendirmesi ancak dış gelirlerini vergilendirmemesi bir başka sorun olarak ifade edilmektedir. Patent, marka, telif hakkı gibi gayri maddi varlıkların büyümesi ve şirketlerin vergi rekabeti sebebiyle yabancı yatırım çekmek isteyen vergisiz ya da çok az vergi ödeyebildikleri bölgelere karlarını kaydırma yetenekleri, çok uluslu şirket karlarının vergiden kaçırıldığı anlamına gelmektedir. Öyle ki bu kaçınma maliyetleri yıllık 100-240 milyar ABD doları veya küresel kurumlar vergisi gelirlerinin %4-10'una tekabül etmektedir. Ülkelerin çok uluslu şirket karlarını vergilendirememesi, aşağıda açıklandığı şekilde dijital hizmet vergileri gibi ulusal düzeyde tek taraflı tedbirler alınmasına ve olası misilleme tarifeleri uygulanmasına yol açmıştır. (OECD, 2021)

Dijital ekonominin vergilendirilmesinde ortaya çıkan yukarıda sayılan sorunların çözümü için geliştirilen iki sütunlu çözüm üzerinde, 2021 yılı Haziran ayında G7 ülkeleri uzlaşmış, Temmuz ayında ise 130 ülke bu uzlaşmaya dahil olmuştur. (Ergin, 2.8.2021) 8 Ekim 2021 itibarıyla Kapsayıcı çerçevenin 140 ülkesin arasından, dünya ekonomisinin %90'ından

fazlasını oluşturan 137 ülke³ çözüm planına dahil olmuş, ayrıntılı uygulama planı üzerinde anlaşmaya vararak yeni kuralların 2023 yılına kadar uygulanması noktasında anlaşmıştır. Küresel anlamda iki sütunlu çözümün uygulanması, ticaret savaşların önleyeceği gibi ticareti ve yatırımı olumsuz yönde etkileyecek belirsizliği giderecektir. (OECD, 2021)

Tüm OECD ve G20 ülkelerinin desteklediği plana katılım göstermeyenler ise, Kenya, Nijerya, Sri Lanka ve Pakistan'dır. Plan dahilinde, işyeri olmaksızın dijital şirketlerin vergilendirilmesi ve 1.1.2023'ten itibaren çok uluslu şirketlerin %15 oranında küresel asgari kurumlar vergisine tabi olmasını mümkün kılan yeni kurallar böylece kabul edilmiştir. (Kahraman, 2 Kasım 2021)

İki aşamalı çözümün kabulünü takiben ABD, dijital hizmet vergisi uyguladığı için misilleme yapacağını ilan ettiği ülkelerle anlaşmaya başlamış, Fransa, Avusturya, İtalya, İspanya, İngiltere, Hindistan ve nihayet Türkiye ile nasıl bir geçiş süreci yaşanacağı konusunda anlaşıldığını duyurmuştur. Anlaşmaya taraf ülkelerde, anlaşmanın ilk sütunu yürürlüğe girene dek dijital hizmet vergisi alınmaya devam edilecek ama bu vergileri ödeyen şirketler, ilk sütunun yürürlüğe girmesinden sonra ödeyecekleri kurumlar vergisinden indireceklerdir. Fiyat mekanizması içerisinde tüketicilere yansıtılan ve mahsuben iade edilecek verginin, teknoloji şirketlerinin değil, faydalanıcıların ödediği vergi olması sebebiyle, bu vergilerin şirketlerin gelecekte ödeyeceği kurumlar vergisinden mahsubu, gerek bu sebeple gerekse de ülkemizde uygulanan vergi oranının yüksekliği sebebiyle (Ergin, 29 Kasım 2021) eleştiri konusu edilmektedir.

İki aşamalı çözümün ilk aşamasında, en büyük ve karlı çok uluslu şirketlerin kazançlarının fiziksel bir varlıkları olmasa da mukim oldukları ülkeden faaliyette buldukları ülkelere daha adil şekilde tekrar dağıtımını hedeflenmektedir. Yer altı kaynaklarını çıkarma ve finansal şirketler dışındaki küresel hasılatı 20 milyar Euro (7 yıllık izleme süreci sonunda 10 milyar euroya indirilebilecektir.) ve vergi öncesi karlılığı %10'dan fazla olan şirketlerin, ilgili ülke pazarından 1 milyon Euro ve üzerinde kar elde etmesi halinde, %10'luk marjı aşan kazancının %25'i, kazançla ülke arasındaki bağ oluşumu ile kazancın sağlandığı pazarlara aktarılması, böylelikle de her yıl 125 milyar \$'dan fazla karın vergileme hakkının pazar ülkelerine devredilmesi hedeflenmektedir. Bu sayede, uygulamaya dahil olacak 100 civarında çok uluslu şirketten elde edilecek vergi gelirleri ile, gelişmekte olan ülkelerin vergi gelirlerinde oluşacak artışın gelişmiş ülkelere nazaran daha fazla olacağı beklenmektedir. Nihayet bu uzlaşma ve koordinasyon sağlanmasıyla dijital hizmet vergilerinin kaldırılacağı belirtilmektedir. (Ergin, 2.8.2021) (Kahraman, 2 Kasım 2021) (OECD, 2021)

Çözüm planının ikinci aşamasında ise, cirosu 750 milyon euro'yu aşan (buradaki sınır dijital hizmet vergisi ile uyumludur.) çok uluslu şirketleri kapsama alacak şekilde, kurumlar vergisi oranı bazında oluşan indirim yarışına bir taban belirlenmekte, %15 olarak uygulanacak küresel asgari kurumlar vergisi oranı belirlenmektedir. Uygulamanın, her yıl yaklaşık 150 milyar \$ ek küresel kurumlar vergisi geliri oluşturması, uluslararası vergi sisteminin istikrarının sağlanması, vergi idareleri açısından belirliliğinin artması beklenmektedir. (Numan Emre ERGİN, 2.8.2021) (Kahraman, 2 Kasım 2021) (OECD, 2021)

Uygulama kapsamındaki ülkeler, şirketlerin yurtiçi kazançlarında yine istedikleri kurumlar vergisini uygulayabilecekken, yurtdışı kazançlarda ise eğer asgari küresel kurumlar vergisi altında yerel vergi varsa, asgari vergi uygulanacak, bu sayede kapsamdaki şirketlerin çeşitli yöntemlerle kazançlarını kaydırmasının avantajı ortadan kalkacaktır. Uygulamanın başarısı ise, anlaşmaya katılacak ülke sayısı ve kapsamıyla doğru orantılı olacaktır. (Karaduman, 24 Nisan 2021)

³ 4 Kasım 2021 itibarıyla 137'ye yükselmiştir. Bkz. Statement on a Two-Pillar Solution to Address the Tax Challenges Arising from the Digitalisation of the Economy

Çok uluslu şirketlerin faaliyet gösterdikleri ülkelerden elde ettikleri gelirlerde vergi yükünün en az %15 olmasını amaçlayan küresel asgari kurumlar vergisi uygulamasına dair oldukça kapsamlı ve ayrıntılı kuralların ve akabinde özet mahiyetinde metnin yayınlanmasını takiben, Avrupa Komisyonu AB'deki çok uluslu şirketler bakımından Konsey Direktifi Önerisi, Birleşik Krallık ise bu kuralların iç hukuka dahil edilmesine dair kamuoyu görüşleri toplama adına döküman yayınlamıştır. Uygulama kapsamında efektif vergi yükünün Uluslararası Finansal Raporlama Standartları dikkate alınarak hesaplanması ve emsale uygun olmayan işlem varlığı gibi durumlarda emsallere uygunluk ilkesi çerçevesinde düzeltmelerin temini gerekmektedir. Bu çerçevede, faaliyet gösterilen her bir ülke için hesaplanan efektif vergi oranları ile asgari oran arasındaki farka isabet eden ek vergi ise ana kuruluşların bulunduğu ülkeye ödenmesi gerekmektedir. İlave verginin ödenmesi noktasında ise gelire dahil olma ve az vergilendirilmiş ödeme kuralı yöntem olarak önerilmiştir. Bu sütunun model kuralları uyarınca ayrıca, ülkelerin kendi yerel asgari ek vergilerini uygulamaya koymaları da alternatif olarak göz önünde bulundurulmaktadır. Ek vergi yükünün azaltılması amacıyla, personel giderlerinin %10'u ile maddi duran varlık değerlerinin %8'i 2023 yılında hesaplanan gelirden istisna tutulacaktır. Ek vergi hesabına dair şu formüller kullanılabilir. (Ayaz, 21.1.2022)

Ek vergi oranı = asgari vergi oranı (%15) – efektif vergi oranı

Ek vergi matrahı = Net düzeltilmiş gelir – madde bazlı gelir istisnası
($\text{ücret} \times 0,08 + \text{MDV} \times 0,1$)

Ek vergi = (ek vergi oranı x ek vergi matrahı) – yerel ek vergi

Bu aşamanın uygulanmasında; küresel matrah aşındırmayı önleme kuralları (Globe Kuralları) olarak ifade edilen kazancı düşük oranda vergilendirilen şirketin ana işletmesinin bulunduğu ülkenin ilave vergi alması anlamına gelen “gelire dahil olma kuralı” ile düşük vergilendirilen kazancın gelire dahil olma kuralına göre ana işletmede ek vergilendirilmeye tabi tutulmadığı durumda, iştirak bünyesinde indirimlerin reddi veya düşük vergilendirmeye denk düzeltme yapılmasını ifade eden “düşük vergilendirilmiş ödemeler kuralı” dikkate alınacaktır. Yine asgari oranın altında vergiye tabi olan belli ilişkili kişi ödemeleri üzerinden gelirin elde edildiği ülkenin vergi almasını ifade eden “vergiye tabi olma kuralı” adında bir kural benimsenmiştir. (Ergin, 2.8.2021) (Kahraman, 2 Kasım 2021) (OECD, 2021)

İki ayaklı çözümün temel unsurları ile uygulama takvimi aşağıdaki gibidir. (Kahraman, 2 Kasım 2021) (OECD, 2021)

İki Ayaklı Çözümün Temel Unsurları	
I. Ayak	II. Ayak
Çok büyük ve en kârlı ÇUŞ'lerin pazar ülkelerinden sağladıkları kârın %25'nin vergileme hakkının, ÇUŞ'lerin müşterileri ve kullanıcılarının mukim olduğu pazar ülkeleriyle paylaşımı	"Küresel matrah aşındırma karşıtı" (GloBE) kurallarının, yıllık hasılatı 750 milyon Euro üzerindeki bütün ÇUŞ'lerin %15 oranındaki "küresel asgari kurumlar vergisi" kapsamına alınması
Belirlenen düşük kapasiteli ülkeleri uyumlaştırmak için ihtiyari bir rejim sayesinde, zorunlu ve bağlayıcı uyumsuzluk çözümleri aracılığıyla vergide belirlilik sağlanması	"Faiz", "gayrimaddi hak bedelleri" ve "belirlenmiş diğer ödemelere", %9'un altında "nominal kurumlar vergisi oranı" uygulayan ülkelerin, vergi anlaşmalarının kötüye kullanılmaması için talep üzerine gelişen Kapsayıcı Çerçeve üyeleriyle olan ikili vergi anlaşmalarına "Vergiye Tabi Olma Kuralı" koyma zorunluluğu
"Dijital Hizmet Vergileri" ve benzeri diğer tek taraflı önlemlerin yürürlükten kaldırılması ve durdurulması	Önemli ticari faaliyetlere sağlanan vergi teşviklerinin uyumlaştırılması için işletme dışına çıkarılmasına izin verilmesi (ülkelerde bir otel inşası veya bir fabrika yatırımı gibi özünde gerçek bir ticari faaliyetin teşviki için sağlanan "vergi teşviklerine" imkan verilmesi)
"Düşük kapasiteye sahip ülkelerin" (transfer fiyatlandırması uygulamasında) ihtiyaçlarına özel olarak odaklanmak üzere, belirli hallerde emsallere uygunluk ilkesinin uygulanmasında basitleştirilmiş ve kolaylaştırılmış bir bakış açısı oluşturulması	

Hedeflenen Takvim	
I. Ayak	II. Ayak
2022'nin ilk çeyreği: Çok Taraflı Anlaşma Metni (Multilateral Convention) ve I. Ayaktaki A Tutarının (Pazar Ülke Payı) Uygulanmasına İlişkin Açıklayıcı Bildiri	Kasım 2021: "Küresel matrah aşındırma karşıtı" (GloBE) kuralları için kapsam ve mekanizmaların belirlenmesi
2022'nin ilk çeyreği: I. Ayağın uygulanması için iç mevzuatta gerekli kuralların modellenmesi	Kasım 2021: Model anlaşmasında "vergiye tabi olma" (Subject to tax rule) kuralına ilişkin hüküm
2022'nin ortaları: Üst düzey ülke temsilcilerinin "Çok Taraflı Anlaşmayı" imza töreni	2022'nin ortaları: "Vergiye tabi olma" kuralının ilgili ikili vergi anlaşmalarına uygulanması için "Çok Taraflı Enstrüman" (Multilateral Instrument)
2022'nin sonu: I. Ayaktaki B Tutarına ilişkin çalışmaların tamamlanması	2022'nin sonu: "Küresel matrah aşındırma karşıtı" (GloBE) kurallarının icrasının koordinasyonunu kolaylaştırmak için uygulama çerçevesi
2023: İki Ayaklı Çözümün Uygulanması	

Fransa'da uygulanan yüksek oranlı gelir vergisine tepki olarak bazı bilindik kişilerin vatandaşlık değiştirdiği günümüz dünyasında, firmalarda vergisiz ya da çok düşük kurumlar vergisi ödeme amacıyla operasyonlarını vergi cennetlerine kaydırmaktadır. Örneğin; Apple, facebook, Google gibi firmalar vergi cenneti İrlanda, amazon ise yine bir başka vergi cenneti Lüksemburg üzerinden operasyonlarını yönetiyorlar. Bu sermaye çekme yarışı, ülkelerin uzun süredir sermaye kesiminden aldığı vergiyi azalttığı "dibe doğru yarışa" sebep olmuş, birçok ülke ciddi kurumlar vergisi oran indirimi uygulamıştır. İşte yukarıda yer verilen küresel asgari kurumlar vergisi uygulamasıyla bu düşüş tersine çevrilmeye çalışılmaktadır. Bu durumda, fiziksel olarak A ülkesinde olmayıp müşteri/kullanıcıları A ülkesinde olan şirket,

operasyonlarını Lüksemburg'tan yönetse de bir miktar kurumlar vergisi ödemek zorunda kalacaktır. Ancak bu vergi anlaşmasının eksik ve zorlayıcı yönleri bulunmaktadır. Özellikle anlaşmanın ceza yaptırımının olmaması, anlaşma sonrasında ülkelerin yeniden vergi cenneti olabilme tasarrufu olması, ülkelerin anlaşmanın kenarından dolaşmak adına kurumlar vergisini artırsa da sübvansiyonları kullanarak sermaye çekme yoluna gidebilecek olması, anlaşmaya imza atan ülkelerin kendi meclislerini de ikna etme gereksinimi bunlar arasında sayılabilir. (Oyvat, 2021)

2022'de iç hukuk süreçlerinin tamamlanması, 2023'te kuralların yürürlüğe girmesi beklentisi altında, ÇUŞ nihai ana kuruluşlarının olduğu ülke uygulamalarının takibi, istisnalar sebebiyle %15'in altına inen vergi yükü sebebiyle ÇUŞ'ların ülkemizde faaliyet gösteren şube ve iştiraklerinin nihai ana kuruluşun olduğu ülkede vergilendirilmesi, ülkemizde telafi edici ek vergi alınması, vergisel teşviklerin ülkemizde asgari asgari vergi ile uyumlu efektif vergi oranıyla sınırlı uygulanması, yatırıma katkı tutarlarının hızlandırılarak kullanılması, Hazine ve Maliye Bakanlığı bünyesinde bu uygulamaları takip edecek özel sektör katılımlı ortak çalışma grubu oluşturulması gündemde olmalıdır. (Ayaz, 21.01.2022)

SONUÇ

Dijital hizmetlerin vergilendirilmesi noktasında ortaya çıkan sorunların çözümü noktasında, son yıllarda özellikle OECD bünyesinde yürütülen çalışmalar kapsamında uluslararası düzlemde sağlanan uzlaşma ve bu uzlaşmanın iddialı uygulama takviminin içinde bulunduğumuz bu günlerde, OECD tarafından her iki sütun çerçevesinde de çalışmaların sürdürüldüğü görülmektedir.

Bu çerçevede, OECD tarafından yürütülen çalışmalar kadar, anlaşmaya taraf ülkelerin sayısı ve kapsamı, taraf devlet uygulamalarının takibi ve yürürlüğe girmesi planlanan anlaşmanın cezai yaptırıma bağlanabilmesi dijitalleşme kaynaklı vergisel sorunların uluslararası çözümünün temini için önem arz etmektedir.

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Economic Recovery by Developing Business Strategies: Mediating Role of Financing and Organizational Culture in Small and Medium Businesses

Muhammad Umair

University of Lakki Marwat, Pakistan

umair.economics.phd@gmail.com

Orcid: 0000-0001-8159-0054

Assoc. Prof. Dr. Azer Dilanchiev

International Black Sea University, Georgia

adilanchiev@ibsu.edu.ge

Orcid: 0000-0002-9899-6621

ABSTRACT

This research aims to examine the link between small and medium-sized businesses' performance and total quality management. There is a focus on how company culture affects the efficiency of the relationship between TQM and Small and medium-sized businesses. A self-administered survey was used to gather information from small and medium-sized business management and shareholders in the central region of China. A quantitative study shows that their TQM and organizational culture directly influence small and medium businesses' success. To put it another way, TQM has a very beneficial effect on the performance of small and medium-sized businesses. A case study of a small firm was explored using a statistics cross-sectional research approach. More data may be analyzed utilizing subjective or quantitative methodologies as additional research. The research results give insight into today's unique enterprise environment, which focuses on TQM to boost productivity for small and medium-sized business owners and managers. The results may help SMEs by providing advice on organizational culture, which impacts the practical application of overall quality administration and therefore, enhances performance.

Keywords: Total quality management; Financing role; Organizational culture; small and medium businesses'; China.

1. INTRODUCTION

For a country's financial and cultural progress, the major driver is its small and medium-sized manufacturing firms (SMMEs). In practice, however, SMMEs have always faced funding challenges and costly financial issues that have hampered their growth. For small and medium-sized enterprises (SMMEs), the worldwide expansion of COVID-19 since 2019 has exacerbated their cash flow difficulties, making it even more challenging for them to stay afloat. The need to find a solution to SMMEs' financial challenges has become more immediate and critical. As most small and medium-sized enterprises lack adequate interior capital, outside funding is more constrained (Weihong et al., 2021). There are a number of reasons why banks are more hesitant about lending and funding to small and medium-sized companies (SMMEs), including a lack of resources, a lack of transparency in the economic sector, as well as an inadequate business system. As a result of the prevalent "shareholding prejudice" and "size prejudice" in the financial program's financial practices, SMMEs confront an even greater obstacle to funds: they are forced to contend with the paradox of "high demand" and "poor faith" for an extended period of time (Guild, 2020). Researchers have extensively studied the link between business funding and manufacturing productivity, and the findings are many. Most researchers conduct their research on businesses in the United States, France, Russia, China, and other countries; the findings support the "funding restriction reduction hypothesis," which states that financial constraints have a negative impact on business manufacturing productivity (García-Quevedo and Jové-Llopis, 2021). It is easy to slip into the trap of "funding struggles" and "funding challenges" for companies that lack financial assistance because they do not have sufficient room to expand and innovate industrial technologies (Lei et al., 2021). Financial restrictions limit the manufacturing innovation feedback of businesses, resulting in backward-looking manufacturing methods and lowering the business's overall productivity. Finding a way to get money is a big problem for SMMEs that want to grow (Q. Chen et al., 2021).

Commercial lenders have been shifting their attention away from providing loans to a solitary company and toward financing a complete logistic network since the turn of the twentieth century (SCF). Assuming genuine commerce is taking place, banks will decrease the lending barrier for small and medium-sized businesses (SMMEs) and pump capital and loans into the network (Bashir et al., 2021) suggest that SCF may allow banking institutions to help facilitate the real economic system and develop a new career model incorporating numerous participants. Increasing consumer confidence in small and medium-sized businesses (SMMEs) is at the heart of SCF. This is accurate with the notion that the production business has a core company. (Liu et al., 2021) Over the last 10 years, SCF has emerged as a major lending mechanism for production enterprises because it is beneficial to enhancing cash flow and nurturing new industries for small and medium-sized enterprises. Researchers say it's critical to enhance connection, awareness throughout the whole system, and openness in order to boost a SC's effectiveness. The Internet of Things (IoT), virtualized technology, big information, and statistics have been shown in (Probst et al., 2021) research to increase SC connection while also enhancing economic performance. According to (Anser et al., 2020) the application of SME's technologies can improve a company's ability to compete by expanding coordination and decreasing response times, which is in line with the views of other academics who believe that innovations can help SCs become more agile and resourceful in their pursuit of better performance (Huang et al., 2021).

The quantity of money invested in ERP supports its fundamental importance in maintaining a company's efficiency. According to Gartner, commercial technology expenditure on ERP platforms is expected to rise at a 7.1 percent annual rate from 2019 to 2022 (Y. Chen et al., 2021). Although ERP systems have become a norm in major corporations, many administrators

and innovators in small and medium-sized businesses (SMEs) believe that their complexity is incompatible with the mobility and elasticity demanded by their companies and that their deployment is too difficult. It's true that implementing an ERP system constitutes a "real" tactical move. However, ERP systems have a widespread influence on firm procedures and practices that need a degree of management competence that many SMEs lack (Khan et al., 2018). Many small and medium-sized enterprises (SMEs) have resisted standardizing their processes because of the financial restrictions they face. As a result, they have mostly continued to use separate feature tools with little interconnection. Despite the fact that small and medium-sized enterprises (SMEs) account for 90% of firms and 50% of jobs globally, research on ICT and ERP systems has mainly concentrated on big organizations. A few researchers have looked specifically at SMEs (Okere et al., 2021), focusing on execution or SaaS (Security-as-a-Though it's a difficult time to do so, it's imperative that we fill in this discrepancy in organizational research by looking at how ready small and medium-sized businesses are for the first step of digitization and the variables that have constrained their adoption of ERP and the magnitude to which COVID-19 has required their willingness to use ERP mechanisms. In small and medium-sized businesses, ERP installation is often a choice made by the firm's CEO, who often favors digitization and new expenditures. Research suggests that personal adoption of innovation is crucial, as demonstrated by recent research. The unified theory of acceptance and use of technology (UTAUT) recommends that four influences (e.g., life expectancy, effort survival rates, community affect, and supporting circumstances), as well as other variables linked to the person, such as age, sexual identity, and knowledge), impact a person's willingness to use ICT (Mohsin et al., 2022a).

Many academics have sought to ease the usage of TQM and its effects in diverse areas, such as public hospitals, telecommunication services, schools, and the service sectors. There is extremely minimal or no empirical inquiry that analyzes the link with corporate insightfulness. This research intends to contribute to the expanding understanding of recent history. This research explores the SME sector and delivers selection parameters based on the earlier debate. The impact of comprehensive quality management and leadership environment on SMEs' performance will be explored to secure economic recovery following Covid-19. Also, the role of organizational structure in the link between strategic planning and SME performance has been investigated. The repercussions of comprehensive quality management on SME firms (local economy) (local environment). To uncover six TQM practices in China, the MBNQA framework and a questionnaire to analyze corporate culture are employed.

The remainder of the paper is order in following way: literature review and hypothesis development is presented in section 2. Methodology is discussed in the part of 4th. Results are presented in section 4th. The last one section contains conclusion and policy implications.

2. Literature review and hypothesis development

The company runs on ERP. Monitoring and coordinating corporate procedures is the primary function of this system (Mohsin et al., 2018) With the integration of data from across the organization, it hopes to address the issue of knowledge alienation that plagues many major corporations (Davenport, 1998). Having all of a company's information looked like a wish come true for many administrators at the time of ERP's arrival (Mohsin et al., 2022a). American companies began to build ERP programs in the 1970s by creating centralized computer systems for stock management. These tools were first established in the 1980s, then in the 1990s they were expanded to include additional operations like distributing, banking, human facilities, and program administration, as well as material requirements planning (MRP) and manufacturing

resources planning (MRPII). In the early 1990s, contemporary ERP systems began to develop, which were aimed at integrating corporate operations and giving more transparency and unification throughout an organization (Themistocleous et al., 2001).

H1

Small and medium-sized businesses benefit from Total Quality Management (SMEs).

A four-phase transformation of enterprise resource planning (ERP) systems can be identified: closed MRP/ERP systems from the 1950s to the 1990s; extended ERP systems that enabled interorganizational dynamics from the mid 1980s to the 2001s; ERP as software service providers from the late 2002s to the early 2011s; and ERP as cloud-based programs since the 1991s (Mohsin et al., 2022b). Using an ERP system, a company may automate and consolidate the vast bulk of its economic operations, exchange standard data and techniques throughout the organization, and generate and retrieve information in real time (Li et al., 2021). First, there's the software, which is often shown as a large block of code, followed by the procedure, which depicts how data moves back and forth among various panels; and finally, there's a shift in the client mentality, which has an impact on how efficient ERP can be. Implementing ERP software is a critical move for an organization because it has the potential to have a significant impact on both the company's and its users' productivity (Mohsin et al., 2021). ERP implementation is not a simple undertaking, and it isn't always an achievement in the workplace (Fang et al., 2020). Organizations and their end users often have unrealistic assumptions about ERP implementations which results in a dangerous and costly process. Although ERP is widely used, numerous industries are still unable to reap the anticipated ERP advantages since, even through their initial popular execution, they lack high organizational guidance, inner ERP team expertise, user coaching, interfunctional cooperation and interaction, consistent method enhancement, and sustained system incorporation or addition (Henseler et al., 2015).

Enterprise resource planning (ERP) software providers, in recent years, have focused on offering cloud-based or SaaS solutions that are more suited to the needs of smaller businesses (Ikram et al., 2020). However, amid ERP suppliers' attempts to clarify their proposition, small and medium-sized businesses (SMEs) have been challenged to create the assets and skills required to handle new technology (Yu et al., 2020). Small and medium-sized businesses (SMEs) have a variety of distinct features that influence whether or not they should use an ERP framework, including management, infrastructure, and environment (Wang et al., 2020)

According to (An et al., 2021) environmental and organizational factors are the primary causes of SMEs' failure to implement ERP solutions. SME's, on the other hand, are more concerned with the 'chance of the moment' when it comes to adopting ERP systems, while big organizations are more concerned with integrating processes and reducing data duplication of data or unpredictability via ERP installation. Small businesses do, in fact, have higher information restrictions than huge corporations. (Liu et al., 2020) Cloud ERP has also been shown to be effective at reducing up-front costs and expenses while increasing productivity and adaptability in certain SMEs.

H2

There is a significant link between TQM and the heritage of a corporation

The introduction of SME's technology has enhanced the value cycle of the manufacturing industry (Chung and Pruitt, 1994). Production was the first sector to benefit from these innovations, but they have now spread to practically every aspect of business, resulting in a digital revolution (Jin et al., 2021). SME's profitability and long-term viability are both enhanced by the use of SME's technology. Despite these benefits, it has been stated that the implementation of electronic technology by small and medium-sized enterprises (SMEs) is low. A study conducted by (Reboredo and Ugolini, 2020) indicated that just 5% of Korean SMEs were eager to use SMEs' technology. Likewise, in their empirical research of two Asian nations, found that the implementation rate for production SMEs was below 20%. (Dai et al., 2021) claim that a slow adoption rate is due to the complexity, vagueness, and information character of the SME's technologies that they study. Small and medium-sized businesses (SMEs) are notoriously slow to adopt cutting-edge technology. Consequently, have called for the establishment of an industry-specific digital revolution strategy that would assist small and medium-sized enterprises (SMEs) to make educated decisions about which innovations to use. Sadly, there isn't one in the current body of knowledge. A significant body of research in the field of information systems (IS) has examined what motivates people to adopt and make use of information technology. Our everyday routines, behaviors, and professional tasks are heavily influenced by innovation. Innovation can help us do our jobs better, but we have to use it first. Perceived utility (PU) and perceived ease of use (PEU) were identified as key factors of the desire to use innovation, which in turn affected personal use behavior by Davis et al. in 1989 (the technology acceptance model).

H3

Small and medium-sized businesses' performance depends heavily on their corporate lifestyle

For the time being, UTAUT is the most significant and widely accepted paradigm for evaluating technological approval (He et al., 2019). When reviewed eight models, they found that there were four fundamental drivers of computer use, as well as up to three modifiers. The factors that influenced the usage of IT were productivity expectations, effort expectations, social impact, and enabling circumstances. The model included race, age, expertise, and desire to use. Performance expectation (PE) is perfectly connected to performance utility (PU) in the TAM model because it reflects a participant's perception that innovation may help them work better. An effort expectation (EE) may be defined as the degree to which a system is seen to be easy to use. How each person feels that others (especially those at a higher level) want them to utilize innovation affects social influence (SI). The system cannot be deployed without the organization's and technology's supporting structures, known as "facilitating conditions" (FC). UTAUT's initial three components (gender, age, experience, and voluntariness of use) impact behavior in terms of IT use intentions, while behavior in combination with favorable circumstances and modifiers determines actual behavior in IT use (Xu and Li, 2020).

Both the TAM and the UTAUT designs were used to examine why manufacturers chose to implement particular IS innovations, such as computer assisted tools (CAATs), generalized audit software (GAS), and ERP systems even though they were actually the original developed to perceive personal informal approval (Zhang et al., 2020). Additionally, some "organizational factors" associated with confidence-building circumstances, like sharable faith, coaching, and operation interaction, were found to be effective in predicting the likelihood that employees would use an ERP framework when combined with the UTAUT model's three predictors of innovation use desire. People's required use of ERP has been eliminated from their model since

they believe that once an organization adopts ERP, its usage becomes necessary for all people, as alternatively, the technology itself would not be able to achieve its stated goals without it. Using fractional least squares architectural equation modeling, verified a model that, beginning with the UTAUT, showed that business size and schooling are not relevant modifiers for evaluating the intention to deploy ERP systems. It has previously been established that the UTAUT plays a dominating role in many different situations when it comes to interpreting the desire to utilize ERP systems(Lee and Wang, 2021). As organizations seek to maximize the benefits of ICT capital expenditure in uncomplicated times, both investigators and professionals have looked for ways to enhance firm achievement across ITC with the goal of converting current methods into more efficient ones. The COVID-19 epidemic, for example, has prompted many organizations to focus on increasing their ITC use and expenditure in order to remain competitive. Small and medium-sized businesses (SMEs) are less likely than big corporations to invest in information and communications technology (ICT) to help them run their day-to-day operations better.

As a result of the continuous epidemic and lockdowns, corporations have had to rethink, alter, and even reinvent their procedures and procedures in order to keep their company running and thriving(Wang and Zhi, 2016). Since the COVID-19 issue, several organizations have shifted to telecommuters and boosted their usage of ICT assets to keep their tasks running(Ji and Zhang, 2019). Companies have sought to convince their participants (e.g., workers, clients, suppliers) by demonstrating their ability.

H4

The productivity of businesses of all sizes and Process Assurance are related through corporate culture.

3. METHODOLOGY

Corporate culture will be examined in this research as a method within which total durability administration has both clear and informal effects on small and medium-sized firms' performance, as was previously indicated. Cross-sectional research gathered data by administering a mathematical assessment to each study member(Tan et al., 2019). The research's major focus was on executives and shareholders of small and middle firms. One-third of the nation's small and intermediate production businesses are located in the southwest (SMEs). As per beneficial sampling rules, this research should have 415 members. Improved preceding arbitrary sampling is recommended by (Xing et al., 2020)as a means of reducing mistakes and improving response rates (800 questionnaires). A meaningful collection should not exceed five to ten times the number of parameters employed in multimodal investigations (Hirano et al., 2003). The stratification selecting approach was adopted in this study because of its cost, accuracy, clarity, absence of bias, and ability to deliver correct data. A survey was used to gather data from the owners and executives of small and medium-sized enterprises (SMEs) operating in the industrial sector in the south-western region of the country. Predictive analysis is performed on population data. Assessing the reasonableness of the allocation is an important step. Analyses such as description data and variation were calculated using qualitative analysis. The focal propensity incorporates the standard variation, whereas the count and percent are used as frequency measurements.

The measuring scales employed in the earlier literature were adapted to meet the new structures. Based on studies such as the appraisal of overall quality governance has been updated; likewise, organisational success factors have been revised. Seven-point Likert scales were used to measure the effectiveness of total quality work and organizational culture items (Xu et al., 2020). Using a Likert scale with a maximum of seven points, subjects were asked to rate the productivity of their firms during the previous three years. During the study's data collection and analysis, the Landmark University ethics council gave us written permission to use our research tool.

4. RESULTS

The findings of our research are presented below. A Pearson product moment correlation for the variables in the regression models can be seen in Table . There was no collinearity, as shown in Table 1, since all connections were below the .8 cut-off mark (Sovacool et al., 2020). When the variance inflation factor (VIF) was calculated for each of the direct effects, it showed that heteroscedasticity was not an issue since none of the VIFs for any of the models surpassed 1.25. Because of this, we infer that cointegration is irrelevant.

Sixty percent of our participants said they had no overseas sales, while 2% said they had all of their sales outside of the United States. The sample as a whole had an average percentage of foreign sales of 15%, but the average share for small and medium-sized businesses (SMEs) that had some international sales was 38%. One-fifth of the companies surveyed said they were members of a business group, with 43 percent of those SMEs belonging to a local business group and 57 percent belonging to an international business group. In several nations, the percentage of containing compound enterprises was greater than average. According to our findings, 30 to 40% of the examined SMEs in China, Germany, Croatia, and Copenhagen claimed to be members of a BG. Fewer than 10% of people in North Greece, Finland, Croatia, and Cyprus said they were affiliated with a BG, compared to the other 90% of people who said they were. After that, we went through the process of including the uncorrelated variables one by one. included the BG association in order to quantify the direct influence of affiliate status on foreign sales intensity. (Model 2). SME affiliation to BGs was found to have a positive impact on SMEs affiliated with international BGs ($p = .001$, 95 percent confidence interval = 0.71–0.92), but a negative impact on SMEs affiliated with domestic ones ($= -19$; 95 percent CI = -0.34–0.04). Based on Model 3, we calculated the average marginal impact of BG affiliation on foreign sales intensity for unaffiliated, BG-affiliated, and BG-affiliated SMEs. As evidenced by our data, SMEs linked to global BGs had 11.7 percent higher overseas business intensity than unrelated SMEs. SMEs linked with domestic BGs, on the other hand, saw a 2% decline in foreign sales compared to SMEs that were not associated. In other words, our results support hypothesis H1a. Once the control parameters were included, we were able to predict how the BG association sales intensity link is affected by the size, age, and community framework of the company. We found that (H2a) firm size ($= -.12$, $p.01$, 95 percent CI = -0.21, -0.03) and (H4a) community framework ($= -.04$, $p.01$, 95 percent CI = -0.06, -0.01) had a negative effect on the regulation of foreign BG affiliation on worldwide distribution intensity, whereas (H3a) firm age had a positive effect on the impact of domestic BG. In it we show how firm size and community framework interact to influence the global BG connection sales intensity connection. For different business sizes, ages, and financial backing, the median marginal impacts of being affiliated with BG on foreign sales intensity are shown in this figure. With increasing SME size, BG membership has an average negligible impact of decreasing the SME's foreign sales intensity. Smaller SMEs had a decrease from 0.14 to 0.12, while larger

SMEs saw an increase from 0.14 to 0.12. Our data show that the average incremental benefit of a global BG connection is greater for SMEs in countries with less organizational assistance. Increased foreign sales diversity due to a BG relationship (Iqbal et al., 2021).

Table 1. Respondents' demographics.

Items	Frequency	Percentage
Work status:		
Owner	319	91
Manager	51	12
Owner/Manager years of experience:		
Under 1yr	39	13
1–5 yrs.	79	25
6–10 yrs.	91	22
11–15 yrs.	114	32
More than 15 yrs.	49	11
Years of operation:		
Under 5 years	41	14
5–10 years	54	18
11–15 years	49	14
16–20 years	129	41
21 years and above	97	31
The number of employees in your organization:		
Above 10 employees	237	71
11–49	39	8
50–75	21	5
76–100	24	7
101–125	24	8
126–150	15	4
151–175	3	7
176–200	4	3
Type of industry:		
Food and beverage	121	32
Packaging	31	8
Plastic products	95	26
Wood and furniture	17	4
Malt products	48	16

Items	Frequency	Percentage
Textile, garments and leather	28	7
Chemical and petrochemical	18	3
Electrical and electronics	16	4
Machinery and equipment	5	3

Next, we calculated the effect of BG's worldwide sales expansion on the company's bottom line. This data has been analyzed and the findings are As a starting point, we developed a baseline model (Model 4) to examine the influence of regulations on small and medium-sized enterprises' worldwide expansion. It is clear from this model that SMEs' foreign sales expansion is positively influenced by factors such as company size ($=.27, p.001, 95$ percent CI $=.24,.30$), firm age ($=.05, 95\%$ CI $=-.00,.09$), and institutional framework ($=.04, p.001, 95$ percent CI $=-.00,.05$). When SMEs were linked to global BGs (H1b), the BG connection had a positive effect on foreign sales diversification (adjusted $=.55, P =.001, 95$ percent confidence interval $=.45, 0.64$) but not when they were linked to local ones (adjusted $= 0.08; p =.05$).BGs have a positive marginal impact, whereas internal BGs have a hurtful minimal effect. In particular, our findings show that SMEs linked with domestic BGs are less likely to diversify their overseas sales than unaffiliated SMEs by just 1%. However, when SMEs are associated with worldwide BGs, they are more likely to enhance global sales dispersion by 8.3%. SMEs linked with foreign BGs benefiting from BG affiliation's good influence on portfolio diversification is evidence in favor of the H1b visa program(Yang et al., 2013).

Table 2. Descriptive analysis.

Constructs	Mean	Standard deviation	Minimum	Maximum
TQM	4.66	0.56	3	7
OC	4.59	0.55	3	7
Performance	4.70	0.71	3	7

Current assets must be considered in order to derive value from a novel innovation such as AR.In fact, most BM procedures include this step. Visitor experience development relies on the availability of current intellectual capital, such as staff expertise. Participants needed to first determine the value of current resources in order to understand how AR may offer extra value. The five sub-themes that emerged from the research process were individuality, diversity of events, learning, personnel, and historic significance.Internal shareholder A8 said that "everybody is here, even the people. I used to work here myself as a miner. We have all that added value, of actual people," while emphasizing the relevance of the unique tourist offer. Visitors may "see through the eyes of somebody who works there... it is emotive and brings forth those real, human experiences," LA3 said.

The site's peculiarity was also deemed important. This tourist landmark is "an intact piece of history" and its "chronological worth is unrivaled," according to LB1 and LA1. "The site conjures the sensation of being back in 1980, and what it would have been like to be in the guy's shoes," said LA6. It was difficult for participants to see how AR might contribute value if they didn't know what was already out there. There are several examples of this, including

identifying intellectual capital, such as the first-hand knowledge of employees who have worked in the mines.

As a result of the small size and limited assets of SME, addressing participants' views on the value of AR was critical to the creation of the business model. A consensus was reached that the use of augmented reality (AR) would add significant value to organizational assets, such as attracting new target groups (e.g. generalists rather than specialists, younger audiences) and better meeting and greeting the needs of the modern "non-traditional museum" (LA4) visitor. Based on what the community said, it was decided that AR should add to existing resources, not take away from them.

Sub-themes of AR value include benefits; enhanced comprehension and learning; as well as long-term value; advertising and amusement. Given the difficulties that tour guides now face, there was a lot of discussion about how augmented reality (AR) could be used to personalize tours for visitors. AR might be used to "tailor tours to the demands of a diverse audience" (A1) and let tourists "see and genuinely appreciate history" (A2) (V2). LA6's goal was to "bring to life a business that essentially does not exist anymore, making it work in the eyes of the visitors." This was LA6's goal using AR. While offering an instructive and fascinating atmosphere, A8 said that "visitors would be cared for a little better... with the use of AR." The best alternative for human beings is augmented reality. A6 says that augmented reality (AR) "keeps their attention and adds to what they understand."

To prevent accidental "littering the site with enormous explanation panels" (LA2), instead of integrating AR "virtual advertising" (LA3), it was thought that implementing AR was a means to boost the long-term value and interpretive value of the site (LA6). The attractiveness of AR is that it may be left in its intact condition, as observed by A5. So, rather than passing us by, people think, oh my, they're truly making sausage rolls like they did 100 years ago" by the venue's on-site food company (LB1). So AR was recognized as a technique to boost revenue creation and customer loyalty because "you lengthen the dwell time, you expand an individual's willingness to eat, drink, and spend more" with AR (LA2).

As a means of encouraging support from participants and increasing the success of AR implementation, participants highlighted five sub-themes of shareholder benefits: protecting knowledge; ensuring employment; enhancing efficiency; communal engagement and pride; and attracting investment. AR's function in preserving existing information emerged as a prominent sub-theme during the conference. With this information, visitors' experiences would remain genuine and staff's first-hand memories of the museum would be preserved. For children and grandchildren to appreciate, the ephemeral experience might be preserved via the use of AR, which has emerged as a prominent subject. "As the location transforms, our elderly people in the office, who know the place, will not be here," said A5. "So that it (AR) can keep the information".

Due to the tiny size of many small businesses, job security is a major worry, and AR was regarded as a means to enhance income generation and so improve job security. Additionally, AR was thought to be a way to attract substantial funding. For example, "it [AR] would make it a location to go to, stay, and not simply drive by." If (Maciej Serda, 2013) is serious about improving and providing value to their visitors' experience, they are more likely to attract investment "(A1). Specifically, LA6 argued that "the more people come to visit, the more money you will have to spend back into protection of those sites" if "the better the enjoyment we can provide visitors in the overall region". "It (Ng, 2018) would surely increase moral was progressing," A9 said. Stakeholders gain from increased simplicity and flexibility of completion of activities as well as a greater feeling of pride in the attractions, but AR might also have a

positive impact on the surrounding neighborhood. It's necessary for the long-term viability of a public-sector SME tourist attraction to upgrade and innovate in order to get funding.

Table 3. Convergent validity.

Constructs	Item	Loading	Cronbach's alpha	CR	AVE
TQM	Ls1	0.87	0.97	0.98	0.82
	Ls2	0.88			
	Ls3	0.89			
	Ls4	0.88			
	Ls5	0.92			
	Ls6	0.91			
	Cf1	0.79	0.96	0.94	0.75
	Cf2	0.88			
	Cf3	0.88			
	Cf4	0.66			
	Cf5	0.90			
	Cf6	0.91			
	Sp1	0.90	0.92	0.92	0.68
	Sp2	0.91			
	Sp3	0.88			
	Sp4	0.90			
	Sp5	0.78			
	Sp6	0.69			
Hrm1	0.79	0.90	0.91	0.72	
Hrm2	0.91				
Hrm3	0.90				
Hrm4	0.91				
Hrm5	0.90				
Hrm6	0.80				
Infa1	0.79	0.93	0.99	0.77	
Infa2	0.90				
Infa3	0.90				
Infa4	0.91				
Infa5	0.91				
Infa6	0.90				

Constructs	Item	Loading	Cronbach's alpha	CR	AVE
	Infa7	0.91			
	Pm1	0.79	0.88	0.88	0.81
	Pm2	0.90			
	Pm3	0.88			
	Pm4	0.91			
	Pm5	0.91			
Organizational culture	Cc1	0.90	0.91	0.77	0.80
	Cc2	0.91			
	Cc3	0.90			
	Cc4	0.91			
	Cc5	0.79			
	Cc6	0.81			
	Ac1	0.66	0.91	0.88	0.69
	Ac2	0.90			
	Ac3	0.92			
	Ac4	0.90			
	Ac5	0.77			
	Ac6	0.78			
	Mc1	0.780	0.88	0.88	0.70
	Mc2	0.91			
	Mc3	0.90			
	Mc4	0.90			
	Mc5	0.90			
	Mc6	0.80			
	Hc1	0.80	0.88	0.88	0.71
	Hc2	0.91			
	Hc3	0.90			
	Hc4	0.79			
	Hc5	0.91			
	Hc6	0.79			
Performance	Fn1	0.87	0.88	0.89	0.71
	Fn2	0.88			

Constructs	Item	Loading	Cronbach's alpha	CR	AVE
	Fn3	0.88			
	Fn4	0.90			
	Nfn1	0.90	0.87	0.88	0.91
	Nfn2	0.87			
	Nfn3	0.88			

Ls = Leadership; Cf = Customer focus; Sp = Strategic Planning; Hrm = Human resource management; Infa = Information and analysis; Pm= Process management; Cc = Clan Culture; Ac = Adhocracy Culture; Mc = Market Culture; Hc = Hierarchy Culture; Fn = Financial; Nfin = Non-financial.

For the same reasons mentioned before, participants were understandably concerned about the increased obligations that AR adoption would entail. A total of six further AR operational sub-themes have been identified: assistance; innovation; promotion; administration; financing; and launch. Additional business requires that any new roles or duties be properly defined, agreed upon, and assigned in order to guarantee the long-term viability and success of AR adoption. According to LA2, the attractions must have enough digital capabilities for an improved AR experience. It was suggested in LA4 that individuals working on AR content development be given more work to do. To ensure success, A4 emphasized the need to have a support team and a well-defined operational plan.

Stakeholders were in agreement that information sharing and openness were crucial components of the project. A9: "AR is empathetic and fits with what the visitor comes to view." was agreed upon (A9). Rather than "Disney-fiddling" with the site, LA1 decided that AR would keep it real. In order to sustain and promote AR, it is necessary to obtain the support of all participants, and A1 proposed that "everyone would have to see its worth, appreciate its value, and feel its value for themselves" in order to ever really sell, utilize, and appreciate AR. In order to reduce fear of change and realize the advantages of AR, the need for messaging skills was highlighted (A1, A2, A4, A9, and LB1). "There won't be [opposition], as long as there is an appreciation from both ends, we are the individuals who know our clients." By partnering collaboratively, we can create products that meet the needs of the target audience. When a firm relies on contributions and other financing sources, revenue creation is more vital because of the limited resources available. It is essential to generate more money in order to justify expenditures on new technology. In addition to the non-financial benefits of AR, participants said it was important to find new ways to make money (Jalilian Ahmadkalaei et al., 2021).

There were a slew of ideas put forth for generating additional revenue, including the creation of secondary revenue streams, cost flexibility, in-app purchases, a higher entry price, charging for augmented reality, providing augmented reality for free, and charging visitors who bring their own devices. These sub-themes provide a variety of possible AR income-generating opportunities, even if no appropriate revenue model was decided upon at the outset. When it came to whether or not the facility should supply guests with their own AR gadgets, there was a lot of dispute. However, challenges with battery life, connection, and storage, as well as the cost and availability of sufficient equipment to fulfill tourist demand, were raised.

When it came to including whether tourists should pay to utilize augmented reality (AR), a second significant dispute developed. Other perks like "a discount in the shop" (V1) or "these two [children], which means eventually we as a family will receive a lot more from it" (V2) made some visitors eager to pay more (V7). Other participants (V7) considered AR expenditures to be part of the appeal of "being able to improve oneself." If tourists are prepared to pay more for a better encounter, then the popularity of audio tours demonstrates that

customers are willing to fork over the extra money. Overall, there was a lot of debate on AR revenue generating alternatives, and even though no single solution was developed, the sub-themes show that AR may be utilized in a variety of ways for possible advantage. It will take time for fundamental ARBM ideas to emerge from the discussions. Data analysis revealed that participants were interested in the importance of commonalities, and the main principles were formed as a consequence of data and thought exhaustion. According to participants, each BM fundamental should be addressed to ensure the long-term viability of AR deployment and BM success. In light of SMEs' intrinsic qualities of small size and limited resources, several sub-themes might be examined. The five BM principles of appropriateness, inclusiveness, openness, adaptability, and durability were identified (Tian and Lin, 2019).

Table 4. Fornell–Larker discriminant validity.

Empty Cell	Ac	Cc	Cf	Fn	Hc	Hrm	Info	Ls	Mc	Pm	Sp	Coin
Ac	0.91											
Cc	0.61	0.90										
Cf	0.39	0.39	0.90									
Fn	0.49	0.51	0.60	0.88								
Hc	0.49	0.51	0.49	0.60	0.91							
Hrm	0.50	0.39	0.59	0.50	0.51	0.90						
Infa	0.39	0.39	0.69	0.48	0.49	0.59	0.90					
Ls	0.51	0.50	0.70	0.52	0.49	0.59	0.59	0.88				
Mc	0.49	0.39	0.51	0.46	0.61	0.29	0.39	0.39	0.79			
Pm	0.48	0.39	0.49	0.49	0.49	0.48	0.59	0.59	0.51	0.90		
Sp	0.49	0.50	0.59	0.60	0.48	0.70	0.71	0.61	0.51	0.61	0.91	
Nfin	0.47	0.51	0.48	0.59	0.61	0.61	0.61	0.61	0.49	0.49	0.49	0.88

SMEs, who can't afford to experiment with new innovations and need them to function for the first time, were especially concerned about appropriateness. As long as it doesn't clash with whatever we're currently doing, "said A6," when asked whether they'd consider it. "AR has to be about simplicity of steps... make it so they [visitors] don't have to ask that question, or make it so they feel much more comfortable asking that question," LA4 said in proving the applicability of AR as a technology to improve the tourist environment. Suitability is based on the need to add value to the product or service that is already in place.

Table 5. Predictive relevance.

Total	SO	SSE	1 – SSE/SSO
SMEs performance	2551	1631.44	0.19
OC	5088	4121.31	0.39

The need for inclusivity was also emphasized. Participants need to be a part of the process from the outset, according to LA5, so they can see how their input is being used. It was hoped that by being inclusive, there would be less opposition to change or apprehension about the future. It was noted by participants that "there will always be additional roles. That's OK provided it

was made very clear and with an effective implementation plan to make it effective," A4. The BM also needed to be able to react to adjustments, renewals, and new developments. When it comes to procedures like these, "they're not likely to come up with a great answer... they'll keep developing, testing, and refining," LA3 said."Adjustable, so you can take the premise of what you're providing and add more to it," LA5

For the sake of long-term success, participants called on the organization to overcome obstacles as well as consider other options to achieve the optimal strategic and organizational fit. Participants, conceptually, suggested that including sustainable development into the BM would help the company attain long-term competitiveness. In a statement, A3 said that a BM would assist "narrow it down to what is going to have the most impact, what is going to help you, which actions are trying to support you fulfill those key goals."

Table 6. Hypothesis testing.

Hypotheses	Path coefficient	Standard error	T. value	P. value	Decision
H1 : TQM -> SP	0.39	0.051	7.41	0.000	Supported
H2 : TQM -> OC	0.81	0.051	12.80	0.000	Supported
H3 : OC -> SP	0.39	0.051	8.22	0.000	Supported

It includes the five topics and sub-themes from the preceding section (current resources, AR value, shareholder benefits, AR execution, and income creation) into a single ARBM (see Table 1). ARBM themes are interconnected and cannot exist independently; this was discovered after a thorough examination. There should be no conflict between the present product and new technology, for example. Because current resources must be used in order to get value from AR, this is an example of interaction between existing assets and AR value. Shareholder advantages and AR value were shown to have a direct correlation; without more AR value, shareholder advantages would not be created. Improved AR customer service, for instance, is necessary to promote employment and visitor counts. Other ARBM topics (AR value, stakeholder benefits, and implementation) also interacted with revenue production. For example, failure to address technical architecture (e.g., AR implementation) might hamper monetization. Furthermore, AR deployment would not be sustainable if it did not have the ability to generate cash. Absent the technology infrastructure required for AR deployment, potential income creation will be impeded. When it comes to AR's income generating capacity, the evaluation of shareholder advantages (e.g. greater job security and preservation of information) is critical. Sustainable revenue creation necessitates that SMEs be technologically ready; they can't afford technology issues. An essential part of our methodology is based on the five BM concepts (sustainability, inclusiveness, visibility, flexibility, and adaptability). The values of stakeholders and the culture of the organization are reflected in the rules. The need to ensure long-term AR implementation was emphasized, for example, by key participants. As a result, actions taken in the ARBM should have an impact. As a tiny company, openness was a priority, and any changes to daily routines, duties, and so on should be communicated to all participants at every level of the organization. An enhancement in an organization's capacity to adapt and refresh its business model (BM) is seen as critical by shareholders. Given how new AR technologies are and how important it is for SMEs to be flexible in their working environments, this is an especially important thing to think about.

Table 7. Mediation testing.

H: ON	a	b	c-	Point estimate	Indirect effect 95% CI	Decision	
					Lower	Upper	
<u>H4</u> : TQM -> OC -> SP	0.71	0.39	0.41	0.31	0.18	0.41	Partial mediation

The most significant sub-theme of available assets was historical importance, which rated 5 per cent greater than the other comment thread. This is hardly a surprise, given the unique qualities of this UNESCO site and the enthusiasm of its participants for its history. AR may be able to improve and expand this current treasure. It was discovered that lengthy value was the most significant sub-theme of AR value, and it was given a weighting of 6.3% greater than schooling, which came in second place. Consequently, the most important AR benefit is seen as the most enduring and contributes to AR's potential to conserve information and contribute to environmental protection and conservation. Additionally, a significant company model concept was developed that confirms that long-term stability is essential to the SME and so should be considered through our procedure. A key sub-theme of shareholder advantages was the preservation of information, and our results are in line with that. Personalization was, curiously, the AR value's least crucial component. It is possible that the kind and character of the historic historic destination under consideration may have anything to do with this, given the value of culture is intrinsic to the interest. In other words, personalization might be seen by some as a commodification and commercialization of the past, which would diminish and subtract from its historic and cultural relevance. This example demonstrates that new capabilities, such as AR, must first comprehend the present value offering and then guarantee that new innovations support and enhance it.

Innovation and management were identified as the two most critical sub-themes for AR deployment (20.7 percent each) (18.6 percent). The most significant income creation comment thread was tertiary income (14.3%), closely followed by visitors bringing their own devices (14.2%). (14.1 percentage point). Boosting the admission price was shown to be the least preferred option by stakeholders, indicating that they want to recover the costs of AR installation via high school income, such as gate receipts or greater spending on-location. Many interested parties in Phase 1 highly suggested that AR users not be charged an exorbitant premium, which we assume stems from a fear of outpricing visitors. In particular, partners tried to express apprehension that not all people visiting would be ready and able to pay the extra entry fee for the adjustment period, and that AR should be incorporated as a tool to enhance the offer and visitor knowledge as part of long-term growth positional plans for the attraction.

5. CONCLUSION AND POLICY IMPLICATIONS

We examined the impact of TQM on Chinese SMEs and how that impact is shaped by company culture. While TQM has a significant impact on SMEs' Performance, it also has an important impact on an organization's mission that is just as substantial as the positive contribution of TQM. As with each research project, this one has its own set of drawbacks. Furthermore, these limitations open up new avenues for investigation. A cross-sectional database model comprising data gathered at a certain period is required for the summary. It isn't easy to conclude the link between the two ideas due to this study, but it is conceivable that these assumptions are not correct. Researchers should use a longitudinal strategy to assess the impact of TQM on small and medium-sized enterprises. The study was carried out with the use of a quantitative approach. To better understand how to implement TQM more effectively or

describe why several SMEs have not yet adopted TQM, additional strategies, such as dialogues with SME owners–managers, may be employed.

To serve their customers better, the owners and managers of industrial manufacturing SMEs in China must focus on establishing performance improvements. Educating personnel in analytical thinking, performance enhancement, and information processing should be a top priority for a company's owners and top management. It is impossible to execute TQM without the involvement of the workers; hence, they must also understand their demands and design a suitable incentive system and workplace development to assure its success. SMEs in China will benefit from this study, which aims to help them implement total quality management by integrating TQM and OC. SME firms in Vietnam have a unique viewpoint on quality management, and this research provides a deeper knowledge of comprehensive quality management from that perspective. Small and medium-sized businesses are underrepresented in studies that examine the impact of TQM and organizational culture on their effectiveness. Because the data were only gathered in Asia, they cannot be generalized to other regions or cultures. A generalization of the results to other sectors is impossible as this study was confined to manufacturing enterprises. TQM may impact not just financially but also non-financial effectiveness in future studies. Lastly, additional research may be done on other countries' ideas and how it works in small and medium-sized enterprises (SMEs). Academics who want to perform research examining the relationship between TQM and the Performance of small and medium should look at the impact of existing organizational cultures on achieving target measures.

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Türk Sinemasında Mizah ve Folklorun Beş İşlevi

Dr. Erhan HANCIĞAZ

Erzincan Binali Yıldırım University

erhanhancigaz@gmail.com

Orcid:000-0002-4539-0394

ÖZET

Sinema toplumsal ve kültürel yapıdan beslenir. Sinemanın beslendiği unsurlardan biri olan mizah ise gerçek hayattan almış olduğu konuları kurgulayarak eğlenceli bir üslupla yeniden oluşturur. Bundan dolayı mizah toplumsal yapı içinde kabul gören folklorik bir öğedir. Aynı zamanda mizah, insanları gülümseten bir iletişim ortamı olarak düşünülmektedir. Sinemanın bir türü olan komedi filmlerinde tüm dünyayı ilgilendiren evrensel sorunlardan bireysel sorunlara kadar pek çok konu işlenmiştir. Komedi filmleri izleyiciyi eğlendiren aynı zamanda düşündürülen yapımlardır. Çalışmanın temel amacı Türk sinemasında mizah öğesi taşıyan seçilmiş filmleri kategorize ederek William R. Bascom tarafından oluşturulmuş folklorun işlevleri modeline göre değerlendirmektir. William Bascom'a göre folklorun en önemli işlevleri: hoş vakit geçirme, eğlenme ve eğlendirme; değerlere, toplum kurumlarına ve törelere destek verme; eğitim veya kültürün gelecek kuşaklara aktarılması; toplumsal ve kişisel baskılardan kaçıp kurtulmadır. İlhan Başgöz de Bascom tarafından oluşturulan bu dört işleve beşinci işlev olarak Protesto işlevini eklemiştir. Dolayısıyla çalışmada seçilmiş komedi filmlerinde Türk toplumunun, ekonomik, siyasal ve kültürel yapısının farklılaşmasının ve geçirdiği değişimin Türk sinemasına ve mizah anlayışına yansımaları folklorun beş işlevi çerçevesinde incelenmiştir.

Anahtar Kelimeler: Türk Sineması, Folklor, Mizah, Komedi Filmleri, Folklorun İşlevleri

Humor and the Five Functions of Folklore in Turkish Cinema

ABSTRACT

Cinema is nourished by a social and cultural structure as well as humor, which arranges subjects taken from real life and recreates them in an entertaining style. Therefore, humor is a folkloric element recognized in the social structure. In addition, humor is considered as a communication medium that makes people smile. Comedy films, a genre of cinema, cover many topics ranging from universal problems concerning the whole world to personal problems. Comedy films are productions that entertain the audience as well as make them think. The main aim of the study is to categorize selected films with humor in Turkish cinema and evaluate them according to the functions of folklore model developed by William R. Bascom. According to William Bascom, the most important functions of folklore include having a nice time, entertaining oneself and entertaining people, supporting values, social institutions and customs, transferring education or culture to future generations, escaping from social and personal pressures. İlhan Başgöz added the Protest function as the fifth function to these four functions created by Bascom. Therefore, selected comedy films' depiction of economic, political and cultural changes in Turkish society and the reflection of such changes on Turkish cinema and sense of humor were examined within the framework of the five functions of folklore.

Keywords: Turkish Cinema, Folklore, Humor, Comedy Films, Functions of Folklore

GİRİŞ

Sinema hem resme, hem de sese dayanan görsel ve işitsel işaretler dizgesidir. Bu özelliğinden dolayı sinema, çok yönlü bir araçtır. Hareketsiz görüntülerin hareketli hale getirilmesi süreci olarak tanımlayabileceğimiz sinema sadece teknik açıklıma ile iktifa edilebilecek bir kavram değildir. Sinema bir sanattır ve tıpkı sanatın diğer dalları gibi toplumdan beslenir ve toplumu besler. Bu yüzden sinema gündelik yaşam içinde izleyicilere bir tasavvur oluşturması, aynı zamanda onlara tecrübe edinme imkânı olmadıkları gerçek ve kurgusal olayları yaşatması açısından mühim bir yere sahiptir. Dolayısıyla sinema, izleyicisinin perdede gördüğü dünya içinde yaşadığı bir dünya değildir. Ancak izleyici için perdede gördüğü bu dünyanın bir anlamının olması gerekmektedir. Çünkü sinema toplumla etkileşim halinde olan bir sanat dalıdır. Bu özelliğinden dolayı sinema toplumu anlamak için bir araçtır ve perdeye yansıyan her film aynı zamanda toplumu analiz edebilmek için araştırmacılara sunulmuş bir veridir.

Sinemayı besleyen, toplumu yansıtan ve toplumu anlatan kaynaklardan biri de mizahtır. İnsanlar için gülmece malzemesi olan konular eskiden beri üzerinde düşünülmüştür. İnsanın neye güldüğü ve neye güleceği hep merak konusu olmuştur ve pek çok düşünür de mizah ve toplum kavramıyla ilgilenmiştir (Öğüt, 2014: 70). Bakış açısına göre çok farklı tanımları olabilecek mizahı, komik olan ve böylelikle insanı eğlendiren her şey olarak tanımlayabiliriz. Dolayısıyla mizah insanları eğlendiren ve güzel vakit geçirmelerini sağlayan sözler, görüntüler, eğilimler olarak ifade edilmektedir (Susa, 2002: 45). Ancak yüzyıllar boyunca geçirdiği evrim ve kültürel farklılıkları da göz ardı etmemek gerekmektedir. Toplumların birbirinden farklı esprî anlayışları olabilir. Bir toplumda komik olarak algılanan bir şey başka bir toplumda eleştiri konusu olabilir. Bergson'a göre kişiden kişiye farklı bakış açılarına ve farklı üsluplara sahip olan komik kavramı öznel bakış açısıyla yorumlanan bir kavramdır (Bergson, 2014: 3).

Güldürü ve mizah kavramı insanlık tarihi kadar eskidir ve mizah anlayışı toplumdan topluma değişmektedir. Ancak kavram aynı kültür içinde de zamanla değişebilmektedir. İnsanların güldüğü şeyler toplumsal yapıdaki değişikliklere göre farklılaşmaktadır. Ya da mizahla verilen mesajın anlamı zamanla değişebilmektedir. Bazen durum komediyle insanlar anlık bir eğlence içine girmekte, bazen de mizah ideolojik bir yapı taşıyabilmektedir. Bu farklılık ise mizahın ulaştırılmasında kullanılan sinema, dergi, televizyon dizileri gibi enstrümanlarda kendini göstermektedir. Özellikle sinema mizahın etkili şekilde kullanıldığı araçlardan biridir ve sinema ürünleri de toplum tarafından ilgiyle takip edilen popüler yapımlardır. Popüler filmlerin dili ve üslubu toplumun eğilimleri doğrultusunda olduğu için toplum tarafından kolayca benimsenir (Özden, 2000: 187). Dolayısıyla, mizah unsurunun etkili bir şekilde kullanıldığı filmler birey ve toplum arasında bir ilişki kurar. Komedi filmlerinde ana karakter ya toplumun beklentileri doğrultusunda toplumsal değerleri destekler ya da toplumdan daha rafine bir noktada konumlanır (Mast, 1979: 20). Tüm dünyada olduğu gibi Türk sinemasında da içinde bulunduğu dönemin etkisini görmek mümkündür. Ancak toplumsal yapı değişikçe paradigmlar da değişmektedir. İnsanların mizah anlayışı da sinemaya yansıyan mizahın amacı da toplumsal koşullarla birlikte farklılaşmaktadır. Bu çalışmada 1970'lerden günümüze seçilmiş Türk filmlerinde mizah unsuru Bascom'un işlevsel kuramı ışığında incelenmiştir.

Folklor öğeleri üzerine işlevsel model oluşturan William R. Bascom 1954'te yayınladığı "Folklorün dört işlevi" başlıklı çalışmada pek çok işlevi arasında folklorün en mühim dört işlevinden bahsetmektedir. Bunlar; hoş vakit geçirme eğlenme ve eğlendirme, değerlere toplum kurumlarına ve törelere destek verme, eğitim (özellikle okur yazar olmayan toplumlarda üstlendiği işlev), kişisel ve toplumsal baskılardan kaçıp kurtulma işlevidir (Bascom, 1954: 343-346). Türk halkbilimci İlhan Başgöz ise bu işlevlere, folklorün beşinci işlevi olarak Protesto işlevini eklemektedir. Folklorün en mühim işlevlerinden olan eğlenme ve eğlendirme işlevi,

insanların hoşça vakit geçirmesini sağlamaktadır. Değerlere, toplum kurumlarına ve törelere destek verme işlevi ise kültüre geçerlilik kazandırmaktadır. Folklorün üçüncü işlevi ise daha çok okur yazar olmayan toplumlarda kişiye yol gösterecek yararlı bilgiler sunar. Dördüncü işlevi ise, insanlara toplumsal baskılardan kurtulabilmek için bir kaçış yolu oluşturur (Yılmaz, 2018: 57-61). Başgöz ise folklorün protesto işlevini “Folklor; çatışmaları büyütme, başkaldırmalara destek olmak, kurulu düzene ve değerlere direnmeleri aralamak, onları yıkmaya kalkışanlara güç vermek gibi bir işlev de görüyor” ifadeleriyle izah etmektedir (Başgöz 1996: 2). Bu çalışmada seçilmiş Türk filmlerinde mizah kavramı, William Bascom’un ortaya koyduğu folklorün dört işlevine protesto işlevi de eklenerek folklorün beş işlevi bağlamında değerlendirilmektedir. Mizah içerikli Türk filmleri 1970, 1980, 1990, 2000’li yıllar olmak üzere kategorilere ayrılarak, dönemlere göre bakış açılarındaki değişimin tespit edilmesi amaçlanmıştır. Türk sinemasında mizah unsuru içeren filmler daha önceki yıllara dayansa da 1970’li yılların Türk sinemasında mizah açısından çeşitliliğin olduğu bir dönem olduğunu görmekteyiz. Toplumda yaşanan değişim de bu çeşitliliğin oluşmasında etkili olmuştur (Onaran, 1994:185). Bu yüzden değerlendirmeye 1970’li yıllardan başlanmıştır.

Seçilmiş Türk Filmlerinde Folklorün Beş İşlevi

Sinema yaşayan bir süreçtir. Beslendiği ve beslediği toplumsal yapıdaki değişimlere paralel olarak dili ve üslubu farklılaşmaktadır. Sinemayı besleyen kaynaklardan biri de mizahtır. Türk sinemasında mizah içerikli filmler 1960’lı yıllarda ortaya çıkmaya başlasa da, bunlar gülerken düşündürme kaygısı olmayan, içinde toplumsal eleştirinin bulunmadığı, daha çok durum komedisine örnek olacak yapımlardı.

1970’li yıllara gelindiğinde ise edebi eserlerden uyarlamaların olduğunu görmekteyiz. Özellikle 1970’lerde yenilikçi bir forma bürünen mizah içerikli filmler toplumsallaştırılmıştır. Bu dönemde çekilen Hababam sınıfı serisi de bu filmler arasında mühim bir yere sahiptir (Özgüç, 2005: 70-75). Rıfat Ilgaz’ın sinemaya 1975 yılında aktarılan eseri Hababam sınıfı Türkiye’de hâkim eğitim anlayışına bir eleştiri gibi görünse de, aslında haylaz olmalarına rağmen içlerinde kötülük barındırmayan, birbirine destek olan ve toplumun genel değerlerine her zaman saygı duyan lise öğrencilerinin eğlenceli öyküsünü konu edinmektedir. Filmi Bascom’un işlevsel kuramı ışığında değerlendirdiğimizde değerlere, toplum kurumlarına ve törelere destek verme işlevini yerine getirdiğini görmekteyiz.

Bu Adamlar Nereye Bakıyor filmi de 1970’li yılların yapımları arasında yer almaktadır. 1970’li yıllar köyden kente göçün ivme kazandığı bir dönemdir. Özellikle İstanbul’a doğru yaşanan yoğun göç şehirde alt grupların oluşmasına neden olmuştur. Dolayısıyla köylü mü, şehirli mi olduğu tam belli olmayan, henüz şehir yaşamına da tam manasıyla intibak edememiş bir grup oluşmuştur. Bu Adamlar Nereye Bakıyor filminde de İstanbul’a evlenmek ve iş bulmak amacıyla köyden kente gelen iki arkadaşın hikâyesi mizahi bir dille anlatılmaktadır. Filmin ana karakterleri dürüstlüğü ve yardımseverliği temsil etmektedir. Üzerlerinden para kazanmaya çalışan kişilere karşı takındıkları ahlaki tavır, kötülüğe kötülükle cevap vermeme durumu, bu karakterleri toplumun genel ahlak kurallarına saygı duyan kişiler olarak karşımıza çıkarmaktadır. İşlevsel kuram açısından değerlendirdiğimizde filmin, değerlere toplum kurumlarına ve törelere destek verme işlevini üstlendiğini söyleyebiliriz.

1978 yapımı Neşeli Günler filminin konusuna o dönemde artan boşanma oranlarının yön verdiği düşünülebilir. Boşanmanın olumsuz etkilerinin vurgulandığı filmde altı kardeşin anne ve babalarının bir araya gelmesi için açlık grevi yaptığı sahnelerde kullanılan boşanma karşıtı pankartlar da buna dikkat çekmektedir. Birbirinden ayrı iki insan ve anne babalarının birleşmesini isteyen altı kardeşin hikâyesini mizahi bir dille anlatan yapımın da işlevsel kuram

çerçevesinde toplum kurumlarına ve törelere destek verme işlevini gördüğünü söyleyebiliriz. 1978 yılında perdeye yansıyan bir diğer yapı ise Çöpçüler Kralıdır. Filmde toplumsal yapı içindeki eşitsizlik ve bu eşitsizlikten kaynaklanan üslup bozuklukları, mahalle yaşamı üzerinden aktarılmaktadır. Her ne kadar eşitsizlikler üzerinden bir eleştiri yapılsa da, dönemin oluşturduğu kısıtlamalara ve farklılıklara rağmen bir arada yaşayan insanlar üzerinden yaratılmış birlik hissi, filmin işlevsel kuram açısından toplum kurumlarına ve törelere destek verme işlevini üstlendiğini göstermektedir.

1980'lere gelindiğinde yaşanan olayların Türk sinemasını da etkilediği görülmektedir. 1980'lerde sinemada mizah unsuru toplumsal eleştiriye merkeze almaktadır. Toplumsal olaylar daha çok eleştirel bir bakış açısıyla irdelenmiştir. Dolayısıyla önceki dönemlere göre mesaj kaygısı olan daha ciddi filmler perdeye yansımıştır (Kuruoğlu, 2011:715). 1980'li yılların en dikkat çekici yapımlarından biri Zübük filmidir. Filmin ana karakteri bir aile geleneği olarak ahlaksızlığı şiar edinmiş, milletvekilliğinden ihraç edilmiş sahtekâr bir adamdır. Aslında filmin genelinde Zübük karakterinin oluşmasına zemin hazırlayan, toplumsal yapı eleştirilmektedir. Filmin sonunda “aslında hepimiz biraz Zübüğüz” repliği de bunu teyit etmektedir. Toplumsal eleştiri niteliği taşıyan Zübük filminin, işlev kuram doğrultusunda Protesto işlevini yerine getirdiği görülmektedir. 1980'lere perdeye yansıyan bir diğer film ise Banker Bilo'dur. Film saflığın, temizliğin, dürüstlüğün toplumda alay konusu olabilecek bir durum olduğunu göstermesi açısından manidardır. Filmde genel olarak alın teriyle elde edilmiş yeterli bir kazançansa, çalışmadan elde edilmiş zenginliğin toplumun bazı kesimlerince daha muteber sayıldığı ön plana çıkarılmıştır. Toplumda gerçekleşen yozlaşmanın eleştirildiği film, toplumun mevcut düzenine bir isyan niteliği taşıdığı için Protesto işlevini karşılamaktadır.

1981 yılında başrolünü Kemal Sunal'ın oynadığı Üç Kâğıtçı filmi sosyal sorunlara dikkat çeken mizah içerikli bir filmidir. Filmin ana teması sıradan bir hayata sahip filmin başkışisiyle, kurnazlık peşinde olan bir grup arasındaki çatışma etrafında geçmektedir. Toplumun genelinin birçok konuda akli izahatlardan ziyade bu kurnazlığa pirim vermesi eleştirilmektedir. Bu yönüyle filmin folklorun protesto işlevini üstlendiğini görmekteyiz. 1985 yapımı olan Namuslu filmi de toplumsal eleştirinin keskin bir şekilde yapıldığı filmler arasındadır. Eskiden toplumda okumak muteber iken, okuyan kişinin iş sahibi olacağı, adam olacağı düşüncesi hâkimken daha sonra bu fikir yerini okuyanın değil, fırsatlardan yararlanan gözü açık kişilerin toplumda muteber kişi olmasını sağlamıştır. Filmin başkışisi mutemet Ali Rıza Bey, kendi halinde, çalışkan, dürüst bir insandır. Ancak toplumda köşeyi dönmenin, devletten çalmanın, milletten çalmanın daha muteber olduğunu anlatan film, dürüst bir kişinin toplumda yabancılaşmasını resmetmektedir. Ali Rıza Beyin oğluna “çal çırp, baban gibi hırsız ol” demesi de bunun göstergesidir. Artık parayı kazanma şeklinin bir önemi yoktur, mühim olan çok para kazanabilmektir. Toplumun geneline yayıldığı iddia edilen bu yozlaşma yüzünden namuslunun kendi halindeki dürüst memuru Ali Rıza Bey ruh dünyasında bir isyan yaşar (Hancığaz, 2016: 7). Namuslu filmi de topluma getirdiği eleştiriler nedeniyle Protesto işlevini üstlenmektedir.

1990'lı yıllar dünyada tek kutbun oluşmaya başladığı dönemlerdir. Özellikle 1940'lı yıllardan sonra dünyada hâkim olmaya başlayan kültür, Amerikan kültürüdür. Sanat eseri denilebilecek özellikli yapımlar yerini popüler kültür ürünlerine bırakmaya başlamıştır. Andy Warhol'un ifadesiyle artık herkes şöhret olabilecektir ama 15 dakikalığına. İkinci dünya savaşından sonra başlayan bu süreç SSCB'nin dağılmasıyla beraber daha belirgin bir hale gelmiştir. Pek çok alanda olduğu gibi sinemada da popüler kültürün etkisi kendini daha kesif bir şekilde göstermeye başlamıştır. Bu da beraberinde Hollywood filmlerinin etkisini getirmiştir.

1993 yapımı olan Amerikalı filmi de bunu konu edinerek popüler Hollywood filmlerini hicveden bir özellik taşımaktadır. Hollywood'un klişeleriyle dalga geçen film, bir yandan öykündüğümüz bir yandan da kimlik problemi yaşadığımız durumu resmetmektedir. Bu

yönüyle işlevsel kuram açısından Protesto işlevini görmektedir. 1990'lardaki bir diğer yapım ise Aşk Filmlerinin Unutulmaz Yönetmenidir. Filmde herhangi bir eğitimi olmayan ve hak etmedikleri kazançlar elde eden oyuncular ile kötüye giden sinema sektörü eleştirilmiştir. Sinema sektörüne ve izleyicilerin kalitesine yaptığı eleştirilerden dolayı filmin Bascom'un işlevsel kuramı açısından protesto işlevini kazandığını görmekteyiz. 1994 yapımı olan ve Orhan Kemal'in romanından uyarlanan Tersine Dünya filminde kadınlar ve erkekler arasındaki ciddi bir değişimin olduğu dünya anlatılmaktadır. Filmde kadınların sorunları tersine bir cinsiyetçi bakış açısıyla değerlendirilmiştir. Film toplumdaki cinsiyetçi baskılarını mizahi bir dille eleştirirken folklorün Protesto işlevini kullanmaktadır. 1998 yapımı olan Her Şey Çok Güzel Olacak filmi ise birbirinden tamamen farklı olan iki kardeşin hikâyesini anlatmaktadır. Aslında çok fazla muhabbetleri olmayan ancak bir araya geldiklerinde birbirlerine kenetlenen iki kardeşin karakterlerindeki değişimi konu alan film bu açıdan değerlere, toplum kurumlarına ve törelere destek verme işlevine sahiptir.

2000'li yıllara gelindiğinde Türkiye'de yine bir siyasal iklim değişikliğinin gerçekleştiğini görmekteyiz. Aynı zamanda iletişimde, ulaşımda, teknolojide, sermaye dolaşımında birçok değişiklik meydana gelmiştir. Bu da pek çok alanda toplumsal dönüşümün gerçekleşmesine neden olmuştur. Tüm bu değişme ve gelişmeler Türk sinemasında da etkisini göstermiştir. 2000'li yıllarda mizah içerikli filmler, 80'li yılların mesaj kaygısı olan, ağırbaşlı filmlerinden uzaklaşarak daha çok izleyiciyi sadece güldürmeyi amaçlayan filmler olarak perdeye yansımıştır.

2000'li yıllarda dikkat çeken yapımlardan biri Abuzer Kadayıf filmidir. Film farklı kimliklerle yaşayan bir sosyoloji profesörünün yaşadıklarını konu edinmektedir. Eşinin sokak çocukları tarafından öldürülmesinden sonra kimsesiz çocuklara yardım etmeyi planlayan filmin ana karakteri, şöhret olmanın kolay olduğu bir toplumda şöhret üzerinden elde ettiği servetle amacını gerçekleştirmeyi düşünmektedir. Karakter zıtlıklar içinde yaşamaktadır. Zengin fakir edebiyatı yapmaktadır, alakası olmamasına rağmen din ve ahlak kavramlarından bahsetmektedir. Toplumsal yapıda var olan nitelik probleminde dikkat çeken yapım işlevsel kuramın Protesto işlevini görmektedir. 2000'li yılların bir diğer yapımı Vizonteledir. Televizyon yayınının yeni başladığı bir dönemde Anadolu'nun ücra bir kasabasına -yerel ağızla- Vizontelenin geliş hikâyesi mizahi bir dille anlatılmıştır. Esasen sosyal adaletsizliğe vurgu yapılan filmde insanların eğitim, iletişim, sağlık, ulaşım gibi hizmetlerden doğru dürüst yararlanamaması eleştiri konusu yapılmaktadır. Bundan dolayı filmin Protesto işlevini gördüğünü söyleyebiliriz.

GORA filmi de yine 2000'li yılların ilgiyle izlenen yapımları arasındadır. Hollywood yapımı birçok filme göndermede bulunan filmin popüler bir yapım olduğu görülmektedir. İzleyenleri eğlendirmesi ve ilgisini çekmesi açısından hoş vakit geçirme ve eğlendirme işlevi içinde değerlendirilebilir. 2004 yapımı olan Neredesin Firuze filmi ise kaset çıkarma hayaliyle İstanbul'a gelen Ferhat ile Unkapamı plakçılar çarşısında işletme sahibi olan Hayri ve Orhan'ın hayallerini gerçekleştirebilme çabasını konu edinmektedir. Çıkmaza girdikleri bir anda Firuze isimli zengin bir kadın kurtuluş umudu olarak doğar. Ancak zaman sonra Firuze'nin şizofren olduğunu öğrenmeleriyle beraber işler daha da karmaşık hale gelir. Film genel olarak değerlendirdiğimizde Bascom'a göre folklorün en önemli işlevlerinden biri olan hoş vakit geçirme ve eğlendirme işlevini yerine getirdiğini görmekteyiz.

SONUÇ VE DEĞERLENDİRME

Sinema başlangıcından bu yana tarihsel, kültürel, ekonomik, sosyolojik şartlar içinde şekillenen aynı zamanda toplumu yansıtan bir özelliğe sahip olmuştur. Bundan dolayı sinema ile toplum

arasında sıkı bir ilişki vardır ve toplum çoğu zaman sinema üzerinden okunabilir. Dolayısıyla sinemadaki değişimler perdeye yansıyan dönemi anlayabilmemiz açısından da bize ışık tutmaktadır. Bu çalışmada Bascom'un işlevsel kuramı ışığında Türk sinemasındaki mizah unsurunun zaman içindeki değişimini 70'ler, 80'ler, 90'lar, 2000'ler olmak üzere dört döneme ayrılarak incelenmiştir.

1970'li yıllar Türk sineması açısından çeşitliliğin olduğu bir dönemdir. Sinemada eser uyarlamalarının sıkça kullanıldığını görmekteyiz. Aynı zamanda mizah içerikli filmlerde de bir artış olduğunu görmekteyiz. 1970'lerdeki filmleri folklorün beş işlevi çerçevesinde değerlendirdiğimiz zaman filmlerin genel olarak "toplum kurumlarına ve törelere destek verme" işlevini üstlendiğini görmekteyiz. Bu da 1960 darbesiyle beraber pasifize olmuş bir ifade gücünün, aynı zamanda apolitize olmuş bir toplumun çok fazla çatışmaya girmeden kârı muhafaza etme çabası olarak değerlendirilebilir.

1980'li yıllarda Türk sinemasının ağırlıklı olarak mesaj kaygısı olan filmler ürettiğini görmekteyiz. Toplumsal yapının eleştirildiği pek çok filmde ekonomideki, yönetimdeki, toplumun genel kurallarındaki aksaklıklar anlatılmaya çalışılmıştır. İşlevsel kuram açısından 1980 yapımı filmler protesto işlevini görmektedir. Bunu 1980 yılında hızlanan toplumsal değişimin, sinemada eleştirel bir dille yorumlanması olarak düşünebiliriz. Aynı şekilde 1990'lı yıllarda perdeye yansıyan yapımlarda da filmler genel olarak protesto işlevine sahiptir. Ancak 2000'lere gelindiğinde iletişimin, ulaşımın, teknolojinin, gelir seviyesinin, değişimi toplumu da değiştirmeye ve dönüştürmeye başlamıştır. Özellikle geleneksel yayıncılığın yerini yavaş yavaş yeni medyaya bırakmasıyla beraber, insanların beklentileri ve kaygıları da değişmiştir. Gençler artık daha çok popüler kültür ürünleri üzerinden eğlence ihtiyaçlarını gidermektedir. Bu gelişmeler sinemaya yansıyan filmlerin içeriklerini değiştirmiştir. Artık insanların pek çoğu günlük işlerin yorgunluğunu eğlenerek atmak istemektedir. Ancak bu eğlence anlayışı içinde düşünme etkinliğinin olduğu bir anlayış değildir. Dolayısıyla 2000'li yılların mizah içerikli filmlerinde işlevsel kuramın daha çok hoş vakit geçirme eğlence ve eğlendirme işlevinin hâkim olduğu görülmektedir.

70'ler, 80'ler, 90'lar, 2000'ler olmak üzere dört döneme ayırarak incelediğimiz Türk sinemasındaki mizah içerikli filmlerde, folklorün işlevlerinden William Bascom'un ortaya koyduğu, hoş vakit geçirme eğlence ve eğlendirme, değerlere toplum kurumlarına ve törelere destek verme işlevleri ile İlhan Başgöz'ün dikkat çektiği, protesto işlevinin olduğu tespit edilmiştir. Toplumdan beslenen ve toplumu besleyen sinemanın, dilinin ve üslubunun toplumdaki değişime paralel olarak değiştiği de görülmektedir. Bu değişimle beraber sinemaya yansıyan folklorün işlevleri de farklılaşmaktadır.

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B'nei Menashe: Claim and Consequences; A Case Study

Mr. Shuvam SARKAR

Technical Writer at Cognizant Technology Solutions

Pursuing Master of Arts (MA)

Department of History

Indira Gandhi National Open University

Bachelor of Arts (BA)

Department of History

Presidency University, Kolkata

Shuvamsarkar2000@gmail.com

Orcid: 0000-0002-0353-1283

ABSTRACT

The North-Eastern part of India, comprising the states of Manipur and Mizoram, has been the habitation of several tribesmen with their distinct cultures and traditions for centuries, often regarded as quite different from the Indian mainland cultural dominion. The 'Chin-Kuki-Mizo', tribespeople, known by unifying terms like 'Chikim', 'Zo' or 'Shinlung' of the above-mentioned states and also from neighboring Myanmar were vigorously influenced by Christianity during the Colonial period in Indian Subcontinent and remained devout to it. That social and religious balance of this remote region received a jab when a small segment of these tribesmen claimed descent from one of the lost tribes of Israel, Manasshe, mentioned in Biblical narratives by the second half of the twentieth century and eventually, after decades, renounced Christianity to practice Judaism. This group, known as 'B'nei Menashe,' later established connections with the state of Israel and other Jewish communities as well. The activities of the Jewish religious organizations in that region, the process and eventuality of these people's absorption in the broader Jewish field, their recognition through normative Rabbinic Judaism, the hostility and political controversies evolving them, and other issues will be discussed in this paper thoroughly. Publications by the renowned anthropologists: Myer Samra, Shalva Weil, Tudor Parfitt, Yulia Egorova, and the works of Professor Stuart Z. Charme, Navras J. Aafreedi alongside with websites of Jewish organizations like Kulanu and Shavei Israel will be engaged as main sources in this paper.

Keywords: Chikim, Manipur, Mizoram, Manasshe, Judaism, Christianity, Israel, B'nei Menashe.

INTRODUCTION:

Despite Judaism's absence from the prevalent socio-religious fabric of India, it constitutes a significant part of academic discussions over religions in India. The legacy of Jewish presence on Indian soil dated back, as per popular tradition upholds, to 70 C.E. after a group of Jews came over to the Malabar Coast of Southern India following the destruction of the Second Temple in Jerusalem (India Virtual Jewish History Tour). Those early settlers later came to known as 'Malabari Jews' or 'Black Jews', in comparison with another group of Jews came in the medieval period from the Iberian Peninsula settling in the same region, known as 'White' or 'Pardesi Jews'. Alongside these groups, we can trace the thoroughly Indianized 'Bene Israeli' Jews and 'Bagdadi Jews' of Kolkata (erstwhile Calcutta). Nonetheless, Jews today in India number less than 5,000. Despite being one of the early Abrahamic faiths to set the ground in India, they never came to contend in the proselytizing game, and after the formation of the state of Israel in 1948, most of the Indian Jews left the shore to settle in the land of Zion. However, the apparent nonchalance in Judaism of India noticed a slight jolt with the 'Judaizing Movement' crawling in remote parts of North-Eastern India. The frequent presence of the Israeli Rabbis and their active participation in the alleged 'Re-conversion' process of the tribesmen claiming Jewish descent flared up resentment amongst the dominant Christian populace of that region. The issue of foreign involvement also prompted the Government of India to intervene and then only the news of this unusual Jewish connection with the unnoticed regions in India flashed some visibility into mainstream media. Who are these people and what is their connection to Israel, a land so far from their birthplace? Why have they even adopted the name of 'B'nei Menashe?' An attempt has been made to share some light in the following discussion.

CASE STUDY:

Judaism, as a religion, has never been in majoritarian discourses over religions in India and naturally, it didn't have any influence over the vast tribal population of this nation. However, it was not so in the case of Christianity, another Abrahamic faith with tremendous proselytizing nature. The Tribal peoples of Indian North-Eastern frontier provinces, mainly Mizoram and parts of Manipur and also neighboring Chin state of Burma were wholly Christianized through the efforts of Christian Missionaries under the colonial administration. The constellation of the various tribespeople of this region; Chin, Kuki, and Mizo is often regarded as 'Chikim', 'Zo', or 'Shinlung.' Former Lushai Hill region of North-East India, which is now known as Mizoram is the predominant with this Chikim population. Zealous Christians under several denominations, in the middle of the twentieth century, a segment of these people had diverted to some revivalist sections of Christianity and with the fullest encounter with Bible, they found parallels with their pre-Christian religious life with those described in the Old Testament, eventually convincing them of their 'Israelite Origin (Samra, 1996: 112) Now, one may ask, what is 'Israelite Origin?' Generally, those who claim descent from the Biblical Character Jacob later renamed Israel, are entitled to be Israelite. Over millenniums, a myth of 'Ten Lost Tribes' exiled from the ancient land of Israel is omnipresent in popular Jewish and Christian discourses which pursued the Mizos to claim descent from 'Manasshe,' one of the progenitors of the Ten lost tribes (Aafreedi 2014: 101) This led a segment of this Shinlung people to convert into Judaism, a world religion, not proselytizing in nature, from Christianity which they had adopted earlier; evoking the theory of 'Dual Conversion', appealing ancient ties and creating an older yet newer identity of ethnicity and nationalism. This phenomenon can be described as 'Re-Traditionalisation.' (Weil 2004: 220-1).

The claim of adherence to the lost tribes is a popular myth in Judeo-Christian traditions despite its strong historical evidence. According to Bible, the Northern Kingdom of Israel was ravaged and destroyed by the Assyrian king Shalmanezar in Eighth Century BCE (722 BCE.) and the ten main tribes of that region were exiled and their fate always remained an enigma. Bible's prophetic proclamations suggest their existence in faraway corners of the world and their possible ingathering in later days to accentuate the process of redemption or to bring a Messianic era to the earth. (Weil 2004: 225-6) Certain Christian groups claim descent from those Israelites in South Asia; the Chkim/Shinlung people remain one of them. It all started with a revivalist surge among the Christian populace of this region, contrary to the Protestant puritanical leanings of Mizos. After one Saichhunga's claim in 1936; the Head Deacon of the revivalist United Pentecostal Church of Buallawn village, Mizoram named Mela Chala bolstered this assertion through his claims of having a vision from God in 1950 and started propagating that to evade the impending war of 'Ármedadon', Mizos had to migrate to their historical homeland, Israel to fulfill the biblical prophecies (Samra, 1996: 112). He succeeded to gather a number of followers and later on with time, the idea of Mizo people's Israelite origin came to have adhered widely among several Christian denominations also. It even attracted a number of Chikim compatriots from the hill region of neighboring Manipur state which eventually led to a split among Israelite claimants of Churachandpur (Principal Chikim town of Manipur), who went on to reject Jesus as Messiah and started practicing Judaism directly (Samra, 1996: 126). Lalbiaktluanga in his 1989 book, described these people as Mizo-Israelites and placed this group in the context of indigenous theological trends which defy puritanical Christian values and church operations as foreign prerogatives (Mukherjee 1998: 190-1). Popular collective tradition of Israelite ancestry among the Mizos narrates that after the exile from the land of Israel, their ancestors moved eastwards along the silk route, crossed Hindukush and entered Tibet before permanently settling in China. They became subject to oppression under King Chin Shihuangti and fled from his dominion. After a brief period of living secretly in caves (where they received the appellation of 'Shinlung' meaning cave people), they crossed the Irrawaddy River in Burma and finally established a settlement in the Indo-Burma borderlands (Weil 2004: 226) Whether this story is true or not, it's not our matter of concern here. While a large number of Mizos believed in their Israelite ancestry, it's not necessarily they are all Jewish. The Mizo population is diverse with several Christian and Judeo-Christian denominations while normative Judaism is a recent phenomenon. Even progenitor Chala's family is divided on the basis of faith as investigated and interviewed by anthropologist Myer Samra. Back in Chala's time, his followers were sure about their ancestry from the lost tribe of 'Manasse' but retained their faith in Jesus because they know little if any about Judaism and its observation. They were extremely eager to settle in Israel but didn't know even if that exist or not in this mundane world. For their faith in Christianity, they sought validation of their Israelite ancestry from the New Testament (Samra, 1996: 116) but pressed on to follow the commandments of the Old Testament and build up a lifestyle based on those. They started observing Sabbath on Saturday contrary to the Christians, abstained from eating pork, and celebrated festivals described in the Old Testament like Passover, Pentecost, and the Feast of Tabernacles; all of these accounts were described aptly by one Sena, an early follower of Mela Chala during a course of an interview with Myer Samra (Samra, 1996: 118-20). They drew a parallel of these festivals and other biblical rituals with their pre-Christian past, which we will come shortly. The earliest followers of these Sabbatarian groups tried to establish contacts with Israeli authority and after the death of Mela Chala, they sent a letter to them about their staunch belief in Israelite ancestry and will in return to Zion. They were advised to contact a representative of the Israel Government, Mr. Tashkere in Calcutta, which they did through

Thongkholun Lhungdim (T. Daniel) but his mission came back disappointed (Samra, 1996: 121-3; Sarma 2014)). According to one Pastor Hminga, they were told that their possibility of migrating to Israel had been terminated even if their view over Israelite ancestry sustained as Lost Tribe communities are not considered to be Jewish according to the Halakhah (Jewish Religious Law), and are therefore not eligible to settle in Israel under the Law of Return without conversion (Samra 2015: 6). Though this proclamation had extinguished the overwhelming furor over their intense preparation for migration and disillusioned many over the Israelite claim, those who clung to the faith even after disconfirmation started practicing serious Judaic influenced religious observances which they encountered among Calcutta's Jewish community. They denounced conventional Christianity as a foreign corrupted version and intended to follow expressed commandments of the Old Testament with a sentimental attachment to the community's pre-Christian past in an urge to carve a social identity distinct from Christianity. A new religious movement thus developed carving out Christianity and confronting the old value system on cultural and ideational grounds. Nonetheless, this religious development is a by-product of Christianity (Mukherjee 1998: 3). They approached more conventional Judaism and attempts to tie a knot of their ancient pre-Christian rituals with Judaic practices boosted eventually. The most significant of those is the connection between 'Manasia/Manmas,' the Shinlung/Chikim forefather, and the biblical character Manashee (son of Joseph), accompanied by the similarities in Mizo festival periods of Chapchar Kut, Mim Kut, and Pawl Kut with those of Jewish festivals like Succot, pseach or Shavuot; the residues of the stories of Exodus in the songs of Mizo Sikpui dance, similarities in sacrificial patterns, etc. (Dena 2021)

Mizo groups continued to send appeals and letters regarding their cause to Jewish Counsel in Bombay and even in Israel. In 1974, a segment of Reverend H.Thangruma's followers, who were instrumental in propagating the Israelite notion, adopted a more normative Judaism, renouncing Jesus as their Messiah. In 1976, ORT India, a Jewish-run trade school in Bombay, India began to accept students from this community where they learned pure Jewish rituals and received religious training as well as professional training. It was there, that they first established the connection with Rabbi Eliyahu Avichail, in 1979. Rabbi Eliyahu Avichail, an orthodox Rabbi from Israel, founded an organization, 'Amishav (My People Returning)' in 1975 to find the biblical Ten Lost Jewish Tribes from all over the world. He advocated the Multiplicity and pluralistic nature of Jewish Diaspora and emphasized guiding and grooming the lost people in normative Rabbinical Judaism prevalent and culturally supreme in Israel to (Re?)-converting them under Halachaic Rabbinical Judaic norms and preparing their settlements in the Land of 'Greater Israel' (Propagation of Rabbi Zvi Yehuda Kook, Israel proper plus annexed territories) to hasten the Messianic era (Chrame 2012: 1-24) Rabbi Avichail had taken the cause of these Mizo people of North-Eastern India and being overwhelmed by their devotion towards Judaism, solidified their claim over Israelite ancestry from the lost tribe of Manasse and named them as 'B'nei Menashe' or the Children of Menashe. Avichail Guided them in the more normative practice of Judaism; sending them Kippah (skull-caps), religious books, Prayer-Shawls, and other religious equipment. In 1983, Avichail brought four B'nei Menashe youth to Israel and they were trained in Orthodox Jewish observances; while two of them officially completed an Israeli conversion course also, named Simon Ginn and Rebecca Benjamin (Weil 2004: 228-9). Alongside Amishav's normative Jewish propagation, Messianic Jewish groups from the USA gathered a support base in North-Eastern hills. One of them, Bet Hashem from Indiana, erected a synagogue for its followers in Churachandpur (Mukherjee 1998: 5) While the Messianic Jewish group's leader remained to his faith in Jesus too, his son Levy Benjamin moved to the normative approach and even wrote a letter representing his

community to Israel's Chief Rabbinate in 1984 (Sarma 2015) Amishav persuaded the Israeli Government to bring a group of B'nei Menashe youths for studying Judaism and re-converted 24 of them after their arrival; while in the early 90s more B'nei Menashe people were brought to Israel, trained in Yeshivots (Religious training schools), underwent Orthodox Religious Conversion and eventually settled in disputed areas of Gaza Strip and West bank; like Gush Katif, Kiryat Arba with the willing of region's farmers who wished to replace Arab labors with them. Religious Zionist groups saw it as a way to boost the dwindling Jewish population in Israel and these initial trips and settlements were sponsored by a Florida based wealthy businessman Dr. Irving Mosokwitz (Aafreedi 2014: 102):

By 2000, approximately 400 Shinlung people were re-converted to Orthodox Judaism in Israel (Weil 2004: 229). In 2003, Interior Minister of Israel, Avraham Poraz, a left-wing politician, who had raised concerns that the Benei-Menashe were essentially economic migrants claiming to follow Judaism as an easy way to escape poverty in India and to get to the West, blocked the entry of further Benei-Menashe (Sarma 2014). However, in 2004, the successor of Amishav, Shavei Israel (Israel Returns) founded by Avichail's close aide, Michael Freund took up the cause actively and secured direct assistance from Israel's Chief Orthodox Rabbinate. He also visited North-Eastern hills, got impressed by the devout normative Jewish practices of the claimants, and decided to provide them assistance in settling in Israel. He lobbied into Government and managed to persuade different township residents of Israel to accommodate B'nei Menashe settlers. In 2005, Israeli Chief Sephardic Rabbi Shlomo Amar recognized the entire B'nei Menashe community as the Descendents of the lost tribe and validated their claim to make 'Aliyah' (Hebrew for migration). (BBC News 2021). In 2011, the whole 7,000 strong B'nei Menashe community was permitted to settle in Israel and 2012, a new group of these people reached Israel to join 1,700 of them leaving in Israel (Aafreedi 2014: 102). The first flight of this new wave of Aliyah was sponsored by the International Christian Embassy, Jerusalem (ICEJ 2012). The last flight reached Israel in 2020 with 252 new B'nei Menashe people and more to come in next years. Approximately 3,000 B'nei Menashe have settled in Israel with an additional 7,000 waiting to immigrate (see "Bene Menashe," *Jewish Virtual Library*) In the year following, recent news has come up that approx 4,500 Menashe people are living in Israel; numbers include the newborns on the Israeli soil.

CONCLUSION:

Different political and religious dimensions have got intertwined in this complex socio-political discourse regarding the Aliyah of the B'nei Menashe. Many of them were from well-to-do economic situations back in India, while in Israel they had to opt for a low-graded job for their alimony as they didn't get the facility of Absorption Basket under the Law of Return. Their distinct East Asian features in Israel's predominantly European and Middle-Eastern racial nature, often caught the contempt of some sections of Israeli society. Thus the B'nei Menashe people perform strict religious vigor to cope with this new Israeli society and even have succeeded to excel their European compatriots in Jewish observances. They have adhered to complete orthodox sartorial practices also (Egrova 2015: 493-505). It should be kept in mind that all the Shinlung/Chikim people don't claim Israelite ancestry even if they acknowledge the comparison between Shinlung Traditional Religion and Judaism (Weild 2004: 230). Some organizations like Kulanu and Be'chol Lashon offers a fluid model of recognition to Jewish people from different corners of the world disavowing the Rabbinic/Halachic normative recognition as the sole model. Instead of absorbing the newly found Jews into the Rabbinic fold of Orthodoxy, they offer the newly found Jews from different Cultural backgrounds

opportunities of preserving and observing their original cultural traditions, opening windows of diversity and multiculturalism in the Jewish world. Though the B'nei Menashe has opted for a Rabbinic way of life, Kulanu played an important role in recognizing and promoting their community in the western world. Last but not the least, the Aliyahs of B'nei Menashe people and their eventual settlements in the disturbed regions of the Gaza strip and West Bank have often come to be seen as a ploy of Zionists to accentuate the Jewish presence in the areas subject to contention. Others have criticized the Menashes as economic migrants from one of the impoverished parts of India. The case study of this whole phenomenon navigates to the persistent polemic once again, in the twenty-first century, about how economic and political affairs have entangled religion. As we can trace how a Zionist geopolitical solution facilitates the uplifting of a large group of people of a distant land from poverty using the ecumenical façade of religion.

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Political And Racial Complexities in Africa with Reference to Nadine Gordimer's Novel July's People

PhD Research Scholar Tabassum PRAVEEN

Department of English,
Patna University
tabassumpraveen1902@gmail.com

Assoc. Prof. Dr Md. Mahfuzur RAHMAN

Department of English,
Patna College

ABSTRACT

The land of Africa has suffered tremendously under the rule of the English colonisers. Nadine Gordimer is considered as one of the significant spokespersons of the African people who has voiced out for their emancipation in her novels. July's People is rightly regarded as a foundational text in her period of post-apartheid novels. It is one of the prominent texts which has depicted the rise of the native people and has also simultaneously shown the relegated position of the whites. The political scenario which the novel deals with is an uprising of the blacks amidst the whites. This paper is a humble attempt in order to depict the different intricately connected nuances of race and politics in the novel. The chief purpose of the paper is to focus on the structured layers of intricacies associated with both race and politics in the novel. The primary method which the paper follows is a critical textual analysis of the plot of the novel by concerning itself with the idea of the uprising of the native African people. During the research, it was found out that the novel grants a marginalised position to the whites with the Smales family being given a place to live in by their so called ex-servant, July. Moreover, another chief finding of the research was that the scenario after the period of apartheid paints a very much improved picture concerning the stature and position of the blacks in the African society.

Keywords: Complex, African Literature, Political, Precolonial, Colonialism, Racial, Apartheid

INTRODUCTION:

The colonial rule, as a matter of fact, has been really detrimental for the growth and development of the native people as the native identity of the people has been granted a relegated position. It was very evident from different literary pieces that the native African people have always led a life of utter troubles and suffering. The personal attributes of the native people starting from their own identity to their respective positions in the society, never found full expression as it was a marginalised position which was being given to them in an ever dominating white society. *July's People*, Nadine Gordimer's one of significant texts, which primarily focusses on the altered scenario with the whites being seen to be living at the mercy of the black. Gordimer, in the novel, highlights the fact that the privileged life, which was once being led by the colonial masters was no longer to be seen in the novel as after the civil war, it was the blacks who was dictating their own terms in order to carry out their existence in the society. The novel makes a reader realise that there is an inherent air of protest in the novel which echoes what Njabulo Simakahle Ndebele (1994) has significantly remarked in "The Rediscovery of the Ordinary: Some New Writings in South Africa," "If the oppressor sees himself as evil, he will be revolted by his negative image, and will try to change" (pp. 48). The primary nature of this study is that it is qualitative as it does not concern itself with any kind of numerical and statistical data. This, in a way, helps in order to order to deal with the main purpose of analysing the different layer of race and politics in the novel. The research focusses on the chief research question whether there are changes in the nature of rule in post and pre-colonial society of the land of South Africa.

Since the black uprisings of the mid-seventies... the past has begun rapidly to drop out of sight... Historical coordinates don't fit life any longer; new ones ...have couplings not to rulers, but to the ruled. It is not for nothing that I chose as an epigraph for my novel *July's People* a quotation from Gramsci: "Die old is dying, and the new cannot be born: in this interregnum there arises a great diversity of morbid symptoms. (Gordimer, 1981, p. 220)

THEORETICAL FRAMEWORK:

The main theoretical framework which this research paper hinges on is the use of the tenets of the broader study of post-colonial literature. It was observed that numerous earlier studies related to different aspects of *July's People* has not properly concentrated on the ramifications of politics and race in the novel. In its attempt to deal with these two aspects of the novel, the research tries to bring in a newer perspective of study.

METHOD:

The chief method of study which the paper focusses on is a critical analysis of the plot of the novel by concentrating of the different layers of implications of the suffering of the native people. It deals with making a thorough evaluative study of the novel by explicating the plot so that the political scenario of the post-Apartheid African society along with the attributes of race come out to the forefront.

FINDINGS AND DISCUSSIONS:

Andrew Ettin (1993), in *Betrayals of the Body Politic: The Literary Commitments of Nadine Gordimer* makes the following remark,

Understandably we cannot avoid political and ideological issues; not only do they seem inescapable for anyone writing about a South African author but they are explicitly engaged by Gordimer's creative work. Still, her fiction also deserves to be seen for the art that it is, not because art is greater than life, but because her writings remind us that art and commitment need not be antithetical. (pp. 3)

The above lines appear to be really significant in relation to the inherent issues pertaining to politics and also to the greater synergy between both fictional creation and the larger truth of human life. The novel deals with the secondary position of the Smales family, who were portrayed as the whites by Gordimer in the novel. It was seen that Gordimer vehemently asserts the idea of the rise of the native people with the Smales family being given shelter by their black ex-servant, July, which clearly indicates a reversal of role in the society. The chief protagonist of the novel, Maureen and the bond which she tried to create and develop with July vividly explicates the idea of the racial differences in the novel. "July bent at the doorway and began that day for them as his kind has always done for their kind" (Gordimer, 1981, pp. 6). The title of the novel is evidently indicative of the tales of the native African people which show a different picture as opposed to the suppressive and the marginalised ones. Right from the very outset of the novel, the white colonisers are visualised as the people of July who are dependent on the blacks for their different accomplishments in the society.

The changes in the different dynamics of politics in the novel clearly falls in line with what Paul Rich (1984) has observed in "Apartheid and the Decline of Civilization Idea,"

a study on the changing power relationship between the whites and the blacks as the structural underpinnings of the white rule are removed, leaving the former white employers very much at the behest of their servant July, who now has almost the power of life and death over the fugitive Smaleses. (pp. 376)

Gordimer clearly indicates the nuances of political scenario with her portrayal of similarity between the nature of the African people before and after the period of Apartheid. There is a greater sense of discomfort in the lives of the white people as they were no longer able to enjoy the luxury and comfort which they are accustomed to enjoying in their lives. Gordimer depicts a pathetic picture of Maureen's mental state which has suffered a serious jolt as she was not able to comprehend the sheer change in the politics of the society. As she remarks, "People in delirium rise and sink, rise and sink, in and out of lucidity" (Gordimer, 1981, pp. 3). Gordimer illustrates the total chaos in the society by saying that during the anarchic state of Johannesburg during the war, the Smales had to leave their place in airplane associated with the gunned shopping malls and the blazing, unsold houses of a depressed market...the burst mains washing round bodies in their Saturday morning grab of safari suits, and the heat –

guided missiles that struck Boeings carrying those trying to take off from Smuts Airport. (Gordimer, 1981, pp. 9).

It also becomes an important finding that the act of change in the life-style of Maureen and her family at the space provided with by July becomes a prominent symbol of the change in the structure of power dynamics in the society. The changes in the society is very well delineated with by Gordimer with her portrayal of the state of pathetic living of the Smales with they getting relegated to living in mere rooms as opposed to their luxuries buildings. Gordimer illustrates the changes as she says, “the hut around her, empty except for the iron bed, the children asleep on the vehicle seats—the other objects of the place belonged to another category: nothing but a stiff rolled-up cowhide” (Gordimer, 1981, pp. 4)

CONCLUSIONS AND RECOMMENDATIONS:

To sum up, *July's People* stands tall as one of the most powerful narratives which deals with the rise of the native people of the South-African society. The novel, by depicting the rise of the blacks and the subsequent position of marginalisation of the blacks, illustrates a sheer change in the political and the racial dynamics of the society. The analysis of this paper clear substantiates the research overall findings and theoretical framework employed for studying the main idea of the research.

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Avrasya Enerji Jeopolitiğinde Ukrayna'nın Konumu

Asst. Prof. Dr. Halit HAMZAOĞLU

Kars Kafkas University
halithamzaoglu85@gmail.com
Orcid: 0000-0001-5249-1911

ÖZET

Coğrafi konumu ve stratejik doğal kaynakları ile Avrasya dünyanın merkezinde yer almaktadır. Yüzyıllarca süren jeopolitik mücadeleler ve rekabetin şekillendirdiği Avrasya bölgesi, Soğuk Savaş'ın sona ermesinden bu yana küresel enerji jeopolitiğinin merkez üssü haline gelmiştir. 19. Yüzyılın eski "Büyük Oyun"un yerine "Yeni Büyük Oyun" gelmiştir. Yeni aktörlere rağmen, "Yeni Büyük Oyun" hala aynı jeopolitik hedefler ve hırslar üzerine kuruludur. Sovyet Sosyalist Cumhuriyetler Birliği'nin (SSCB) dağılmasından sonra enerjiye dayalı jeopolitik mücadele yeni bir boyut kazanmış ve eski Sovyetler Birliği'nin yeni bağımsız bölge devletleri küresel aktörlerle birlikte yeniden şekillenen enerji jeopolitiğinde bir konum hedeflemiştir. Ukrayna, stratejik jeopolitik konumu, nüfusu ve altyapısı ile jeopolitik çekiciliği bakımından Sovyet sonrası önde gelen ülkelerden biridir. 1991 Yılında bağımsızlığını kazanan Ukrayna, Rusya ile Avrupa arasındaki ana jeopolitik fay hattını oluşturmaktadır. Enerji hatlarındaki konumu Ukrayna'yı jeopolitik ve geo-stratejik olarak daha önemli kılmaktadır.

Bu çalışma, Ukrayna'nın jeopolitik argümanların bir parçası olarak Avrasya enerji haritasındaki konumunu araştırmaktadır. Ukrayna'nın Avrasya'nın enerji jeopolitiğindeki yeri ve rolü çalışmanın ana konusudur. Ukrayna'nın iç dinamiklerini bölgesel jeopolitik gelişmelerle ilişkilendiren son gelişmeleri analiz etmektedir. Çalışma, Ukrayna'nın jeopolitik konumunun ülkenin iç dinamiklerini şekillendiren ana faktör olduğu sonucuna varmaktadır.

Anahtar kelimeler: Batı, Çatışma, Ukrayna, Enerji Jeopolitiği, Rusya

Ukraine's Position in the Eurasian Geopolitics of Energy

ABSTRACT

Eurasia is central to the world with its geographical position and strategic natural resources. The Eurasian region, shaped by the centuries old geopolitical struggles and competition, has become the epicenter of global energy geopolitics since the end of the Cold War. The former "Great Game" of the 19th century is replaced by the "New Great Game". Despite its new actors, the "New Great Game" is still built upon the same geopolitical objectives and ambitions. After the break-up of the Union of Soviet Socialist Republics (USSR), the energy-based geopolitical struggle has taken on a new dimension, and the newly independent regional states of the former Soviet Union along with global actors targeted a position in the reshaped geopolitics of energy. Ukraine is one of the leading post-Soviet countries in terms of geopolitical allure with its strategic geopolitical position, population, and infrastructure. Ukraine, which gained independence in 1991, constitutes the main geopolitical fault line between Russia and Europe. Its location on energy lines renders the Ukraine geopolitically and geo-strategically more significant.

This study investigates Ukraine's position in the energy map of Eurasia as part of geopolitical arguments. The place and role of Ukraine in Eurasia's energy geopolitics are the main problems of the study. It analyzes recent development relating Ukraine's internal dynamics with regional geopolitical developments. The study concludes that Ukraine's geopolitical location is the main factor that shapes the country's internal dynamics.

Keywords: Conflict, Energy Geopolitics, Russia, Ukraine, West

GİRİŞ

Enerji kaynakları, XXI. Yüzyılda diplomasi ve dış politikanın temel unsuru olmaya devam etmektedir. Modern uluslararası ilişkiler bağlamında değerlendirildiğinde, enerji güvenliğinin sağlanması devletlerin dış politika hedeflerinden biridir. Dünya siyasetinin tek hedefi – kaynaklar ve onlar üzerinde kontrolü için yürütülen mücadeledir.

Teritoryal hâkimiyet savaşları ve buna ek olarak kaynak mücadelesi uluslararası ilişkilerin en temel konularından biri olmaya devam etmektedir. Tarihsel bağlamda bir grup devletler toprak ve stratejik konum elde ederek varlıklarını sürdürmüş ve böylece ekonomik gereksinimlerini karşılamışlardır. Diğer grup devletler ise topraksal olarak büyümemiş ve zamanla ekonomik birikimlerini birinci grup ülkelerle paylaşmaya mecbur kalmışlardır. Sanayileşme ile birlikte teritoryal savaşların niteliği ve verimliliği doğal kaynaklar çerçevesinde değerlendirilmiştir.

XIX. Yüzyıl dünya jeopolitiğinin şekillendiği ve toprak savaşlarının kapitalistleştiği bir dönemdir. Söz konusu dönemde güç dengesi kavramsallaşmış ve jeopolitik sınırlar çizilmiştir. Söz konusu dönemde birkaç ülkenin (Britanya, Rusya, Fransa, Almanya) benzer güce ve birbirlerine karşı dengeleyici pozisyona sahip olmaları nedeniyle bir güç dengesi oluşmuştur. Fakat jeopolitik hırslar ve hedefler bu ülkelerden birinin veya birden fazlasının daha da güçlenmesi/gerilemesi nedeniyle yeniden başkaldırmıştır. Dolayısıyla, güç dengesi yeniden toprak hâkimiyeti ve kaynak savaşlarının kurbanı olmuştur. Bu süreç küresel ölçekli bir savaşa - Birinci Dünya Savaşına - sebebiyet vermiştir. Savaş sonrası Alman, Avusturya – Macaristan, Rusya ve Osmanlı İmparatorlukları çökmüş ve oluşan yeni dengeler çerçevesinde yeni bir uluslararası sistem kurulmuştur. Milletler Cemiyeti ile birlikte, daha idealist ve barışçıl bir zihniyeti temsil eden yeni sistem fazla sürememiştir.

Birinci Dünya Savaşının kaybedenleri bu yeni sistemden hoşnut olmamışlardır ve bu süreç İkinci Dünya Savaşı ile sonuçlanmıştır. İkinci Dünya Savaşı ile birlikte, enerji jeopolitiği ve enerji kaynaklarına ulaşım hırsı en yüksek noktasına ulaşmıştır. Nazi Almanya ve Sovyet Rusya Avrasya enerji jeopolitiğinin temel aktörleri olarak savaş taktiklerini bu çerçevede belirlemişlerdir. İki kutupluluğun hüküm sürdüğü Soğuk Savaş döneminde enerji jeopolitiği iki süper gücün sınırlamaları ile gelişim göstermiştir. 1973 yılında yaşanan petrol krizine kadar Amerika Birleşik Devletleri (ABD) ve Sovyet Sosyalist Cumhuriyetler Birliği (SSCB), kendi jeopolitik alanlarında enerji ve diğer kaynakları kontrol altına almışlardır.

Ukrayna sahip olduğu coğrafi konumuyla, Avrasya enerji jeopolitiği açısından oldukça belirleyici bir noktadadır. Bu nedenle Soğuk Savaş sonrası, hem Rusya hem de Batı ülkelerinin ana mücadele alanlarından birisi haline gelmiştir. Ukrayna'nın iç politik sorunları ve en önemlisi ulus inşası sürecinde yaşadığı zorluklar, bu ülkenin dış dünya ile ilişkilerini doğrudan etkilemiştir. Büyük güçler bu durumu, kendi ulusal çıkarları açısından kullanmaktan çekinmemişlerdir.

Çalışmada, Ukrayna'nın Avrasya enerji jeopolitiğindeki konumu araştırılmaktadır. Çalışma, iki bölümden oluşmaktadır. Birinci bölümde, Ukrayna'nın ulus inşası sürecinde yaşadığı zorlukların tarihsel kökenlerine değinilmiştir. İkinci bölümde ise Ukrayna'nın Avrasya enerji haritasındaki konumu, yeri ve önemi incelenmiştir. Ukrayna'nın coğrafi konumunun, Avrasya enerji jeopolitiğinin oluşumundaki rolüne ve etkisine odaklanılmıştır. Bu bölümde Ukrayna'da yaşanan son gelişmeler de ele alınmıştır.

Ukrayna'nın Ulus İnşası Sürecinde Yaşadığı Zorlukların Tarihsel Kökenleri

Ukrayna toprakları tarihsel olarak kavimlerin temas alanı olmuştur. Farklı etnik unsurları barındıran şimdiki Ukrayna toprakları ortak bir kimlik geliştirmemiştir. Siyasi anlamda Slavlar,

Türkler, Avrupalılar, tarihin muhtelif dönemlerinde Ukrayna topraklarında başat güç olmuşlardır. Günümüz Ukrayna kültürü Kimmerler, Sarmatlar, Grekler, Slavlar, Bulgar ve Hazar Türklerinin izlerini taşımaktadır. Ruslar ve Belaruslar ile birlikte Güney Slavlarını oluşturan Ukrayna Slavları söz konusu kültürlerle etkileşim halinde olmuşlardır. Slav halklarının Ukrayna topraklarına yoğun göçü VII. ve VIII. Yüzyılda gerçekleşmiştir (Pereguda, 2013: 9). IX. Yüzyılda etkin bir güç olan Kiev Devleti'nin asıl unsurlarını kuzeyden gelen Slav kavimleri oluşturmuştur. Kiev Devleti Güney Slavlarının tarihteki ilk devletidir. Hem Rus hem de çoğu Ukrayna kaynaklarında devletin ismi Kiev Rus Devleti şeklinde aksettirilmiştir. Kiev Devleti'nin ve geniş manada Doğu Slavlarının gelişim sürecinde üç periyot önem arz etmektedir (Pereguda, 2013: 11-13):

Varyag Dönemi – Varyaglar İskandinav kökenli kavimlerdir. Rus - Slav halkının teşekkülünde önemli rol oynayan Varyaglar Rusların Doğu Avrupa'da bağımsız bir güç olarak ortaya çıkmasında yardımcı bir rol oynamışlardır. Savaşçı Varyaglar Rusları askeri olarak desteklemişlerdir.

Rus – Slav gruplarının Hristiyanlaşması süreci Kiev Devleti'nin güçlenmesi ve yayılcı politikalarını hızlandırması ile sonuçlanmıştır. (X.- XII Yüzyıl)

Moğol – Türk (Tatar) Fetihleri – Kiev Devleti'nin gerileme dönemi. Kiev Altın Orda Devleti tarafından 1240 yılında fetih edilmiştir.

Kendilerini Ukraynalı olarak tanımlayanların (Batı Ukrayna) temel argümanı ve dayanağı Ukrainets kimliğinin Rus kimliğinden daha eski olduğudur. Batı Ukrayna diye adlandırdığımız bölge kendini Türk ve Slav unsurlardan arınmış olarak görmektedir. Bölge Katolik ve Avrupalı kimliğine daha fazla vurgu yapmaktadır. Lviv merkezli Batı Ukrayna kültürel yapılanmasının Litvanya – Polonya İmparatorluğu döneminde gerçekleştiği ileri sürülmektedir. 1340 – 1648 yılları arasında Doğu Ukrayna'da Rus knezlikleri (prenslıklar) Moğol esaretinden kurtulmuş ve küçük prenslikler şeklinde yeniden ortaya çıkmışlardır. Batı Ukrayna ise 1340'dan sonra Litvanya – Polonya tesirine girmiştir. Batı Ukrayna kökenli tarihçiler bu dönemden gururla bahsetmektedirler. Ayrıca Ukrainets kimliğinin söz konusu dönemde teşekkül bulunduğunu söylemektedirler. Fakat şu da unutulmamalıdır ki Litvanya – Polonya etkisi Ukrayna topraklarının tamamını kapsamamıştır. Bu nedenle ortak bir teritoryal kimliğin ortaya çıkması mümkün olmamıştır.

Ukrayna topraklarına komşu olan Litvanyalılar ilk başlarda daha yumuşak bir politika yürütmüşlerdir. Ukrayna topraklarında yaşayan halkların Slav geleneklerine ve dinine saygıyla yaklaşmışlardır. Litvanyalılar Kiev Devleti'nin yasalarını ve Hristiyanlığı kabul etmiş ve Slav dili (şimdiki Ukraynacayı) Litvanya devletinin resmi dili olmuştur. Bu dönemde bölgenin yükselen gücü Polonya olmuş, “Baltıklardan Karadeniz'e” bir devlet hayal etmişlerdir. Bu hayal Litvanya Devleti'nin düşüşü ile birlikte gerçekleşmeye başlamıştır. Gerileyen Litvanya kuzeyden İsveç ve yükselmekte olan Moskova prensliği tarafından tehditlere maruz kalmıştır. Bu şartlar dâhilinde Litvanyalılar stratejik müttefik arayışına başlamışlardır. Söz konusu müttefik Polonya Krallığı olmuştur. 1385 yılında Litvanya Prensi Yagayla ve Polonya Prensesi Yadvig hanedan evliliği yapmış ve böylece Litvanya – Polonya Krallığı meydana çıkmıştır. Zamanla Polonyalılar Krallığı kontrollerine almışlardır. Sonuç itibariyle Slavlaşan (Ukraynalaşan) Litvanya elitleri eski etkinliklerini yitirmeye başlamış ve Ortodoks Hristiyanlar tazyiklere maruz kalmışlardır. Ukraynalı Slavlar kendi kültürlerini ve Ortodoks Hristiyanlığı korumak amacıyla silahlı mücadeleye başlamış ve “Bratstva” (Kardeşlik) diye isimlendirilen örgütler kurmuşlardır (Pereguda, 2013: 18).

1569 yılında Litvanya – Polonya Krallığı tam anlamıyla Polonyalı elitlerin hâkimiyetine geçmiş ve Hristiyanlığın Katolik inancı hâkim bir mezhep olmuştur. Bu dönemde Karadeniz sahillerinde ve şimdiki Doğu Ukrayna topraklarında yeni bir bölgesel örgütlenme ortaya

çıkılmıştır. Kazak (*Cossacks*) olarak adlandırılan silahlı birlikler önemli bir rol üstlenmişlerdir. XVI. Yüzyılda Polonyalılar Kazakları sınır muhafızları olarak kullanmaya başlamışlardır. Kazaklar Polonya topraklarını Tatar hücumlarından korumak için önemsenmiştir. Kazaklar ise bu durumdan istifade ederek Tatar köylerini ve yerleşkelerini talan ederek güçlenmeye başlamış ve kontrolsüz bir güç olarak meydana çıkmışlardır. Güçlenen Kazaklar Osmanlı İmparatorluğu ve Kırım Hanlığına karşı mücadele ederek askeri kabiliyetini artırmış ve XVI. Yüzyıldan başlayarak Polonyalılara karşı mücadele etmişlerdir. Kosniskiy ve Nalivayko'nun liderliğindeki isyanlar Polonyalılar tarafından bastırılrsa da Polonyalılar artık Kazakları bölgesel bir güç olarak dikkate almışlardır.

1648'de Bogdan Hmelinski'nin önderliğinde geniş bir isyan dalgası Polonyalıların hâkimiyetini iyice zayıflatmıştır. 1654'de Kazak ve diğer Ukraynalı unsurlar arasındaki ittifak sayesinde 1676 yılında Ukrayna toprakları Polonya etkisinden tam çıkmıştır. Bu dönemden başlayarak Moskova Prensiği Ukrayna topraklarındaki güvenlik boşluğunu doldurmaya çalışmıştır. Hmelinski'nin vefatı ile Ukrayna toprakları yeniden parçalanmış ve aslında modern Ukrayna'nın teşekkül süreci başlamıştır. Katolikliğe geçen Batı Ukrayna toprakları yeniden Polonya etkisine girmiş, diğer yandan Merkezi ve Doğu Ukrayna önce Kazak daha sonra ise Moskova Prensiği'nin yükselişi ile birlikte Rus kültürü yaygınlaşmıştır.

XVIII. yüzyılda zayıflayan Polonya, Avusturya – Macaristan jeopolitik etki alanına girmiş ve aynı dönemde büyüyen Rusya İmparatorluğu Avrupa güç dengesinin temel unsurlarından biri haline gelmiştir. Böylece Ukrayna toprakları bu iki imparatorluk arasında paylaşılmıştır. Katolik kültürünün etkin olduğu Lvov merkezli Batı Ukrayna Avusturya – Macaristan'a, Ortodoks kültürünün hâkim olduğu Merkezi ve Doğu Ukrayna ise Rus İmparatorluğu'na bağlı bir gelişim süreci yaşamıştır. Birinci Dünya Savaşı sonrası Merkezi ve Doğu Ukrayna Rus İmparatorluğunun devamı olan SSCB'nin toprakları içinde varlığını sürdürse de, Batı Ukrayna toprakları 1919 – 1939 yılları arasında Çekoslovakya, Romanya, Polonya ve Macaristan tarafından paylaşılmıştır. İkinci Dünya Savaşı sırasında SSCB'nin, Batı Ukrayna topraklarını bu devletlerden alması ile modern Ukrayna sınırları siyasi haritada kendine yer edinmiştir.

1991 yılında SSCB'nin dağılmasıyla bağımsızlığını ilan eden Ukrayna Cumhuriyeti, yukarıda tasvir edilen jeopolitik ve tarihsel koşulların meydana getirdiği dinamikler çerçevesinde var olma mücadelesini sürdürmektedir.

Ukrayna: “Büyük Satranç Tahtası”

Brzezinski'nin meşhur deyimiyle Avrasya, üstünde küresel üstünlük mücadelesinin sürdürülebileceği satranç tahtasıdır. “Her ne kadar jeostrateji, yani jeopolitik çıkarların stratejik yönetimi, satrançla kıyaslanabilirse de oldukça oval olan Avrasya satranç tahtasında, her biri farklı güçlere sahip sadece iki değil, pek çok oyuncu bulunmaktadır” (Brzezinski, 1997, s. 53) 1989'da Berlin Duvarının çökmesi ile Avrupa ve dünyada yeni bir dönem başlamıştır. 1991 yılında jeopolitik anlamda bir dev olan SSCB'nin yıkılması uluslararası ilişkilerin karakterini değiştiren çok önemli bir olay olmuştur. Söz konusu yeni dönem önce “tarihin sonu” (Fukuyama, 1989), daha sonra ise “medeniyetler çatışması” (Huntington, 1993) dönemi olarak isimlendirilmiştir. Realist paradigmanın yerini kimlik ve aidiyet bağları almış, uluslararası ilişkiler parametrelerinde değişiklikler yaşanmıştır. Siyasi anlamda dönemin Amerikan Başkanı George Bush'un 1991 yılında “yeni dünya düzeni” olarak tanımladığı sistem tartışmalı bir kavramsal açıklama olsa da literatürde yaygın bir şekilde kullanılmıştır. 9/11 terör olayları ve ABD'nin Afganistan ve Irak işgalleri “yeni dünya düzeni” kavramının içeriğini değiştirmiş, küresel sistemin geleceği tartışmaya açılmıştır. 2008 yılında başlayan küresel mali kriz ise tek kutuplu yeni dünya düzeninin ve genel anlamda İkinci Dünya Savaşı'ndan sonra oluşan ekonomik sistemin sorgulanmasını hızlandırmıştır.

Çin'in kendine özgü ekonomik modeli ile birlikte yükselişi, Rusya'nın jeopolitik araçlarını kullanarak toparlanması, Japonya'nın tehdit algılamalarının değişmesi ve büyüyen Almanya'nın uluslararası sistemde daha fazla söz sahibi olma arzusu gibi faktörler, nasıl bir uluslararası sistem tartışmalarını gündeme getirmiştir. Diğer taraftan Türkiye, Brezilya, Hindistan, Güney Kore gibi yükselen güçlerin, söz konusu sistemdeki rolleri ve pozisyonları oldukça önem arz etmektedir.

Tüm bu gelişmeler ışığında enerji kaynakları ve bu bağlamda enerji jeopolitiği kavramı önemini daha da artırmıştır. XIX. Yüzyılda yaygınlaşan doğal kaynaklara erişim rekabeti günümüzde daha sistematik ve iddialı bir şekilde devam etmektedir. Enerji kaynaklarına ulaşım rekabeti eski jeopolitik savaşları aratmayan bir nitelik kazanmaktadır.

Soğuk Savaş sonrası ABD, Avrasya'ya da ilk Avrasyalı olmayan üstün güç olarak ortaya çıksa da bu üstünlük çok uzun sürmemiştir. 1991 yılında SSCB'nin dağılmasıyla birlikte Avrasya enerji jeopolitiği yeniden küresel jeopolitik mücadelenin merkezi haline gelmiştir. Bağımsızlıklarını yeni kazanan ülkeler küresel jeopolitik savaşların ortasında kalmış, ulus inşa süreçlerini tamamlayamadan ciddi meydan okumalarla karşılaşmışlardır. Bu ülkelerin başında Ukrayna gelmektedir. Ukrayna bağımsızlığının ilk yıllarından başlayarak kırılgan kimliği ve zayıf ekonomisi ile ciddi jeopolitik ve jeostratejik tehditlere maruz kalmıştır. Bağımsızlık sonrası Ukrayna, Rusya ve Batı'nın (özellikle AB'nin) rekabet ettiği önemli jeopolitik alan olmuştur. (Snirelman, 2009)

Bu bağlamda Ukrayna, Avrasya satranç tahtasının Batı yönünde bulunan ve oldukça karmaşık oyunların oynandığı bir ülke konumundadır. Enerji kaynaklarına ulaşımın ve söz konusu kaynakların kontrolünün jeopolitik kökenleri Sanayileşme dönemi ile başlamıştır. XIX. Yüzyılda esasen İngiliz ve Rus İmparatorlukları arasındaki enerji mücadelesini simgeleyen "Büyük Oyun" (*Great Game*) kavramı enerji jeopolitiğinin en açık örneklerindedir. İngiliz jeopolitiği açısından Rusya'nın Hindistan'a açılması ciddi bir meydan okuma olarak algılanmıştır. Rusya ise Orta Asya ve Hazar kaynaklarını herhangi bir güçle paylaşmak istememiştir. 1904'de Mackinder tarafından kavramsallaştırılan "Heartland" tezi Rus yayılcılığının Hindistan'a doğru genişlemesinin önüne geçmek için geliştirilmiştir. Bu teoriye göre, Afganistan ve Orta Asya İngilizlerin Hindistan politikası açısından Rusya'ya karşı tampon bölge rolünü oynamış ve Mackinder İngiltere'nin Orta Asya bölgesine hâkim olmasının zaruretinden bahsetmiştir (Mackinder, 1904, s. 320). XX. Yüzyılda değişik formasyonlarla devam eden enerji mücadelesi Soğuk Savaş sonrası yeni bir boyut kazanmıştır.

1991 yılında bağımsızlığını kazanan eski Sovyet Cumhuriyetlerinin birçoğu zengin enerji kaynaklarına sahip ülkeler olmuş ya da enerji kaynakları açısından transit önem taşımışlardır. Soğuk Savaş sonrası bölgesel ve küresel güçlerin katılımıyla "Yeni Büyük Oyun" başlamıştır. XIX. Yüzyıldaki "Eski Büyük Oyuna" nazaran daha kapsamlı bir nitelik arz eden "Yeni Büyük Oyun" bölgesel ve küresel dinamiklere yön vermiştir.

Rusya ve Avrupa arasında jeopolitik bir fay oluşturan Ukrayna, söz konusu dinamiklerden en fazla etkilenen ülkelerin başında gelmektedir. Yukarıda bahsettiğimiz kimlik krizinin temel nedeni söz konusu jeopolitik fay hattı ve bu bağlamda yaşanan mücadeledir. Ukrayna'da yaşanan mücadele 2000'li yıllardan beri oluşan güç dengesinin "denemesi" niteliğindedir. 2008 yılında Rusya'nın Gürcistan'a müdahalesi Avrupa güç dengesini sarsan bir jeopolitik deney olmamıştır. Fakat Ukrayna meselesi bir Avrupa meselesidir ve aslında yeni güç dengesi için bir ölçüdür. Ukrayna, "saat başı politikacılar, generaller, aktivistler ve işadamları etrafında diplomatik oyunlar oynanan" bir ülkedir. (Khanna, 2011)

Tablo 1. Ukrayna'dan Topraklarından Geçen Uluslararası Doğal Gaz Boru Hatları

Ülkeler	Boru Hatları	Kapasite
Moldova – Ukrayna	Ananyiv-İzmail (loop-line)	

	Mobilyiv-Podilskiy (dağıtım hattı)	
	Reni Dağıtım Hattı	
	Sokiryaniy Dağıtım Hattı	
	Tiraspol - Odessa	
	Yampol Dağıtım Hattı	
Moldova –Ukrayna - Romanya	Shebelinka-Dnepropetrovsk-İzmail	
Polonya – Ukrayna	Bratstvo İhracat Hattı	4,0
Rusya – Belarus – Ukrayna	Torzhok – Dolina	
	Yamal - Uzhgorod	40,0
	Yamal – Uzhgorod (loop-line)	
Rusya-Kazakistan-Ukrayna	Orenburg-Novo Pskov-Sheblinka (loop-line)	44,0
Rusya-Kazakistan-Ukrayna-Slovakya-Çekya-Almanya-Fransa	Soyuz İhracat Hattı	23,8
Rusya-Ukrayna	Aksay-Mariupol	
	Aksay-Mariupol (loop-line)	
	Dar`Yevka - Krasnyy Sulin	
	Gorlovka - Taganrog	
	Gorlovka – Taganrog (loop-line)	
	Kursk - Kremenchug	32,0
	Markovo - Lugansk	
	Mayevka - Alekseyevka	
	Kuzey Kafkasya -Merkez	
	Kuzey Kafkasya –Merkez (loop-line)	
	Petrovsk - Novo-Pskov (loop- line)	
	Semeykino - Belaya Kalitya	
	Tula - Shostka - Kiyev	20,0
	Urengoy - Novo-Pskov	32,0
	Urengoy - Uzhgorod	70,2
	Urengoy - Uzhgorod (loop line)	
	Yelets - Kremenchug - Krivoy Rog	
	Yelets - Kursk - Dikann`Ka	25,9
Türkmenistan-Özbekistan-Kazakistan-Rusya-Ukrayna	Orta Asya – Merkez IV (loop-line)	
Ukrayna-Belarus	Dashava-Minsk	
	Shchors-Gomel	
Ukrayna-Macaristan	Bratstvo (Brotherhood) boru hattı	16,5
Ukrayna-Moldova	Kremenchuk-Dolina	22,8
Ukrayna-Moldova-Romanya-Bulgaristan	Shebelinka-Dnepropetrovsk-İzmail	25,7
	Shebelinka-Dnepropetrovsk-İzmail (loop-line)	
Ukrayna-Romanya	Tekovo-Satu Mare	
Ukrayna-Rusya	Kiyev-Bryansk-Beluosovo	

Özbekistan-Türkmenistan-Kazakistan-Rusya-Ukrayna	Orta Asya – Merkez IV	35,0
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Kaynak: Market Observatory for Energy

Bağımsızlık sonrası Leonid Kuçma ((1994 – 2005) dönemi ile birlikte Ukrayna görece dengeli bir dış politika izlemeye çalışmıştır. Kuçma'nın Cumhurbaşkanlığı döneminde yapay "Ukraynacılık" kimliği inşa edilmeye başlanılmıştır. Rusya ile ilişkiler inişli çıkışlı seyir izlemiştir. Kuçma'nın 2003 yılında yazdığı "Ukrayna – Rusya Değil" kitabı yeni bir kimlik inşası açısından önemlidir. Kuçma iç politik istikrarsızlığa çözüm bulamaması sonucunda 2004 yılında "Turuncu Devrim" ile devrilmiştir. Yerine Batı yanlısı Viktor Yuşçenko geçmiş ve Kuçma döneminde izlenen dengeli dış politikadan vazgeçilmiştir. 2005 yılında Rusya ile jeopolitik alarm mahiyeti taşıyan "doğal gaz krizi" yaşanmıştır. Rus enerji şirketi Gazprom Ukrayna'ya satılan doğal gaz fiyatını artırmış ve bunun karşılığında Kiev yönetimi Ukrayna üzerinden Avrupa'ya giden doğal gaz sevkiyatını durdurmuştur. Transit açısından doğal gaz jeopolitiğinde önemli konumda olan Ukrayna'nın bu adımı Rus – Ukrayna ilişkilerinin kopma noktasına getirmiştir. Gazprom'un Ukrayna'nın 1,3 milyar dolarlık doğal gaz borcunu ödememesi halinde bu ülkeye gaz sevkiyatını tamamen durdurulacağını hatırlatması üzerine kriz çözülmüş ve taraflar anlaşmışlardır. (Spravki RIA Novosti, 2013) Birçok Doğu Avrupa ülkesi gibi Ukrayna'nın enerji güvenliği açısından Rusya'ya bağımlı olması ve Moskova tarafından enerji kartının başarılı bir şekilde uygulanması daha geniş kapsamlı bir krizi önlemiştir. Rusya doğal gaz kartını 2013 yılında başlayan ve Ukrayna'nın de -facto parçalanması ile sonuçlanan "Maydan" hadiseleri sürecinde yeniden kullanacaktı.

Tablo 2. Ukrayna'nın Doğal Gaz Genel Verileri

	Tarih	Ukrayna	Avrasya	Dünya	Sıralama
Üretim	(1992-2012)	699.24	28,464	116,255	29
Tüketim	(1992-2012)	2,281.35	22,062	116,395	12
Net İhracat/İthalat (-)	(1992-2012)	-1,582	6,402	-	7
Kanıtlanmış Rezervler (Trillion kübik ft)	(1997-2013)	39.00	2,165	6,845	24

Kaynak: International Energy Statistics

2006 yılında Rus yanlısı "Bölgeler" partisinin lideri olan ve 2010 yılındaki Cumhurbaşkanlığı seçimlerinin kazanan Viktor Yanukoviç döneminde Rusya ile ilişkiler olumlu bir yönde gelişmiştir. Rus şirketleri satın alma yoluyla Ukrayna ekonomisinde esas aktör olmuşlardır. Doğal gaz satışlarından ciddi gelir elde eden Rusya 2008 ekonomik krizinden en az etkilenen ülkelerin başında gelmiştir.

Böylece, eski periferilerine yönelik politikalar Putin'in jeopolitik öngörülerini ve ekonomik kalkınmayla birlikte hız kazanmıştır. 2008 yılında Gürcistan kısa bir sürede neredeyse tamamen işgal edilmiştir. Abhazyaya stratejik bölgesi ve Güney Osetya Rusya etkisine girmiştir. 2010 yılında Rusya, Avrasya Ekonomik Birliği (Avrasya Birliği) adıyla yeni bir entegrasyon dalgası başlatmıştır. Orta Asya'nın en önemli ülkesi Kazakistan ve siyasi ekonomik anlamda Rusya'ya bağlı Doğu Avrupa ülkesi Belarus Cumhuriyeti Moskova ile iktisadi temelde bütünleşme yoluna gitmişlerdir. Avrasya Ekonomik Birliği'nin tam anlamıyla jeopolitik ve iktisadi güç haline gelmesi Ukrayna'nın söz konusu entegrasyona katılımı ile gerçekleşebilirdi. Ukrayna, nüfusu ve coğrafi konumuyla Avrasya Ekonomik Birliği'nin gelecek hedefleri açısından kilit bir konumda olmuştur.

2013 yılında Ukrayna ve AB arasında imzalanması öngörülen "Ortaklık Anlaşması", Rusya'nın "tahammül edemeyeceği" bir adım olarak görülmüştür. SSCB'nin parçalanması sürecinde görece zayıf olduğu için Doğu Avrupa, Kafkaslar, Balkanlar ve Orta Asya'daki gücünü kısmen kaybeden Moskova, NATO ve AB'nin genişlemesini engelleyememiştir. Fakat değişen Avrupa güç dengesi ve uluslararası sistemin yeniden yapılanması sürecinde, Rusya, Ukrayna'yı ve özellikle Karadeniz jeopolitiği açısından önemli olan stratejik Kırım bölgesini kendi etki alanına dâhil etmeyi temel jeostratejik hedef olarak belirlemiştir.

Kimlik bunalımını aşamayan Ukrayna, 16 Mart 2014 referandumunu ile birlikte Kırım'ı siyasi olarak kaybetmiştir. Referanduma katılanların %96,6 Rusya ile birleşmeyi desteklemişlerdir. (Gazeta.ru, 2014) Referandum sonrası Rusya Parlamentosu alt kanadı Duma Kırım'ın Rusya'ya ilhakını onaylamıştır. Ukrayna'nın merkezi ve doğu bölgelerinde bulunan Rusça konuşan nüfusun Rusya ile bütünleşmeye olumlu bakmaları, Ukrayna'nın siyasi haritasında olası değişikliklerin devam edeceği sinyalini vermektedir. Nitekim, Donbass bölgesindeki ayrılıkçı eğilimler hız kazanmıştır. Sonuç itibarıyla, bu bölgede ayrılıkçı Donetsk Halk Cumhuriyeti ve Lugansk Halk Cumhuriyeti oluşumları ortaya çıkmıştır.

Ukrayna ve Rusya arasındaki gerilim, Zelenski'nin Ukrayna Cumhurbaşkanlığına gelişi ile birlikte yeni bir boyut kazanmıştır. Zelenski, Doğu Ukrayna'daki sorunun çözümüne yönelik adımların canlanmasını öncelikle ve Rusya ile ilişkileri farklı bir düzlemde ele almaya başlamıştır (Galouchka, 2020). Rusya'nın agresif politikalarını hızlandıran bu süreç, 2021'de farklı bir boyuta yükselmiş ve netice itibarıyla 24 Şubat 2022'de Ukrayna topraklarında savaş başlamıştır. Rusya'nın saldırıları sonucunda, Ukrayna'nın askeri altyapısı neredeyse yok edilmiştir. Ancak Ukrayna'dan geçen enerji yolları bu saldırılara maruz kalmamış ve sevkîyat olağan akışında sürmüştür. Rus enerjisine bağımlı olan AB ülkeleri açısından bu savaş büyük meydan okumaları karakterize etmektedir. Bu çerçevede Almanya, Macaristan, Slovakya ve Yunanistan gibi ülkeler, olası doğal gaz yaptırımlarına oldukça temkinli yaklaşmaktadırlar. Bu husus enerjinin arz ettiği önemi birdaha gözler önüne sermektedir.

SONUÇ

Avrupa Birliği enerji güvenliği ve jeopolitik hedefler çerçevesinde ekonomik anlamda kırılma ve siyasi olarak istikrarsız bir ülke olan Ukrayna'yı kendi politikalarına yakınlaştırma stratejisi izlemiştir. SSCB'nin dağılması sonrasında Batı "ilk önce Rusya" (Russia First) politikası gütmüştür. Rusya'nın jeopolitik parçalanması Batı açısından bir "felaket" olabilirdi. Diğer yandan, Çin'in küresel yükselişi karşısında Rusya, Avrupa perspektifinden önemli bir tampon bölge önemi taşımıştır.

Soğuk Savaş sonrası Hazar petrolünün Batıya ulaşımı ve Azerbaycan, Gürcistan, Baltık ülkeleri gibi jeopolitik fay hattında bulunan ülkelerin Batı etki alanına dâhil edilmesi Rusya tarafından tedirginlikle karşılanmıştır. NATO'nun Doğu'ya doğru genişlemesi ve AB'nin

“yumuşak gücü” Rusya açısından jeopolitik gerileme dönemi olmuştur. Fakat enerji kartını iyi kullanmaya başlayan Rusya, Putin’in Devlet Başkanlığı’na seçilmesi ile toparlanma sürecine girmiştir. Ukrayna, güçlü komşusu Rusya ile “yumuşak gücünü” üzerinde hissettiği Batı arasında kalmış “çaresiz bir ülke” konumuna gelmiştir.

Yeni uluslararası sistem Soğuk Savaş sonrası meydana çıkan “tek –kutuplu” (abartılı olsa da bu böyle) dünya kadar tek tipli olmayacaktır. Avrasya güç dengesi XIX. Yüzyılı anımsatan ittifaklar – gizli veya açık – perspektifinden düşünülmelidir. Jeopolitik çıkarımların ve egemenlik kavramının dönüşümü ile birlikte yeni uluslararası sistem çok yönlü bir karakter almaktadır. Bu çerçevede jeopolitik fay hattında bulunan Ukrayna gibi “geçiş ülkeleri”, yeni sistemin “eski kurbanları” olabilmektedirler.

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BIST Hizmet Endeksi ile Döviz Kuru Arasındaki Nedensellik İlişkisi: ARDL Analizi

Dr. Öğr. Üyesi Yunus YILMAZ

Dicle University
yunus.yilmaz@dicle.edu.tr
Orcid: 0000-0002-6142-2923

Serkan ÇELİK

Dicle University
sceliktse@gmail.com
Orcid: 0000-0002-3829-402X

ÖZET

Bu çalışma ile Türkiye’de Dolar kuru ve BIST Hizmet Endeksi arasındaki ilişkinin ortaya konulması amaçlanmıştır. Çalışmada 2003:01-2022:03 dönemlerine ait aylık veriler kullanılarak Dolar kuru ve BIST Hizmet Endeksi karşılaştırıldığında uzun dönemli bir ilişkinin olduğu test sonuçlarında ortaya konmuştur. Bu amaçla değişkenlerin durağanlığı Phillips Perron ve Augmented Dickey-Fuller birim kök testleri yardımıyla test edilmiştir. Değişkenler birbirleriyle olan uzun dönemli ilişkileri ARDL sınır testi ile analiz edilmiş, değişkenler arasında birbirleriyle olan nedensellikleri için ise Granger nedensellik testi uygulanmıştır. Analizler sonucunda Dolar ile BIST Hizmet Endeksinin birbirleriyle olan uzun süreli eşbütünleşmelerinin olduğu tespit edilmiştir. Döviz kurundan BIST Hizmet Endeksine etki eden tek taraflı bir nedensellik olduğu analiz edilerek çalışmada ortaya konmuştur.

Anahtar Kelimeler: Döviz Kuru, BIST Hizmet Endeksi, ARDL.

Causality Relationship Between BIST Service Index and Exchange Rate: ARDL Analysis

ABSTRACT

With this study, it is aimed to reveal the relationship between the dollar rate and the BIST Service Index in Turkey. In the study, using the monthly data for the 2003:01-2022:03 periods, when the Dollar exchange rate and BIST Service Index are compared, it is revealed in the test results that there is a long-term relationship. For this purpose, the stationarity of the variables was tested with the help of Phillips Perron and Augmented Dickey-Fuller unit root tests. The long-term relationships of the variables with each other were analyzed with the ARDL bound test, and the Granger causality test was applied for the causality between the variables. As a result of the analyzes, it has been determined that the Dollar and the BIST Service Index have long-term cointegration with each other. It has been analyzed and revealed in the study that there is a one-sided causality that affects the BIST Service Index from the exchange rate.

Keywords: Exchange Rate, BIST Service Index, ARDL

GİRİŞ

Günümüzün teknolojik gelişmeleri dünyadaki globelleşme ile beraberinde getirdiği kolaylıklar sayesinde bir çok ülkeye seyahat etme ve yatırım yapma imkanı sağlamıştır. Yatırımcılar fiziki olarak aynı ortamda olmasalar dahi farklı ülkelerin borsalarında yatırım yapma fırsatı elde etmiş bulunmaktadır.

Hisse senedi fiyatlarındaki oynaklıklar yatırımcıların sık sık takip ettiği verilerden birisidir. Medyada çıkan olumlu/olumsuz politik ve ekonomik haberler ile hisse senedi fiyatlarının düştüğü veya yükseldiği sık sık karşılaşılan bir durumdur (Bahmani-Oskooee ve Sohrabian 1992). Döviz fiyatları ile hisse senedi fiyatları arasında nedensellik bulunması halinde, hisse senedi fiyatları döviz fiyatlarını veri olarak kabul edip tepki verebilir (Muhammad, Rasheed ve Husain'a 2002). Bu iki değişken arasındaki ilişki farklı sebeplerle açıklanmaktadır. Bu sebeplerden birisi finansal piyasaların serbestleştirilmesidir. Son dönemlerde gelişmekte olan piyasaların döviz piyasası üzerinde etkinliği görülmektedir. Bir başka sebep olarak da gelişmekte olan ülke borsalarının, küresel finans piyasalarına entegrasyonları ile birlikte etkileşimlerinin artmasıdır (Horobet ve Ilie 2007).

Bu çalışmanın amacı, BIST Hizmet Endeksinin döviz kuruyla arasındaki kısa ve uzun dönemli nedensellik ilişkisinin varlığını incelemektir. Çalışmanın bundan sonraki başlığında, literatür taraması yapılmıştır. Daha sonra üçüncü bölümde, veri seti ve araştırma yöntemi ile ilgili bilgiler sunulmuştur. En son ise analizler sonucu elde edilen bulgulara yer verilmiştir.

1. LİTERATÜR ARAŞTIRMASI

Döviz kuru ve Borsa endeksleri ile ilgili birçok araştırmanın yapılmış olduğu literatür taraması çalışmalarında dikkati çekmektedir. Bu araştırmalar içinde Dolar kuru ve BIST Hizmet Endeksi ile ilgili yapılan çalışmalardan bazılarında bu başlık altında yer verilmiştir.

Özçiçek (2010) ülkemizde hisse senetlerinin reel getirileri üzerinde döviz kurunun hareketliliklerinin simetrik ve asimetrik ilişkileri üzerinde çalışmıştır. Çalışmada elde edilen bulgulardan Döviz Kuru ile hisse senetleri getirileri arasında güçlü bir nedensellik ilişkisinin olduğu saptanmıştır. Bununla birlikte dolar kurunun ve borsa endeksinin fiyatlarının yükselmesi ve düşmesindeki etkisi kur yükselirken veya borsa endeksleri düşerken etkileşimin olduğu tespit edilmiştir.

Aamd ve Dg (2014) 2003-2012 yılları arasında Sri Lanka'da döviz kuru ile borsa endeksi arasındaki ilişkiyi ortaya koymak için Granger nedensellik testi yapılmıştır. Analiz sonucunda borsa endeksinden döviz kuruna yönelik tek yönlü bir nedensellik ilişkisi elde edilmiştir.

Chikili ve Nguyen (2014) yapmış oldukları çalışmada BRICS ülkelerinde hisse senedi ve döviz kuru arasındaki ilişkiyi ortaya koymak için rejim değişim modeli uygulanmıştır. Analiz test sonuçlarında yüksek ve düşük senet getirisi olmak üzere iki sonuç elde edilmiştir.

Inci ve Lee (2014) ocak 1984 - aralık 2009 dönemleri arasında hisse senedi ve döviz kuru ilişkilerini ortaya koymak için Japonya, Almanya, Fransa, Amerika, İsviçre, Kanada ve İngiltere, ve İtalya'da faaliyet yürüten çokuluslu şirketler incelemiştir. Analizde ülkelerin çoğunda geciktirilmiş döviz kurunun hisse senedi değerini etkilediği tespit edilmiştir. Çalışmada döviz kurundan hisse getirilerine etki eden Granger nedensellik sonucu tespit edilmiştir.

Acar Boyacıoğlu ve Çürük (2016) çalışmalarında döviz kurlarında meydana gelen değişimler ile hisse senedi getirilerinin birbirleriyle olan ilişkisi incelenmiştir. Çalışmalarında panel veri analizi ile döviz kurunda meydana gelen değişimin hisse senedi getirisine pozitif etkisini tespit etmişlerdir.

Güvercin (2016) Ocak-2002 ve Aralık-2015 dönemleri arasında Endonezya, Güney Afrika, Hindistan, Türkiye ve Brezilya ülkelerindeki hisse senetlerinin getirisine döviz kurundaki değişmelerin etkili olup olmadığı hakkındaki bilgi için regresyon modeli uygulanmıştır. Araştırmanın sonucunda ABD dolarındaki fiyat dalgalanmasının hisse senedi reel getiri endeksi etkisine bakılmış, bununla beraber küresel kriz öncesi 5 ülkenin hisse senedi fiyatlarındaki değişimin, dolar değişiminden kaynaklı olduğu sonucu elde edilmiştir.

Rivera-Castro, Ugolini ve Reboredo (2016), Gelişmekte bulunan ülkelere Rusya, Türkiye, Brezilya, Kolombiya, Şili, Güney Afrika, Meksika ve Hindistan'daki döviz kuru ile hisse senedi getirileri arasındaki ilişki incelenmiş ve aralarında pozitif yönlü etkileşimin olduğu tespit edilmiştir.

Aydın (2017) Çalışmada Brezilya, Çin, Filipinler, Meksika, Arjantin, Endonezya, ve Türkiye ülkelerinde hisse senetleri fiyatlarına döviz kurundaki değişmelerin etkili olup olmadığı hakkında veri analizi yapılmıştır. Elde edilen bulgular neticesinde değişkenlerin nedensellikleri, ele alınan ülkeler açısından farklılaştığı ve aynı zamanda simetrik testlerle elde edilemeyen gizli ilişkileri ise asimetrik testler uygulanarak çalışmada ortaya konmuştur.

Bahmani-Oskooee ve Saha (2018) 24 ülkedeki döviz kuru ile hisse senedi fiyatı ilişkilerini ortaya koymak için ARDL yaklaşımı modeli uygulanmıştır. Çalışma sonucunda değişkenler arasındaki ilişkinin asimetrik olduğu tespit edilmiştir.

2. VERİ SETİ VE ARAŞTIRMA YÖNTEMİ

2.1. Veri Seti ve Model

Çalışmada 2003:01-2022:03 dönemlerine ait aylık veriler kullanılarak dolar (USD/TRY) kuru ile BIST Hizmet Endeksi (XUHIZ) arasındaki ilişki araştırılmıştır. Çalışmaya dahil edilen veriler Türkiye Cumhuriyet Merkez Bankasının Elektronik Veri Dağıtım Sistemi üzerinden elde edilmiştir.

Çalışmada kullanılan değişkenlerin doğal logaritmaları alınarak analize dahil edilmiştir. Öncelikle değişkenlere ait tanımlayıcı istatistikler verildikten sonra değişkenlerin kaçınıcı dereceden entegre olduğunu belirlemek için ADF ve PP birim kök testleri uygulanmıştır. Değişkenlerin durağanlık derecesinin belirlenmesi ile ARDL Sınır Testi ve VAR Granger Nedensellik Testleri yapılmıştır.

Tablo 2. USD-XUHIZ Değişkenlerine Ait Tanımlayıcı İstatistikler

	USD	XUHIZ
Ortalama	0.868	5.964
Medyan	0.587	6.077
Maksimum	2.678	7.417
Minimum	0.157	4.148
Standart Sapma	0.633	0.733
Çarpıklık	0.969	-0.553
Basıklık	2.791	2.730
Jarque-Bera	36.631	12.510
Olasılık	0.000	0.001

Tablo 1’de değişkenlere ait tanımlayıcı istatistikler verilmiştir. Bu çalışmada BIST hizmet endeksi ile döviz kuru arasındaki ilişkiyi incelemek için aşağıdaki (1) nolu denklemde verilen model yapısı kullanılmıştır.

$$XUHIZ_t = \alpha_0 + \alpha_1 USD_t + u_t \quad (1)$$

2.2. Ekonometrik Yöntem

Döviz kurunun BIST Hizmet Endeksi üzerindeki kısa ve uzun dönemli etkilerini irdelemek üzere hata düzeltme modelinden yararlanılmıştır. Bu durumda (1) numaralı denklem Pesaran vd. (2001)’nin geliştirdiği ARDL modeli yeniden düzenlenerek aşağıdaki denklem elde edilmiştir:

$$\Delta XUHIZ_t = a_0 + a_1 trend + a_2 XUHIZ_{t-1} + a_3 USD_{t-1} + \sum_{i=1}^p \beta_{1,i} \Delta XUHIZ_{t-i} + \sum_{i=0}^q \beta_{2,i} \Delta USD_{t-i} + e_t \quad (2)$$

(2) numaralı denklemde a_0 sabit terimi, a_2, a_3 parametreleri uzun dönem katsayılarını ve β_1, β_2 parametreleri ise kısa dönem katsayılarını, t deterministik trendi, (p,q,) uygun gecikme uzunluğunu, Δ fark operatörünü, e_t hata terimini ifade etmektedir. Uzun dönem anlamlı tahminleri için değişkenler arasında uzun dönemli etkileşimin olması gerekmektedir. Pesaran vd. (2001) çalışmasında değişkenler arasındaki eşbütünlük olduğunu tespit etmek üzere iki test önermişlerdir. İlk test alt ve üst kritik değerleri içeren F-sınır testidir. Burada Pesaran vd. (2001) çalışmasında kritik değerleri hesaplanan değerleri test istatistiği ile karşılaştırılır; eğer hesaplanan değer kritik üst değerden büyük olması durumunda, değişkenlerin eşbütünlük ilişkisinin bulunmadığını ileri süren sıfır hipotezi reddedilmektedir. Bu nedenle değişkenler arasında uzun dönemli etkileşimin bulunduğu ulaşırlar. İkinci testte, hata düzeltme modelinde, değişkenlerin uzun dönem denge değerlerine yaklaşması beklenmektedir. Bundan dolayı aşağıdaki (3) numaralı denklem tahmin edilmektedir. İstatistiksel olarak anlamlı ve modelde yer alan hata düzeltme katsayısının (λ) negatif ve olması beklenmektedir.

$$\Delta XUHIZ_t = a_0 + a_1 trend + \sum_{i=1}^p \beta_{1,i} \Delta XUHIZ_{t-i} + \sum_{i=0}^q \beta_{2,i} \Delta USD_{t-i} + \lambda ECM_{t-1} + e_t \quad (3)$$

(3) numaralı denklemde yar alan β_1, β_2 katsayıları modelin dengeye yakınsamasını sağlayan kısa dönem katsayılarını belirtmektedir.

2.3. Ampirik Bulgular

Bu kısımda öncelikle değişkenlerin durağanlık seviyeleri belirlendikten sonra ARDL sınır testi uygulanmıştır.

Çalışmada Dickey ve Fuller tarafından geliştirilen değişkenlerin durağanlığını tespit edebilmek için Genişletilmiş Dickey-Fuller (ADF) testinden yararlanılmıştır. İlk olarak Tablo 2 ve 3'te düzey değerleri için uygulanan ADF ve PP birim kök testi sonuçların değişkenlerin olasılıkları 0.05 p değerinin aşmıştır. Bu nedenle değişkenlerin düzeyde birim kök testi içerdiğini bu nedenle sıfır hipotezi kabul edilmiştir. Sonrasında serilerin birinci farkı alındığında serilerin durağanlaştığı tespit edilmiştir.

Tablo 2. ADF Birim Kök Testlerinin Sonuçları

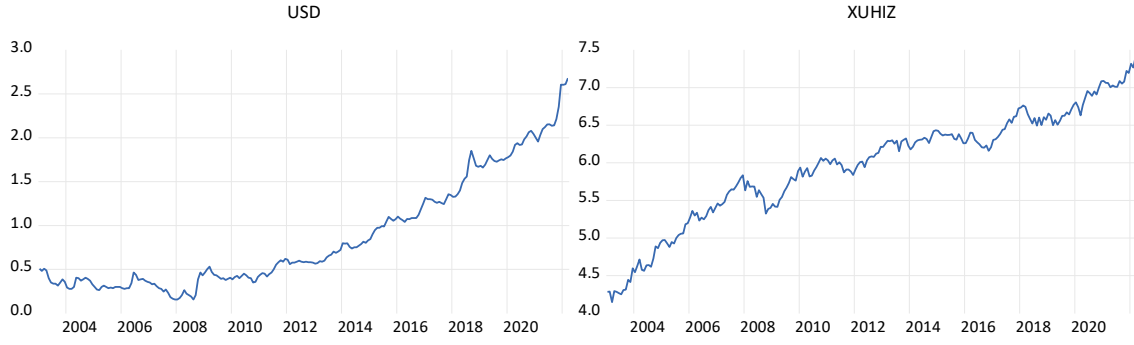
	Sabitli			Sabitli ve Trendli		
	t istatistiği	Gecikme Uzunluğu	p değeri	t istatistiği	Gecikme Uzunluğu	p değeri
USD	3.190429	2	1.0000	-0.441161	2	0.9855
Δ USD	-10.6775***	1	0.0000	-11.61162***	1	0.0000
XUHIZ	-1.175242	0	0.6854	-2.845658	0	0.1826
Δ XUHIZ	-17.94552***	0	0.0000	-17.92415***	0	0.0000

Not: Δ : serilerin birinci farklarının alındığını, ***: %1'de anlamlı olduğunu göstermektedir.

Tablo 3. PP Birim Kök Testlerinin Sonuçları

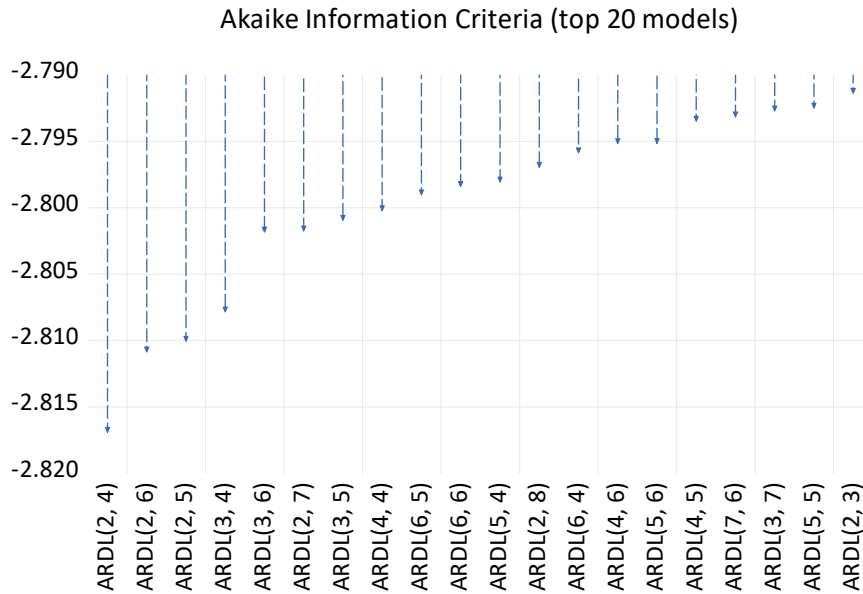
	Sabitli			Sabitli ve Trendli		
	t istatistiği	Bant Genişliği	p değeri	t istatistiği	Bant Genişliği	p değeri
USD	3.398772	7	1.0000	-0.37532	7	0.9879
Δ USD	-9.693779***	6	0.0000	-9.981319***	12	0.0000
XUHIZ	-1.175242	0	0.6854	-2.68597	3	0.2435
Δ XUHIZ	-17.90653***	3	0.0000	-17.89155***	3	0.0000

Not: Δ : serilerin birinci farklarının alındığını, ***: %1'de anlamlı olduğunu göstermektedir.



Grafik 1. USD ve XUHIZ Değişkenlerine Ait Grafikler

Değişkenlerin birinci farkları alındığında serilerin durağan olduğu belirlenmiş ve Mohammad Hashem Pesaran ve Yongcheol Shin (2001) tarafından geliştirilen ARDL sınır testi yapılmıştır.



Grafik 2. Akaike Bilgi Kriteri

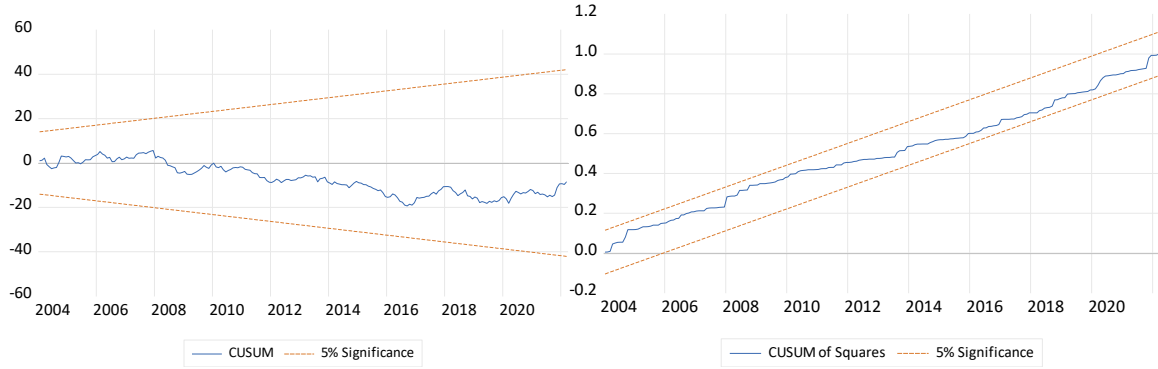
XUHIZ BIST Hizmet Endeksi serisi bağımlı değişken, USD bağımsız değişken olmak üzere ARDL model tahmini gecikmesi için gecikme uzunluğu maksimum 12 alınarak Model üzerinden olası 20 model arasında (Grafik 2) arasından AIC kriterine göre ARDL (2, 4) modeline karara verilmiştir. ARDL(2, 4) modelinin sonuçları Tablo 4’te gösterilmektedir.

Tablo 4. ARDL Model Tahmin Sonuçları

	Katsayı	Standart Hata	Test İstatistiği	P Değeri
$\Delta XUHIZ_{t-1}$	0.756575	0.066419	11.3909	0,0000

$\Delta XUHIZ_{t-2}$	0.215116	0.065449	3.28678	0.0012
ΔUSD	-0.575871	0.110272	-5.2223	0,0000
ΔUSD_{t-1}	0.985387	0.190612	5.1696	0,0000
ΔUSD_{t-2}	-0.687551	0.208605	-3.2959	0.0011
ΔUSD_{t-3}	0.595572	0.193073	3.0847	0.0023
ΔUSD_{t-4}	-0.284997	0.110037	-2.59	0.0102
C	0.16019	0.050349	3.18159	0.0017

Tablo 4’te görülen ARDL(2, 4) model tüm katsayıların tahmin sonucuna göre istatistiksel olarak anlamlı olduğunu yapılan tanı testleri sonucunda modelin serisel korelasyon, değişen varyansının sorunu olmadığı ortaya konmuştur. Ayrıca Grafik 3’de uzun dönem ARDL katsayı kararlılıklarını sınamak için Brown vd. (1975) geliştirilen CUSUM grafiği yer almaktadır.



Grafik 3. ARDL(2, 4) Modeli İçin CUSUM Grafipleri

Grafik 3’deki grafikler değerlendirildiğinde ARDL tahmin sonucunun uzun dönemli parametrelerin kararlılığı ortaya konmuştur.

Tablo 5’de serilerin eşbütünleşme ilişkisinin varlığının olup olmadığını araştırmak üzere yapılan sınır testi sonuçları gösterilmiştir.

Tablo 5. Sınır Testi Sonuçları

Test Statistic	Value	Signif.	I(0)	I(1)
F-statistic	9.059024	10%	3.02	3.51

k	1	5%	3.62	4.16
		1%	4.94	5.58

Tablo 5’da görülen F-Sınır testi için $F=9.059024$ olarak hesaplanmış olup ve bu değerin kritik üst değerlerin tüm yanılma düzeylerinin tümünden büyük ($F>I(1)$) olduğundan “eşbütünleşme yoktur” yokluk hipotezi reddedilmiştir. F-Sınır testi sonucuna göre seriler eşbütünleşik olduğu sonucuna varılmıştır. Seriler arasındaki uzun dönemli tahmin sonuçları Tablo 6’de verilmiştir.

Tablo 6. Uzun Dönemli Tahminlerinin Sonuçları

Bağımlı Değişken: XUHIZ	Katsayı	Standart Hata	Test İstatistiği	P Değeri
USD	1.149426	0.264815	4.340487	0,0000
C	5.658587	0.28913	19.57111	0,0000
Tanı Testleri:	LM		OLASILIK	
Otokorelasyon	$X^2_{BG} = 0,249773$		0,7792	
Değişken Varyans	$X^2_{ARCH} = 0,004203$		0,9486	
Normallik Testi	$X^2_{Ramsey} = 2,313570$		0,314496	

Tablo 6’deki sonuçlara göre analiz edilen dönem için elde edilen uzun dönem katsayıları Dolar kuru ve BIST Hizmet Endeksi arasındaki pozitif etkileşiminin istatistiksel açıdan anlamlı olduğunu sonucuna varılmıştır.

Tablo 7’de serilerin kısa dönem ilişkisini gösteren ARDL (2,4) Hata Düzeltme Modeli Tahmin Sonuçlarına yer verilmiştir.

Tablo 7. ARDL (2,4) Hata Düzeltme Modeli Tahminlerinin Sonuçları

	Katsayı	Standart Hata	Test İstatistiği	P Değeri
$\Delta XUHIZ_{t-1}$	-0.215116	0.064444	-3.338027	0.0010
ΔUSD	-0.575871	0.105658	-5.450316	0,0000
ΔUSD_{t-1}	0.376976	0.120096	3.138954	0.0019
ΔUSD_{t-2}	-0.310575	0.118818	-2.613865	0.0096
ΔUSD_{t-3}	0.284997	0.106023	2.688068	0.0077
ECM_{t-1}	-0.028309	0.005406	-5.236914	0,0000

Tablo 7’de serilerin arasındaki kısa dönem etkileşimini gösteren ARDL (2,4) Hata Düzeltme Modeli Tahmin Sonuçlarına göre hata düzeltme katsayısı $ECM_{t-1} = -0.028309$ olarak hesaplanmıştır. Buna göre BIST Hizmet Endeksi (XUHIZ) endeksi ile Dolar kuru (USD) kuru arasında kısa dönem ilişkilerini gösteren hata düzeltme katsayısı 1’den küçük negatif ve aynı zamanda istatistiksel olarak anlamlı olduğu tespit edilmiştir. Ayrıca döviz kurlarında kısa dönemde meydana gelen bir yükselişin ilgili BIST Hizmet Endeksini negatif yönde etkilediği belirlenmiştir. Bu nedenle kısa dönemde oluşan bir dengesizliğin yaklaşık %1’i bir ay sonra dengeye yaklaşacaktır. Başka bir ifade ile kısa vadede oluşacak şokların etkisi yaklaşık $(1/0.01=10)$ 10 ay sonra iyileşerek uzun vadede dengesine yaklaşacaktır.

SONUÇ

Hizmet sektörü, birçok ülke ekonomisinde olduğu gibi Türkiye’de de hızla artan sektörlerden biridir. Ekonomilerde hizmet sektörü endeksini etkileyen değişkenlerden biride döviz kuru olmaktadır. Günümüzün teknolojik gelişmeleri dünyadaki globelleşme ile beraberinde getirdiği kolaylıklar sayesinde bir çok ülkeye seyahat etme ve yatırım yapma imkanı sağlamıştır. Yatırımcılar fiziki olarak aynı ortamda olmasalar dahi farklı ülkelerin borsalarında yatırım yapma fırsatı elde etmiş bulunmaktadırlar. Yapılan yatırımlar ulusal para birimiyle yapılacağından yatırım yapılan ülke için döviz girdisi sağlayacaktır. Ülkelerin dış ödemeleri ile cari açıkları açısından ve diğer yandan da ülke içerisinde istihdam oranını artırmada çok önemli katkı sağlamaktadır.

Bu çalışma ile Türkiye’de Dolar kuru (USD/TRY) ve BIST Hizmet Endeksi (XUHIZ) arasındaki ilişkinin ortaya konulması amaçlanmıştır. Çalışmaya dahil edilen veriler TCMB’sı EVDS üzerinden elde edilmiş aylık veriler kullanılarak Dolar kuru ve BIST Hizmet Endeksi karşılaştırıldığında uzun dönemli bir ilişkinin olduğu test sonuçlarında ortaya konmuştur. Bu amaçla değişkenlerin durağanlığı Phillips Perron ve Augmented Dickey-Fuller birim kök testleri yardımıyla test edilmiştir. Değişkenler birbirleriyle olan uzun dönemli ilişkileri ARDL sınır testi ile analiz edilmiş, değişkenler arasında birbirleriyle olan nedensellikleri için ise Granger nedensellik testi uygulanmıştır. Analizler sonucunda Dolar ile BIST Hizmet Endeksinin birbirleriyle olan uzun süreli eşbütünleşmelerinin olduğu tespit edilmiştir. Döviz kurundan BIST Hizmet Endeksine etki eden tek taraflı bir nedensellik olduğu analiz edilerek çalışmada ortaya konmuştur.

Değişkenlerin birinci farkları alındığında serilerin durağan olduğu belirlenmiş ARDL Sınır Testi uygulanmış ve serilerin eş bütünleşme ilişkisinin varlığının olup olmadığını araştırmak üzere yapılan sınır testi sonuçları gösterilmiştir.

Sonuçlara göre analiz edilen dönem için elde edilen uzun dönem katsayıları Dolar kuru ve BIST Hizmet Endeksi arasındaki olumlu ilişkilerin istatistiksel olarak anlamlı olduğunu sonucuna varılmıştır

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

Implementation of Value Education in Adult Education Curriculum: An Indigenous Case Study

Prof. Dr. Siham EL-KAFAFI

Arrows Research Consultancy Limited (ARCL) &
Te Wananga o Aotearoa, Auckland, New Zealand
selkafafi@gmail.com
Orcid: 0000-0002-5480-451X

ABSTRACT

Value education is in the core of teaching either in schools or in higher education as it focuses on the research of students' achievements resulting from a healthy relationship fostered between educators and learners. This relationship is built on trust, care, respect and guidance fostering positive learning journey and leading students to achieve both academically and in their personal lives. Research demonstrates that those values (i.e. trust, care and respect) can be reached when they are made explicit in all aspects of educational interactions among educators and learners including the curriculum i.e. quality learning and teaching.

Maori are the indigenouness people of New Zealand and they believe that in order to have direction in today's world, we need to look at the wisdom of our ancestors. Accordingly, in order to succeed in our educational journey, we need to give attention on how we teach and how to provide the right and adequate environment for those who teach (educators) and those who learn (students).

This research paper utilises a qualitative case study as its research methodology. It reports on the findings of an Indigenous Tertiary Provider Case Study and its application of the Maori Kupapa (principles and ideas which act as a base or foundation for action) ingrained in their values which impacts on practice in general and more specifically in an adult education course.

Keywords: Value Education, Indigenous Perspective, Higher Education, and Kaupapa Wananga.

INTRODUCTION:

Education is the backbone of any society as it plays a role in preparing youth for their work life and future of the whole society. Accordingly, values education needs to be imbedded in quality teaching to foster a healthy relationship between the educators and students to motivate them in their learning journey and future academic and work life achievements.

This research paper starts by explaining the definition of values in general leading to the explanation of value education from the New Zealand Ministry of Education perspective. This qualitative study utilised the case study approach to examine an Indigenous Tertiary Institute (referred to in this paper as “The Wananga Case”) where an adult education course was explored and how the Kupapa Wananga principles were applied by incorporating values education concept through its curriculum and how it impacts the quality of education.

The research findings reported on the content analysis of the course during the second semester of 2021 i.e. from July till December 2021, covering the educator’s reflections and describing class observations.

Definition of Values:

Values are our beliefs that are important to us. It’s our principles that shapes our characters and accordingly our attitudes and behaviour. It’s how we develop feelings and interactions towards other human being. The following are some of the common human values: friendship, empathy, compassion, love, openness, listening, welcoming, acceptance, recognition, appreciation, honesty, fairness, loyalty, sharing, solidarity, civility, respect and consideration.

This has been reiterated by Gilbert and Hoepfer (1996 p. 59, In Keown, Parker & Tiakiwai, 2005) who defined values as “an enduring belief that a particular mode of conduct (being courageous, honest, loving, obedient) or a state of existence (peace, equality, freedom, pleasure, happiness) is personally and socially desirable” (p.5).

While Brian Hill (2004, In Keown, Parker & Tiakiwai, 2005) described values as “the priorities individuals and societies attach to certain beliefs, experiences and objects in deciding how they shall live and what they shall treasure” (p.4).

On the other hand, Halstead and Taylor (1996, In Keown, Parker & Tiakiwai, 2005) explained that “values are principles, fundamental convictions, ideals, standards or life stances which act as general guides to behaviour or as reference points in decision-making or evaluation of beliefs or action” (pp. 4-5).

I further concur with Blais et al (2011) and Leners (2006) that we shape our values through influences and experiences we encounter through our lives and people we interact with like our family, culture, society, environment, religious beliefs and ethnicity.

Values Education Concept

Values Education as posited by Bhartiya (2019) aims to teach universal values like moral values, patience, and honesty to the students. The purpose of values education is the development of the personality of the student i.e. physical, mental, emotional and spiritual aspects. Students should develop in all dimensions so that they can serve the nation more democratic, cohesive, socially and responsibly. Moreover, it helps the development of good manners and responsibility towards citizenship. It also helps in developing patience, honesty, and moral values.

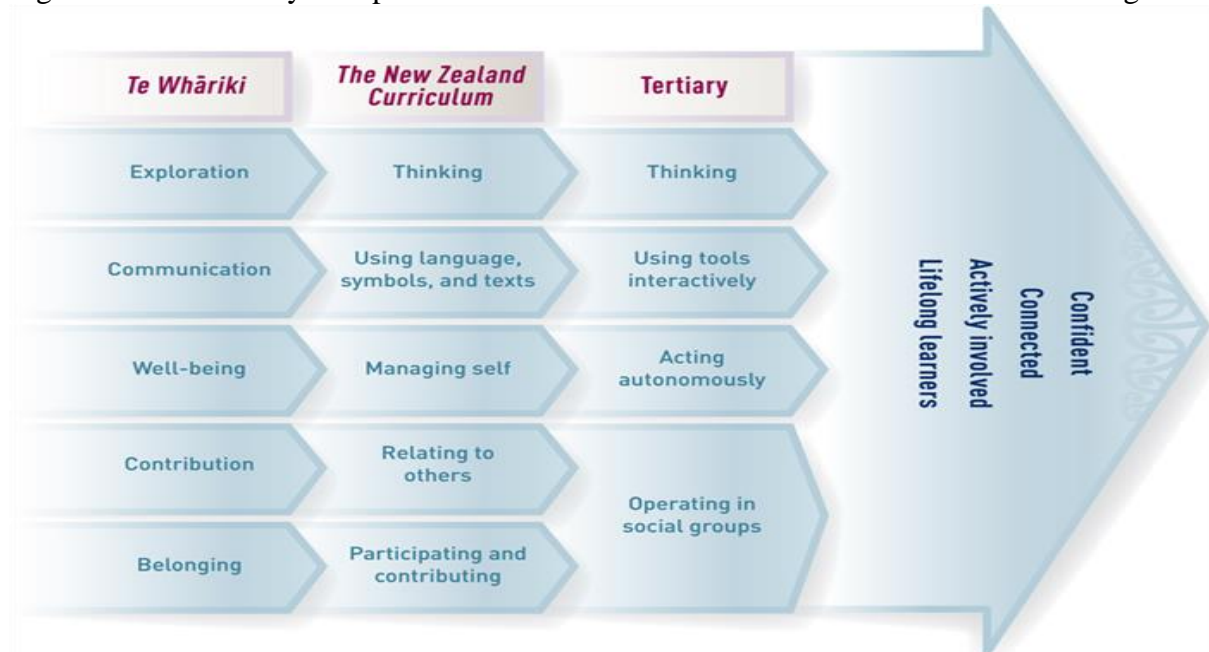
The New Zealand Ministry of Education (2015) explains values as deeply held beliefs of what is important and desirable to the individual. It also impacts our way of thinking and accordingly

how we behave and act. Accordingly, all decisions related to curriculum and educational interactions reflects values of both individuals and involved educational institutes.

The New Zealand Ministry of Education (2015) provided the following list of values as essential values to be expressed in everyday actions and interactions and to be incorporated by educational institutions in their philosophy, structures, curriculum, classrooms, and relationships:

- **excellence**, by aiming high and by persevering in the face of difficulties
- **innovation, inquiry, and curiosity**, by thinking critically, creatively, and reflectively
- **diversity**, as found in our different cultures, languages, and heritages
- **equity**, through fairness and social justice
- **community and participation** for the common good
- **ecological sustainability**, which includes care for the environment
- **integrity**, which involves being honest, responsible, and accountable and acting ethically (p.10).

Figure 1: The Five Key Competencies of the New Zealand Curriculum: Cross Sector Alignment



SOURCE: New Zealand Ministry of Education (2015, p. 42).

Figure 1 demonstrates the alignment and smooth connection and transition of the different stages of the curriculum from early childhood, school years and tertiary education in preparation of individuals for future employment and becoming moral citizens in their communities and wider society.

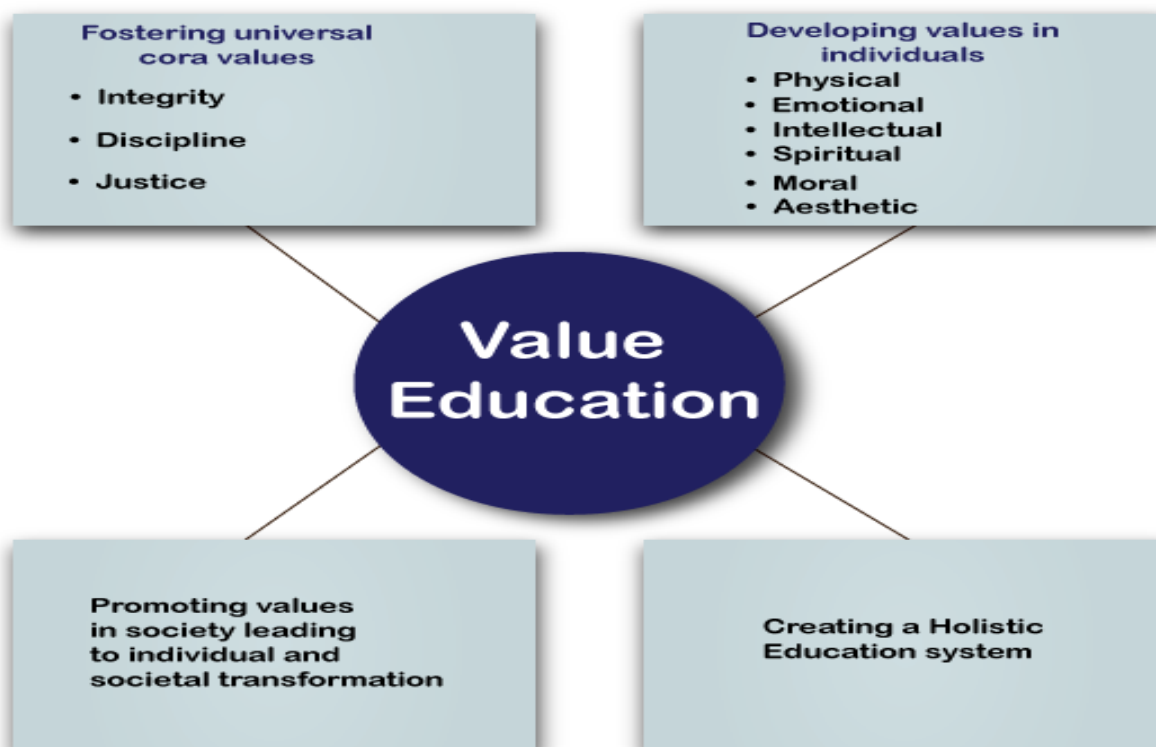
Furthermore, the New Zealand International Education Strategy 2018 – 2030 (August 2018) indicated that the focus of educational strategy is moving from revenue generating industry, to a quality education and higher value. The following are the three key goals of the strategy:

- Delivering an excellent education and ākonga (i.e. Maori word for student) experience
- Achieving sustainable growth
- Developing global citizens

Various studies explained the importance of quality teaching exemplified in building positive relationship between educators and learners through fostering values education (i.e. building trust, care and respect) in both the learning environment and curriculum development.

Accordingly, higher level of engagement leading to deeper level of learning is demonstrated by the learners (Leming 1993; Hunt, 2004; Khine and Fisher, 2004; Cawsey, 2002; Bryk & Schneider, 1996, 2002). Furthermore, Bryk and Schneider (2002) describe ‘relational trust’ as the ‘...dynamic interplay among four considerations: respect, competence, personal regard for others and integrity’ (p. 23).

Figure 2: Components of Value Education



SOURCE: Satya Pal Ruhela, 1996.

As demonstrated in Figure 2 value education advocates fostering universal core values, developing values in individuals, promoting values in society leading to individual and societal transformation with the ultimate goal of creating a holistic educational system.

Accordingly, I believe that value education is important for the following reasons: 1) Education in the life of a person makes the future better. 2) Education acts as a backbone in society. 3) Education changes the perspective of a person. 4) Education develops moral values and patience. 5) Education helps in understanding things better and more precisely.

Methodology

This research paper utilises a qualitative case study as its research methodology (Rashid et al, 2019). The aim is to explore the implementation of “value education” in higher education and specifically in an indigenous institute providing a course for adult education built on the Maori Values (i.e. Indigenous people of New Zealand).

The research undertook a variety of lenses to reveal multiple facets of this phenomenon through content analysis of course material, reflections during the duration of the course and finally observations of classroom activities and students’ interaction.

This case study analysis has been conducted on a course of Adult Education during the months of July – December 2021 i.e. during the second semester of the year. The class comprises of



4th International CEO Communication, Economics, Organization & Social Sciences Congress

18 students from diversified backgrounds and ethnicities including the following: Maori, Tongan, Samoan, Fijian, Indian, Korean, South American and European.

The Wananga Case

Wananga are recognized as tertiary institutions under section 268 of the New Zealand Education and Training Act, 2020. In New Zealand, wananga are regarded as the peers of universities, polytechnics, and colleges of education.

“A wananga is characterised by teaching and research that maintains, advances, and disseminates knowledge and develops intellectual independence, and assists the application of knowledge regarding ahuatanga Maori” (Maori tradition) according to tikanga Maori (Maori custom) (New Zealand Legislation Authority, 2020).

Background of the Indigenous Tertiary (Wananga) Case

The Wananga i.e. the Indigenous Tertiary Institute chosen for this study was founded in 1983 (i.e. established 38 years ago) in a small township in New Zealand and grew to be one of the largest tertiary education institutions in Aotearoa (Maori name for New Zealand). Its main purpose is to improve the education of all New Zealanders in a uniquely Maori way (i.e. indigenous education).

The growth of this Indigenous Tertiary Institute spread to 80 locations around the country (both North & South Island) of New Zealand. This case study is concentrating and reporting on one out of the 37 branches in the Auckland Region where there are currently 35,000 students (55% Maori & 45% none Maori). The institute employs 1,350 Staff members and graduated more than 300,000 graduates.

The Indigenous Tertiary Institute provides certificates, diplomas, degrees and master’s degree programs in various indigenous fields and specialities.

The following are the institute’s mission, vision and philosophy:

Mission:

Tauira (student) success.

Visions:

Whanau (extended family) transformation through education and tauira (student) success.

Philosophy:

Provide holistic education and opportunities to the highest quality to Maori people of Aotearoa (New Zealand) and the world.

The Wananga Case Values Discussion and Findings

The following Table 1 discusses and explains the Wananga Case values that the chosen Adult Education Course is built on and being embedded in the course curriculum, content and delivery.

Table 1: The Wananga Case Values

Value	The Wananga Case Definition	The Author’s Definition
Te Aroha (Love)	Having regard for one another and those for whom we are responsible and to whom we are accountable.	Loving, caring, being attentive and respectful to others (students, colleagues & stakeholders) needs.

Te Whakapono (to believe, trust)	The basis of our beliefs and the confidence that what we are doing is right.	Being ethical in our actions i.e. doing things right which will give us faith and confidence in our actions and accordingly outcomes.
Ngā Ture (to make legal, justice)	The knowledge that our actions are morally and ethically right and that we are acting in an honourable manner.	Being honest, ethical, moral and correct in what we say and do.
Kotahitanga (unity, solidarity)	Unity amongst iwi (tribe) and other ethnicities; standing as one.	Everybody working together collaboratively through inclusivity of all participants.

SOURCE: Adapted from Te Wananga o Aotearoa, 2019.

What is Kaupapa Wananga (Maori Customary Practice)?

Kaupapa Wānanga (Maori Customary Practice) encourages everybody to strive to achieve balance (a state of mauri ora) within their lives and working relationships as demonstrated in Figure 3 below.

Figure 3: Kaupapa Wananga Elements



SOURCE: Evans & Uruamo, 2012.

Kaupapa Wananga also encourages everybody to contribute towards mauri ora through all practices endeavours and among themselves and external stakeholder relationships.

The following are the key elements of Kaupapa Wānanga that contribute to the success of these endeavours:

- kaitiakitanga,
- āhurutanga and
- koha (Te Wananga o Aotearoa, 2019).

The adult education course under investigation for this study consists of the four modules that are built on those Kaupapa Wananga principles i.e. Ahurutanga, Kaitiakitanga, Koha and Mauri Ora in which the students are taught how to apply them in their practice. The following tables 2 and 3 provides details explanations of those principles from both an institutional perspective and an educational perspective (i.e. the author of this research paper).

Table 2: Kaupapa Wananga Principles - Tertiary Institute Perspective

Principle	Explanation
Āhurutanga Safety	The constant acknowledgement that quality spaces must be claimed and maintained to enable activities to be taken in an ethical and meaningful way.
Kaitiakitanga Guardianship	The constant acknowledgement that participants (including the whole institute) at any time and place are always engaged in relationships with others, their environments and the kaupapa.
Koha Gifting	The act of gifting, presenting something meaningful, donating or offering contributions of consequence.
Mauri Ora Wellbeing	Promoting, encouraging and seeking wellbeing.

SOURCE: Evans & Uruamo, 2012.

Table 3: Kaupapa Wananga Principles – Adult Education Perspective and Reflections

Principle	Explanation
Āhurutanga Safety	Providing a safe space for my students from the initial communication conducted between us e.g. the first interview before the course commences. Also providing the adequate environment for students to feel safe and open up e.g. the use of icebreakers and establishing connections with the students from the first class onwards. The best learning occurs when such environment is provided.
Kaitiakitanga Leadership	Providing guardianship and guidance to the students through use of different leadership styles depending on their level of readiness. Tailoring communication and educational strategies and tools to fit with the different learning styles of the students. Furthermore, catering for students' different needs and requirements to provide an enjoyable learning environment to reach success as an outcome.
Koha Gifting	I believe that the educational journey is a 2 ways street where both the educator and learner benefit and learn from each other e.g. an educator is gifting and sharing their knowledge, experience and skills with learners. On the other hand, the learners are also sharing their own life and professional experience by interacting and engaging in the process of learning. The end result is a win-win relationship.

<p>Mauri Ora Wellbeing</p>	<p>This is the ultimate goal and the comprehensive wellbeing of all parties involved. Reaching a holistic state of physical, mental, emotional and spiritual wellbeing.</p>
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SOURCE: Author's Table

As a result of practicing the Kaupapa Wananga Principles, the educator observed the following outcomes demonstrated through the students' interactions with each other during the semester. Those results confirm the positive incorporation of values education in the curriculum and preparing future educators to practice quality education in preparing their students as global citizens practicing universal values (e.g. trust, care and respect).

- Learners developed self-worth, empathy and responsible personal behaviour.
- Learners became more responsive and practical in their communication and interactions among their colleagues.
- Learners demonstrated better recognition of a positive perception towards life by becoming more responsible in both their personal and professional lives.
- Learners developed a stronger relationship with their (whanau) extended family and friends.
- Learners especially the ones who were 'at risk', marginalized or disadvantaged demonstrated very positive changes in their personality and character by the end of the course.

CONCLUSION

This research paper explored the concept of value education in the tertiary education field as an aspect of quality teaching and its impact on motivating students during their educational journey and preparing them for their working life and positive engagement in their community and society.

It further reported on an Indigenous Tertiary Education Institute (i.e. The Wananga Case) and how values education concept is being incorporated in their principles and practices. The research explained results reported of observations of an Adult Education Course and its impact and outcome demonstrated in the positive learners' behavior resulting from practicing those Kaupapa Wananga Principles. Those adult educators are the change agents supporting youth transformation to become global citizens practicing universal values.

That demonstrates that there is a correlation between those universal values and the values being practiced in this Indigenous Tertiary Institute i.e. The Wananga Case.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Doğu Avrupa Ülkelerinin Entegrasyon Politikasında Amerika Birleşik Devletleri ve Avrupa Birliği'nin Rolü

Lecturer Efendiyeva Gunel MAMMAD

Azerbaijan State Administration Academy
efendigunel@gmail.com

ÖZET

1980'lerin ortalarından itibaren AB ülkeleri, finansal piyasalarının önemli ölçüde entegrasyonuna katkıda bulunan tek bir finansal alan yaratma politikası izlemeye başladılar. Bu programın uygulanmasında, özellikle tek bir Avrupa para biriminin getirilmesinde önemli ilerlemeye rağmen, tüm ulusal finansal piyasaların dönüşümü henüz tamamlanmadığından, AB'de henüz tam entegre bir finansal piyasa oluşturulmamıştır. Bu görev, önemli ölçüde daha düşük mali büyüme oranlarına sahip on yeni ülkenin (Kıbrıs, Malta, Çek Cumhuriyeti, Macaristan, Polonya, Slovenya, Slovakya, Litvanya, Letonya ve Estonya) 2004 yılında katılımıyla daha da karmaşık hale geldi.

Bu ülkelerin AB'ye katılımı birçok sorun yaratmaktadır. Bu çalışmada, devam eden finansal entegrasyon süreçleri bağlamında sadece bu ülkelerin finansal gelişimine ve AB'nin tüm finansal sistemine odaklanacağız.

Avrupa entegrasyonunun krizleri ve AB'nin dış politika gündeminin oluşumu 21. yüzyılın ikinci on yılı, hiç abartısız bir şekilde, Avrupa'nın tamamında, özellikle Avrupa Birliği'nde bir kriz dönemi olarak adlandırılabilir. Araştırmacılar, AB'deki krizlerin sayısını ve niteliğini aktif olarak tartışıyor ve bunları 14 dış veya 15 iç faktörün etkisiyle açıklıyor. Ancak, iç ve dış değişikliklerin hem derneğin kendisinde hem de dış politikasında önemli bir dönüşüme yol açtığı konusunda hepsi hemfikir. Gelecekteki entegrasyon ve bölgesel güvenlikte kilit oyuncuların parçalanması gibi köklü sorunları ön plana çıkardı. Geleneksel olarak Avrupa şüpheci olan Birleşik Krallık, Haziran 2016'da AB'den ayrılma kararı aldı. AB vatandaşlarının mevcut ekonomik ve siyasi durumdan memnuniyetsizliği, Mayıs 2019 Avrupa Parlamentosu seçimlerinin açık bir göstergesidir. İlk olarak, uzmanlar seçmen katılımında bir artışa dikkat çekiyor (2014 seçimlerinde %43.1'e karşı neredeyse %50.9).

Günümüzde baş verən Rusiya –Ukrayna savaşı Doğu Avrupa devleti gibi Ukraynanın entegrasyonuna Rusiyanın müdahilesi neticesi gibi durum ola bilir.

Bu ülkelerin mali yapısı ve potansiyeli nedir? AB'ye entegrasyonlarının sonuçları ne olacak? AB'nin "yeni ülkeleri"nin mali yapısı tam olarak aynı değil. Bu ülkelerde, mali piyasalar ve kurumlar, neredeyse önceden devlete ait şirketlerin kapsamlı bir şekilde özelleştirilmesinden hemen sonra hızla büyümeye başladı. Bankacılık ve sigorta sektörleri neredeyse tamamen oluşmuş durumda, menkul kıymetler piyasaları aktif olarak gelişiyor, ancak hisse senedi piyasalarının gelişme düzeyi ülkeden ülkeye değişiyor."

Anahtar Kelimeler: Entegrasyon, Ekonomik, Politik, Güvenlik, Doğu Avrupa

The role of the United States and the European Union in the integration policy of Eastern European countries

ABSTRACT

The integration process of the Eastern European states, which began in the 1980s, was further strengthened after the collapse of the USSR. The economic, political and security policies of the United States and the European Union have a special role in these processes in modern times.

Keywords: The Integration, Economic, Political, Danger, Eastern Europe

GİRİŞ

Orta ve Doğu Avrupa'daki yeni demokrasiler, özellikle eski Sovyetler Birliği ve Batı Balkanlar'da, uluslararası demokrasiyi desteklemeye giderek daha fazla dahil oluyor. Bir dizi Avrupa-Atlantik uluslararası örgütüne üyeliği kullandılar ve demokratik normlara ve uygulamalara bağlı kalmalarını teşvik etmek ve onlara baskı yapmak için demokratikleşmenin geri kalanıyla ikili diplomatik ilişkileri kullandılar. Ayrıca küçük ama giderek artan miktarlarda demokratik yardım da sağlıyorlar.

1980'lerin ortalarından itibaren AB ülkeleri, finansal piyasalarının önemli ölçüde entegrasyonuna katkıda bulunan tek bir finansal alan yaratma politikası izlemeye başladılar. Bu programın uygulanmasında, özellikle tek bir Avrupa para biriminin getirilmesinde önemli ilerlemeye rağmen, tüm ulusal finansal piyasaların dönüşümü henüz tamamlanmadığından, AB'de henüz tam entegre bir finansal piyasa oluşturulmamıştır. Bu görev, önemli ölçüde daha düşük mali büyüme oranlarına sahip on yeni ülkenin (Kıbrıs, Malta, Çek Cumhuriyeti, Macaristan, Polonya, Slovenya, Slovakya, Litvanya, Letonya ve Estonya) 2004 yılında katılımıyla daha da karmaşık hale geldi.

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AVRUPA ENTEGRASYONUNUN KRİZLERİ

Avrupa entegrasyonunun krizleri ve AB'nin dışpolitika gündeminin oluşumu 21. Yüzyılın ikinci onyılı, hiç abartısız bir şekilde, Avrupa'nın tamamında, özellikle Avrupa Birliği'nde bir kriz dönemi olarak adlandırılabilir.

Araştırmacılar, AB'deki krizlerin sayısını ve niteliğini aktif olarak tartışıyor ve bunları 14 dış ve ya 15 iç faktörün etkisiyle açıklıyor. Ancak, iç ve dış değişikliklerin hem derneğin kendisinde hem de dış politikasında önemli bir dönüşüme yol açtığı konusunda hepsi hemfikirdir. Gelecekteki entegrasyon ve bölgesel güvenlikte kilit oyuncuların parçalanması gibi köklü sorunları ön plana çıkardı. Geleneksel olarak Avrupa entegrasyonundan kaçan Birleşik Krallık, Haziran 2016'da AB'den ayrılma kararı aldı. AB vatandaşlarının mevcut ekonomik ve siyasi durumdan memnuniyetsizliği, Mayıs 2019 Avrupa Parlamentosu seçimlerinin açık bir göstergesidir. İlk olarak, uzmanlar seçmen katılımında bir artışa dikkat çekiyor (2014 seçimlerinde % 43.1'e karşı neredeyse %50.9).

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Biliyoruz ki, 90'ların stratejisi 20. yüzyıl Soğuk Savaş'ın sona ermesinden ve iki kutuplu sistemin çöküşünden sonra transatlantik bağları güçlendirirken NATO ve Avrupa Birliği'nin çifte genişlemesinden oluşuyordu.

Avrupa Birliği yanışı NATO-nun da genişlemesinin ABD ve Avrupa Birliği'nin Doğu Avrupa'daki entegrasyon politikasının merkezinde yer aldığı söylenebilir. Son yıllarda, Amerika Birleşik Devletleri ve Batı Avrupa, Sovyetler Birliği'nin eski cumhuriyetlerini başta Doğu Avrupa olmak üzere kendi etki yörüngelerine çekmeye yönelik faaliyetlerini giderek artırmaktadır. Bu nedenle ABD, NATO'yu Rusya sınırlarına kadar ilerletme girişimlerinden, ve

Doğu Avrupada kalıcı bir siyasi istikrarsızlık bölgesi yaratmaktan vazgeçmiyor. Alliance'ın doğuya doğru genişlemeye devam etmesi, bu olumsuz gelişmenin en görünür yönü olsa da sadece bir tanesidir. Rusya'nın dış politika etkisinin eski kaldıraçlarının çoğunun işlemeye son verdiği ve yenilerinin henüz edinilmediği bir durumda, Avrupa'nın kalkınmasında, belirli koşullar altında Rusya'daki pozisyonunu ekonomi ve siyasi zayıflatmaktadır. Bu aynı zamanda entegrasyon inşası ve bölgesel işbirliği için de geçerlidir.

Rusya, Sovyet sonrası alanın parçalanmasını ve kısmen yabancı etki alanlarına dahil edilmesini önleyebilecek ciddi mekanizmalara sahip değildir. Rusya'nın içinde bulunduğu jeopolitik çıkmaz, en yoğun şekliyle Doğu Avrupa'da kendini gösterdi. Bu bölgede, resmen artık Rusya'nın düşmanı olmasa da, Rusya tarafından tehdit olarak algılanmaya son vermeyen NATO bloğu, 50 milyona yakın insanı daha kanatları altına alıp, her zaman var olan sınırlara yaklaşabilir. Bu da Rusya için en savunmasız ola bilir. Amerika Birleşik Devletleri'nin dış transatlantik politikasının rönesansı, Rusya, Batı'nın Doğu'ya genişlemesine her şeye karşı çıkabilir ve orada, olumsuz koşullar altında eski Sovetler Birliyinin birçok cumhuriyetini ele geçirebilecek ve hatta çağırabilecek bir “kordon sanitaire” oluşumunu kendi batı bölgelerindeki konumunu sorgulamak olsa bile önleyebilir mi?

Bu soruya bir cevap aramadan önce, Batı'nın kendisinin siyasi meselelerde ve güvenlik alanında Doğu Avrupa üzerinde hangi etki kaldıraçlarını kullandığını, Amerika Birleşik Devletleri ile Batı Avrupa arasındaki “iş bölümünün” ne olduğunu, bölgede aralarındaki rekabet büyüklüğünü ve nasıl olduğunu anlamak gerekir.

AMERİKA BİRLEŞİK DEVLETLERİNİN DOĞU AVRUPA ÜLKELERİYLE İLİŞKİLERİ

Amerika Birleşik Devletleri için, Doğu Avrupa ülkeleriyle ilişkiler, Batı Avrupa müttefikleriyle olduğu kadar Rusya ve Bağımsız Devletler Topluluğu ülkeleriyle ilişkiler bağlamında stratejik olarak önemli olduğu için, özünde çok değerli değildir. Biz bunu günümüzde Rusiyanın Ukraynaya Natoya entegrasyon tehlikesi behanesi ile işgalında görüyoruz. Ukrayna ağır bir durumda olduğu halde Rusiyaya karşı yalnız yaptırımlarla yetinmiyorlar. Tabii Rusiyanın tehditlerini de gözardı etmek olmaz.

Şu anda, değişen dünya gerçekleri ve bu ülkeleri transatlantik ve Avrupa yapılarına dahil etme deneyimi dikkate alınarak önemli bir yeniden değerlendirmeden geçiyorlar. Bilindiği üzere ABD, NATO ve Avrupa Birliği'ni genişletme ve Doğu Avrupa ülkelerini bu yapılara dahil etme stratejisinin ana motoru olarak hareket etmiştir. Bu süreç başlangıçta oldukça hızlı ilerledi ve etkili Amerikalı analistlere göre, ilk olarak bölge ülkeleriyle ilgili Batı için ortak bir stratejinin geliştirilmesi sayesinde mümkün oldu; ikinci olarak, ülkelerin kendilerinin azimleri ve Batılı ülkelerin onlara karşı "ahlaki görev" duygusuyla oynama yetenekleri sayesinde ve son olarak, Rusya'nın zayıflığı o zamanlar buna karşı koyamamasıdır. Ancak, bugün dünyadaki durum değişti. Her şeyden önce, Batı'nın kendisi değişti.

Doğu Avrupa da değişti. Orta Avrupa bölgesinde test edilen eski strateji, Balkan Yarımadası'nın batısında hala uygulanabilir, ancak Doğu Avrupa ve Kafkasya'yı içeren Bağımsız Devletler Topluluğu ülkelerinde uygulanamıyor. Bu ülkeler daha az homojendir ve Avrupalıların onlara karşı ne “tarihi ahlaki bir görevi” ne de “onları Avrupa'ya iade etme” teşviği vardır ve bu nedenle denenmiş ve test edilmiş araçlar etkisizdir.

Rusya şimdi 90 lardan daha güçlü olduğu için ABD ve AB Doğu Avrupada entegrasyonu hızlandırmada zorlandı. Sonuç olarak, Amerika Birleşik Devletleri dış politikasını değiştirme ihtiyacıyla karşı karşıya kaldı. Aynı zamanda, krizin üstesinden gelmek ve Amerika'nın ekonomik olarak canlanması kuşkusuz ana önceliktir. Bu bağlamda Washington, dış ilişkilerinde Çin'e büyük bir rol vermeye başladı.

Şüphesiz Irak, Afganistan ve Pakistan'daki sorunların çözümü ABD için önemini koruyordu. AfPak konsepti bölgesel bir yaklaşımı ifade eder. Ana güvenlik tehditleri - uluslararası terörizm ve kitle imha silahlarının yayılması - Asya'dan (Orta Doğu, Orta ve Batı Asya, Pasifik bölgesi) gelmektedir. Böylece, ABD dış politika etkinliğinin vektörü Asya'ya kayıyor ve Avrupa, ABD için eski jeostratejik önemini kayb etmişti.

Batılı uzmanların çoğu, Rusya ile Batılı ortaklar (ABD, NATO ve Avrupa Birliği) arasındaki ilişkilerde uzun vadeli ve istikrarlı bir uzlaşma bulma şansının oldukça düşük olduğunu tahmin ediyordu. Rusya'nın - BDT alanını özel Rus çıkarları bölgesi olarak tanımak ve onu Avrupa karar alma mekanizmalarına dahil etmek (Avrupa Güvenlik Antlaşması taslağı) - beyan ettiği pozisyonlar Batı'da belirli bir tepkiye neden oluyordu.

2016-cı yılından Ruisyanın Kırımı işkalinden sonra Doğu Avropanın enteqresyon eylemleri ABD ve AB için öncelik olmaya başladı.

Ancak Ukrayna'da savaşın başlamasından sonra bile, herkes otomatik olarak yabancı birliklerin gelişine katılmadı, diyor, Atlantik Konseyi'nin Avrupa Merkezi'nde yerleşik olmayan kıdemli bir araştırmacıdır Dimitar Bechev: "2015-2016'da, Türkiye'nin Rusya ile ilişkileri bozulduğunda, Karadeniz'de bir NATO görevi kuvvet oluşturma fikri tartışıldı ama Bulgaristan engelledi. Bulgaristan her zaman yerel Almanya'nın rolünü oynadı."

Bununla birlikte, Bechev, Rusya'nın yabancı birliklerin geri çekilmesine yönelik son tekliflerinin çeşitli Doğu Avrupa NATO üyelerinin elitleri arasında eşit derecede öfkeli olduğundan emin. Ona göre, Ukrayna çevresindeki tırmanış sadece birlik içinde birleşmeye hizmet etti.

Uzman, Macaristan'daki Viktor Orban gibi tek tek NATO ülkelerindeki Rus yanlısı liderlerin bile ittifak üyeliğini ciddi bir şekilde sorgulamadığını söylüyor: "Bazıları hem ittifakta olmak hem de Rusya ile iyi ilişkilere sahip olmak istiyor. Ancak hiç biri Türkiye, Macaristan, Çek Cumhuriyeti NATO'dan ayrılmaz." Gibo fikirler söylüyor.

NATO'nun kuruluşundan bu yana, ittifak saflarında demokrasiyle ilgili sorunlar olduğunu belirtiyor: Portekiz'de Salazar'ın otoriter rejimi onlarca yıl kaldı, Yunanistan'da bir "kara albaylar" cuntası vardı.

Amma NATOya enteqresyon için şartın "Demokrasinin yayılmasıyla ilgili argüman her zaman çok inandırıcı olmadı. NATO'nun amacı bu değil. Buna katkıda bulunuyor, ancak doğrudan bir bağlantı yok." Gibi bir düşüncededir. Dmitri Beçev.

Ukrayna konusundaki ihtilafın artmasıyla birlikte, NATO Rusya ile nasıl başa çıkılacağı konusunda her zamankinden daha fazla bölünmüş durumda. "ABD ve İngiltere sert çizgi ve çevrelemeden yana; Almanya, Fransa ve İtalya diyalogu vurguluyor; Bulgaristan, Macaristan ve Slovakya'dan oluşan üçüncü bir grup çatışmanın ve birliklerin hareketinden uzak durmak istiyor. Alman Dış Politika Derneği'nden (DGAP) Stefan Meister DW'ye "Ülkenin liderliğinin zayıflığı nedeniyle şu anda çalışmıyor" dedi. Doğu Avrupa uzmanı, "Ayrıca, Batı'nın konumu popülist eğilimler, Trump ve Brexit tarafından zayıflıyor. Rusya Devlet Başkanı Vladimir Putin bunu Avrupa'da - ABD olmadan - yeni bir güvenlik düzeni kurmak için kullanmaya çalışıyor" diye devam ediyor Doğu Avrupa. Bu durumda Orta ve Güneydoğu Avrupa'daki NATO ülkelerine son derece önemli bir rol düşüyor. Ama onların konumu belirsiz.

Hırvatistan Cumhurbaşkanı Zoran Milanoviç, Ocak 2022'nin sonunda ülkesinin Rusya ile Ukrayna arasındaki olası bir ihtilafa katılmayacağını duyurduğunda Brüksel'de tahrişe neden oldu. Ne demek istediğini belirtmeden, AB ve NATO üyesi ülke hükümetini açıklamaya zorlayarak, "Tartışmaya gelirse, askerlerimizi son Hırvat askerine çekeriz." dedi. Hırvatistan Dışişleri Bakanı Gordan Grlich-Radman Frankfurter Allgemeine Zeitung gazetesine verdiği röportajda, "Cumhurbaşkanı Hırvatistan için değil, kendisi için konuşuyor. Biz NATO'nun sadık bir üyesiydik ve öyle kalmaya devam ediyoruz." dedi.

Ne NATO, ne ABD ne de Ukrayna'nın Hırvatistan'ı askeri müdahaleye çağırmadığı göz önüne alındığında, Hırvat cumhurbaşkanının açıklamaları daha da şaşırtıcıydı. Viyana'daki Friedrich Ebert Vakfı'ndan Dr. Filip Milacic DW'ye verdiği demeçte, "Milanoviç'in açıklamaları iç siyasi amaçlara hizmet ediyor; bu açıklamalar, Başbakan Andrej Plenkoviç ile sürmekte olan ihtilafının zemininde görülmelidir," dedi. Milanoviç, Bosnalı Sırp lider Milorad Dodik'i "ortak" olarak adlandırarak ve Rusya'nın desteğiyle Bosna'daki sınırları yeniden çizmeye yönelik Hırvat milliyetçi hayallerine hitap ederek son zamanlarda milliyetçi kartı oynuyor gibi görünüyor" dedi.

Rusya Büyükelçisi Eleonora Mitrofanova, 1 Şubat'ta Bulgar televizyonunda yaptığı bir konuşmada, Moskova'nın ne istediğini açıkça ortaya koydu: NATO'nun askeri yapısının 1997 sınırlarına geri dönmesi ve Romanya ve Bulgaristan gibi ülkelerden tüm ittifak birliklerinin ve üslerinin geri çekilmesi. Mitrofanova, resmi olarak bu ülkelerin NATO üyesi olarak kalabileceklerini söyledi. Bulgaristan Savunma Bakanı Stefan Yanev, görünüşe göre "hayali NATO üyeliği" fikrine karşı değil. Aralık ayında, savunma bakanlığı başkanının Facebook'ta NATO birliklerinin Bulgaristan'a nakline karşı konuşmasının ardından Başbakan Kirill Petkov tarafından alenen azarlandı. Ocak ayındaki meclis oturumları sırasında Yanev, "Yabancı basını okumayı ve spekülasyon yapmayı bırakmalıyız. 'Bulgarofil' olmalıyız ve Bulgaristan'ın ulusal çıkarlarını düşünmeliyiz." Yanev, Bulgaristan'da NATO birlikleri konuşlandırılacaksa, bunların yalnızca Bulgar olması gerektiğine inanıyor.

"Ulusal çıkarlar" ve "Bulgar egemenliği" vurgusunun da bir arka planı var: Aralık ayında parlamentoya girmelerinden bu yana, Rönesans partisinden milliyetçiler durumu defalarca istikrarsızlaştırdı. Büyükelçi Mitrofanova, Bulgar milliyetçilerinin geleneksel olarak Rus yanlısı tutumunun farkındadır. "Ortak tarihimiz nedeniyle Rusya'nın Bulgaristan'da etkisi var. İlişkilerimizde en önemli lobicidir" dedi.

Romanya'da işler tamamen farklı. Almanya ve Polonya ile birlikte, halihazırda ilave ABD ve NATO birliklerinin konuşlandırıldığı ülkelere biri. INSCOP Research tarafından yürütülen bir ankete göre, NATO burada en yüksek kamu güvenine sahiptir - yüzde 60 onay. Bükreş merkezli Expert Group'ta siyaset bilimci olan Sorin Ionica DW'ye verdiği demeçte, "Ülkedeki ilave birlikler yalnızca memnuniyetle karşılanmakla kalmıyor, aynı zamanda hükümet için siyasi bir varlıktır. Milliyetçiler bile buna karşı çıkmaya cesaret edemiyorlar."

Muhtemel asker konuşlandırmasıyla ilgili olarak, Macaristan da NATO'nun ilgi odağında. Romanya gibi, sadece Ukrayna ile komşu değil, aynı zamanda Ukraynalı bir azınlığa da sahip. Başbakan Viktor Orban, uzun yıllardır Rusya ile "özel bir ilişki" sürdürüyor. Rusya cumhurbaşkanının otoriter hükümet tarzına olan hayranlığı ve Rusya Federasyonu'na karşı yaptırımlara karşı çıkması ona "Putin'in iğneleyicisi" lakabını kazandırdı. Budapeşte, Macaristan'ın NATO'ya daha aktif katılımıyla ilgili tartışmalardan kaçınıyor.

Doğu Avrupa uzmanı Profesör Timothy Garton Ash, İngiliz Guardian gazetesinde durumla ilgili olarak, "Batı'nın aksine, Rusya Doğu Avrupa'da ne istediğini tam olarak biliyor: 1991'den sonra kaybettiği gücü ve etki alanlarını yeniden kurmak." . Bu hedefe ulaşmak için Kremlin ucuz gaz ve milliyetçiliği kullanıyor. Filip Milacic, "Rusya milliyetçi seçkinlere Batı'nın sunmadığı ve sunmaması gereken bir şey sunuyor: Balkanlar'daki sınırları yeniden çizme sözü." Ancak Stefan Meister, bir çatışma durumunda ucuz gaz, milliyetçilik ve bölünmüşlüğü NATO'yu bölmek için yeterli olmayacağından emin. "ABD, lider güç olarak artık tek başına ısrar edebilir, NATO caydırıcılık konularında nispeten birlik içindedir ve küçük devletler ikili bir politika izleseler bile, acil bir durumda ittifaka sadakati sorgulamayacaklardır. Silah temin ediliyor, birlikler güçlendiriliyor ve bu sayede Rusya ile ilişkilerde zaman kazanılıyor" dedi.

SONUÇ

NATO-nun genişlenme siyaseti Rusiya –Ukraynasavaşının ardından devam ediyor. Şimdi bu genişlenme Kuzey Avrupa – İsveç ve Finlandiya entegrasyon siyaseti esasında oluyor. Uzun zamandı tarafsızlığını koruya İsveç və Rusiya sınırlarında olan Finlandiyanın NATO-ya katılmaları başvuruları kabul edilmişdir. Tabii Hem Doğu Avrupa hem de orta doğu ülkesi olarak Türkiyenin aynı zamanda güvenlik politikasına da aykırıdır.

Umarım Rusiya-Ukrayna savaşı tez bir zamanda biter ve insanların ölümünü karşısı alınar. Sebebi ne olursa olsun savaş yalnız savaş olan bölge deyil, bütün dünyayı etkiler. Barışçıl nüfuslara karşı olan cinayetler ve haksızlıklar da aradan kalkmasını diliyoruz.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

Shackles of Tradition and Pursuance of Modernity: Sociological Aspects

Dr. Meenakshi RANA

Assistant Professor, Department of English
Lovely Professional University, Punjab-144411
mkrana1990@gmail.com

Dr. Harry

Assistant Professor at Department of Sociology
Lovely Professional University, Punjab-144411
kaurherry75@gmail.com

ABSTRACT

Tradition is always counted as an opposite aspect of modernity. It is the process of the change of understanding and it creates the convincing relationship between the present and the past. Tradition hands down from the past to present and from one generation to the next generation. But, the modern is recent or up-to-date or it represents the break from the past time and it explains about the present time and the present moment. It divides the present from the past time which does not represent the concept of modernity. This article explores the traditions and the concept of the cultural representations in which people of a particular society emphasize their characters because they got this culture or tradition as a label on them when they come into existence in the particular society. According to the 'Samskara' is the story that represents a story of human survival with its psychosomatic weakness and strengths. Shackles of tradition and pursuance for modernity both will explain the conflict that occurs in traditional values and modern values through the characters of Praneshacharya and Naranappa. However, according to the literacy and sociological authors reveals the problems of people that arise merely because of these traditional values and they accept pain and torment. The main focus is that one should follow traditional values but with the time values should be changed.

Keywords: Tradition, Modernity, Shackles, Pursuance and Identity Crisis.

INTRODUCTION

Tradition and modernity, both are used as opposite sites in the social changes. A tradition is a set of beliefs or behavior in a particular group or society that represents symbolic meaning and gives special significance that arises from the past. The word “tradition” is derived from the Latin word *trader* which means to transmit, to hand over and to give for protection. Modernity explains both the concepts of historical perspective as well as it represents about of a particular socio-cultural norms and attitudes.

U.R. Ananthamurthy’s novel *Samskara* gives a clear-cut idea about the caste system and identity crisis. He explains the concepts of tradition and modernity and tension which arise between tradition and modernity. He explains the concept of tradition through the character of Praneshacharya and modernity through the character of Naranappa. *Samskara* also explores the conflict between affixed lifestyle or way of thinking of the Brahmin families and the difficult task of the inner transition. *Samskara* explains the caste system in the village Durvasapura, Parajatapura, Kundapura, Kaimara and in the region of Shivamogga, a district of Karnataka. Ananthamurthy in *Samskara* explains about anti-brahminical society and attacks on the superstitions and hypocrisies of orthodox society in which Praneshacharya had grown up. He describes that this novel is in an allegorical form which gives a realistic account or detail of that period.

Praneshacharya represents the concept of tradition truly at the beginning of the novel when he does his works. The death of Naranappa in the village Durvasapura agrahara creates a problem for him because he was not able to find any solution in the religious books related to the cremation of Naranappa. On the other hand, Naranappa who is the antagonist challenges the values of the Brahmin community when he does not care about anybody and continue his relationship with low caste Chandri. Praneshacharya goes to the temple of Maruti to find out the solution to his problem. Praneshacharya is the character who has followed all the traditional values since the beginning, in the middle of the novel, but when he goes to the temple of Maruti he experiences the touch of Chandri accidentally and he indulges in relationship with Chandri which is an act of misdemeanor. His misdemeanor does not come to his path because no one knows about his sexual act with an outcaste woman. But after that, he thinks about his sin and he only wants to come out of the situation. This situation shows how traditional values become shackles in his life. His behavior toward his inner nature and his self-inquiry symbolizes that he does not want to be remain in the shackles of the traditional bound of the Brahmin community. He does not want to face the Brahmin community and in the novel *Samskara* he thinks that: “I never experienced such dread before. The fear of being discovered, of being caught...I lost my original fearlessness. How, why? I could not return to the agrahara because of fear of those Brahmins.” (Ananthamurthy 96) He finds himself totally in the grip or shackles of tradition. The novel explores how the traditional values become shackles in the life of a person and the way of thinking of people in the context of caste, religion, and tradition.

The novel enlightens that there is a fixed mindset of people to follow rules either they want or not, but this kind of values is not compulsory for anyone to follow all the traditional rules and values. Naranappa who is the antagonist was believed in the concept of modernity and liberty of the people. He had Muslim and lower-caste friends and he always busy with them. Naranappa always told Praneshacharya that he lives a life in which he is the same as an inside and outer side, not like the other Brahmin who is only shown of their values.

Samskara analysis a social system of society in which cultural-religious foundations are corrupted or dishonored and it explores the true meaning of tradition and customs. It represents the conflicts between tradition and modernity; on the one hand, it asks one to read it from the perspective of awareness of both traditional, customs, and its impacts on the society, on the

other hand, it represents about the meaning of resistance that arises because of the death of Naranappa in the Brahmin community and this creates problem only for the community who follows all the values and customs without thinking about anything and relates this to the tradition. It explores conflicts not only in the context of tradition, caste and religion and modernity, but it also explores the self-realization or self-criticism. *Samskara* represents realistic mode and inner emotions' journey of Praneshacharya because of the shackles of traditional values. He is attracted to freedom or emancipation which he receives from the conflict when he creates the relationship with Chandri and enters into that world which is prohibited for the Brahmin community.

The novelist supports the view of modernity that Naranappa follows. In the novel, because of Naranappa the protest begins and youth complain against their parents' views on the proscription of the army's joining. Naranappa represents the modern concepts and tries his level best to give the right description of caste and culture. He says to Praneshacharya about his views like this in the novel *Samskara*:

'Your Garuda, he robs shaven widows, he plots evil with black magic men, and he is one of your Brahmins, isn't he? ... All right, let's see who wins, Acharya. You or me? Let's see how long all this Brahmin business will last. All your Brahmin respectability. I'll roll it up and throw it all ways for a little bit of pleasure with one female. You better leave now- I don't' really want to talk and hurt you either', he said finally. (20)

Praneshacharya, after the relationship with Chandri suffers from the identity crisis. He doubts his Vedic knowledge and he thinks that he loses his identity of Brahmins. Praneshacharya finds himself in a condition of a dilemma because for him it is inappropriate that he indulges in relation with Chandri. He is not able to accept changes or new living style with his old traditional values and it is only occurring in his life because of Chandri. He could not find out the solution that how he will confront the people of the villages and finds himself in the shackles of tradition.

In the novel, the next prominent factor is that the Acharya's unbearable pain that he is suffering. The Acharya's pain is unbearable for him only because he falls into two concepts. First his life as a Brahmin with his wife in the village and second his sin that happened in the forest with Chandri. The first personality shows about his culture and tradition that he has followed because of the Brahmin community and in this personality, he finds himself shackles of tradition. And the second one is personality where he wants to go from the village to find Chandri and wants liberation from the tradition's shackles. *Samskara* represents the transformation that arises in Praneshacharya from the issue of the last rituals of a dead man and shackles of tradition and after indulging with Chandri. Putta in the novel represents a shadow that leads or guides him and gives him a new direction. Here, Putta works like a compass that shows the direction to others the same as with the help of Putta, Acharya comes to know about his self-realization. He comes out Praneshacharya from his sufferings and agony. He also tells him to do works according to his wishes that why he sends him to the temple to eat food without caring about rituals and customs. In the real sense, Putta becomes the true friend of Praneshacharya who does not know everything about Praneshacharya but he helps him as possible he can.

Shackles of tradition and pursuance for modernity in the novel represent the conflict between the characters and the concept of the caste of upper and low community. Ramanujan says that: The arena shift from a Hindu village community to the body and spirit of the protagonist. (Mukherji 41)

The meaning of a text cannot be understood by resort to the unchanging traditional meaning of caste. Dumont analysis justifies Brahmin's authority by explaining the concept of the social principle of hierarchy, but at that same, he neglects the sensuality. It also explains the inner

thrust of man towards desire and the power of man that frustrated or fulfilled him. This perspective also explains the position of woman in *Samskara*. At the end of the novel *Samskara*, because of the traditional shackles, Praneshacharya intertwines in and out. He exemplifies their best insights, but he passes through the thoughts which relate to his experience. And here an idea shows him the way towards the pursuance of self-formation on an unfamiliar path. Because of his self-formation or the modern self, he has to face problems like, in the first phase, the death rituals of Naranappa where he is confused between villages' people's mindset and in his Vedic knowledge. In the second phase, he faces a situation of dilemma where he does not know what he should do or not after making relation with Chandri. Praneshacharya is at the finest point where he represents an awkward compromise between the claims of culture that are around him and the force that makes pressure on him to find lines of his voyage that leads him to escape from the shackles of the community language. He wants to go away from these traditional or hidden values that remind him of his law-breaking in his community.

Conclusion

In concluding part, the present discussion explains that the rhetoric become thus specifically existentialist as to upset the reconciliation act of tradition and modernity. Once realizing the very fact that he is not responsible for sinning with Chandri as a result, he failed to realize it, he reasserts an existentialistic ethic: "Even if I lost control, the responsibility to decide was still mine. The man's decision is valid only because it's possible to lose control, not because it's easy. We shape ourselves through our choices, bring from and line to this we call our person". (Ananthamurthy 98) At the end of the novel when he looks forward to representing himself as a "new man" to his neighbors, he makes aloofness himself from the theological surround for his change.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

Revisiting the Political Revolution of Bhagat Singh: An Erroneous Insight in Punjab, India

Mr. Jobanpreet Singh

Assistant Professor, Department of Political Science
S.P.N College, Mukerian, India
jobanpreet27938@gmail.com

ABSTRACT

Among anti-colonial nationalists, Bhagat Singh and Gandhi are considered as exemplifying diametrically opposed resistance techniques. Gandhi is the personification of non-violence, but Bhagat Singh is considered as a violent revolutionary. This expose attempts to provide the viewpoint of Indian Freedom Struggler Bhagat Singh about the notion of Revolution. Revolution a word has been attached with vehemency and chaos in common sense. Revolutions occurred all over the world following different paths. Bhagat's Native state of Punjab which signifies courage in all over India, there Bhagat has been made a symbol of brute force and violence. This paper provides spirited account of Bhagat Singh's sense of Revolution, which was premised upon sustained suffering and sacrifice rather than Bombs and pistols. The present discussion counters the general perception that he had faith in Armed struggle and violent methods. At the end, this article is conveys the message that he held Human life sacred and never looked to shed Human blood. Violence was never the reason behind his actions and his revolution was never based on armed struggle but A Revolution of the masses for the masses to change social order based on injustice.

Keywords: Injustice, Masses, Punjab, Revolution and Violence.

INTRODUCTION

With the advent of the 20th century the struggle for Independence in India was going through a rapid change. The popularity of the Moderates was going down and new forces were taking reigns of Indian Freedom struggle. Lal, Bal, Pal stood for Extremist ideology, Mahatma Gandhi represented Extra Constitutional Struggle based on Non Violence & Satyagraha and Revolutionaries like Bhagat Singh wanted to bring Revolution to establish socialism and to end an unjust system to bring a new system where there will be no exploitation of Man by Man. Bhagat Singh who was born on 28th September 1907, got his one of the first taste of Indian Freedom struggle when he participated in Non-cooperation movement under Gandhian influence. Although he was disappointed by Gandhian methods after abrupt withdrawal of the movement due to chaura-chauri incident. Afterwards he was associated with Hindustan Republican Association or Hindustan Socialist Republican Association and turned towards Revolutionary struggle and Socialism.

Bhagat Singh a man who got so much popularity in modern India unfortunately has been highly misunderstood as a person who believed in Bombs and Pistols and Violent Revolution. This paper shines light on humanist facet of Bhagat Singh who believed that Human Life is precious beyond words. Further the paper conveys that his revolution was not based on Bloodshed and armed struggle but a revolution of the masses for itself to bring social order which will be equal for all. But many a times scholars has portrayed him as a being who believed in killing and was grownup to overthrow British regime in India through fighting force and a Man who can easily kill. Even many a times in the state of Punjab pictures of Bhagat Singh circulate in social media with pistol and he has been made a symbol of brute force. But as we all know besides over throwing foreign yoke he also contested against indigenous exploiters, his own country-men but not through Arms rather by awaring masses. One's when police arrested him in Lahore regarding Dusherra Bomb blast case he himself wrote: "People holding ideas like ours do not throw bomb on their own people". He was not against any individual but against an unequal social order, which he wanted to change through his ideas by waking consciousness of the people. He attached great sanctity to Human life and loved Humanity more than anyone. He wrote: "Far from having any malice against any individual, we hold Human Life sacred beyond words". And he was Non violent to the core to such an extent that it pained him to hurt or kill anyone kill.

However, one cannot ignore a great incident of his life which ultimately led to his execution on 31st March 1931, The killing of saunders a British police official. We all know what happened there Lala ji lead a Non violent march against Simon commission and there police official with name of scott answered it with lathi charge. The blows of lathis led to death of Lala ji. And the justification by the Britishers of his murder made Indians look Cowards. As we all know Bhagat and his comrades were not cowards. Even the Father of Nation said, " If there is a choice between Cowardice and Violence, I would advice Violence. It was their duty to defend their country's honour and to Honour the great Lala ji." I would rather have India resorts to Arms in order to defend her honour, that She should in a cowardly manner, become or remain helpless with respect to her own dishonour" said Gandhi ji. It was not a dishonour of the Punjab kesari but of the Motherland itself. The strike of Bhagat Singh was not against an individual but against a system which was cruel and incapable of Justice. The other significant episode of his life was Bomb throwing in Central Legislative Assembly along with Batukeshwar Dutt. We all know the Bombs were willingly made of Fuse quality not to injure someone but to make a Loud Echo in the ears of (unanswring) Britishers. The Objective was not to create violence but to communicate the message of dissatisfaction and to wake the British Raj from deep slumber as

well as inspiring the masses. Although minor injuries happened to some members of the Assembly but Investigating Officers and the Magistrate hearing the case, both agreed that the Bombs were not intended to kill. Even Bhagat Singh appreciated the person who was one of the responsible for his execution "Lord Irwin" the Viceroy of India. When the Viceroy described assembly Bomb incident as an attack against no Individual but the Institution itself. The puppet Institution which was used as a Rubber stamp. " Our soul purpose was to make Deaf hear and to give the heedless a timely warning" said Bhagat Singh. The Revolutionaries struck a chord with the masses, their determination was that the whole proceedings of his trial should propagate their ideas, objectives and methods and to inspire the youth of the country.

Then came the word Revolution. Revolution a word which dates back to "Aristotle" himself, For him even if a monarch fell from his chair it is a Revolution. Then "Locke" described the revolution in terms of democracy where people can bring revolution through voting to change Civil Government. Then came the person "Karl Marx" himself who revolutionized the word Revolution Itself and gave it a Violent Color. But what was Bhagat Singh's thought on Revolution. For him Revolution was neither a Bloodshed nor it was Cult of Bomb and Pistol. It has no place for (personal or individual) Vendetta, By Revolution he wanted to change the ongoing order which was based on injustice. Bhagat was never interested in bringing sudden changes and was convinced that there will not be any abrupt change in the British frame of mind, like Gandhi he thought change is not possible without sustained striving, sufferings and sacrifices. Bhagat believed sustainable peace can only come through non violent means. Revolution was to bring freedom to all where there will be true equality, perfect peace and full liberty. As the manifesto of 'Hindustan Socialist Republican Association' utters "Revolution is not a philosophy of despair or a creed of desperados. Revolution may be anti God but certainly not anti man". Revolution was not based on brute force to overthrow British regime but by enduring and continuous sacrifices by the masses. His whole trial was to inspire masses to awake them from their deep sleep as well as to make them aware about British slavery and the indigenous exploiters. The revolution was against the unjust system itself not one person or one regime.

Whenever great personalities speak gallantly against the establishment and unfair status quo they have been stamped as terrorists. Story was same for Bhagat Singh, as he was also characterized as a Terrorist by Britishers and by some Indian newspapers of those times.

CONCLUSION

In concluding part, this paper explores the revolutionary ideas of Bhagat Singh and tries to provide the understanding that he was not as vehement as he was portrayed. He holds similar views as Gandhi on many occasions. Further, it explains that He never held personal vendetta against any individual or official of British Raj. The paper shines light on his views about human life and how he loved humanity beyond words. The paper explores his notions of true Revolution that was people based and not on solo valiantness. The paper represents that Bhagat was not only antagonistic towards British power but also towards Local Exploiters, Zamindars, Capitalists and the order based on injustice.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Conceptual Boundaries Regarding Controlling And Budget System. State of The Art.

PhD. student Ionela URSU

Alexandru Ioan Cuza University

ionela.ursu92@gmail.com

Orcid: 0000-0002-9567-9428

ABSTRACT

Nowadays, the management of the modern enterprises, which is based on flexibility and dynamism, requires complex, operative and “just in time” data. Information has become one of the most important resource for the companies and accounting, respectively controlling (known also as management control) are one of the main sources from which we can obtain the information we need for management decisions.

This paper aims to present the current state of the art regarding controlling and one of its most important tools: the budget, used for the main purpose to support management in the successful implementation of the organizational strategies.

The study will describe and analyze in detail aspects such as controlling definitions, evolution of controlling, characteristics of the management control, the role of the budgets, what forecasting is, planning aspects and so on. For this literature review a meta-analysis was performed, as a methodological approach, which consists of a multi-step approach, finalized with a quantitative and qualitative analysis of the items (articles) selected for the sample. Regarding the research methods used, we can mention content analysis (for the state of the art), documents analysis (such as budget templates, planning templates) and benchmarking (between concepts, processes or opinions of authors on a certain phenomenon).

Keywords: Controlling, Budget System, Planning, Meta-Analysis

INTRODUCTION

The purpose of this paper aims to review the research, to outline the state of the art on the conceptual boundaries of controlling and budget system. In order to achieve this goal, an analysis of the literature was carried out, which represents the main foundation for scientific research. In order to realize the literature review a meta-analysis was conducted in order to obtain a proper sample for the study. Further a quantitative and qualitative analysis of the articles was illustrated in order to define the main concepts about this study.

Why do we need a review of the literature? Because in order to create new knowledge we connect the past with new scientific research (Massaro M., Dumay J., Guthire J., 2016) and authors Light and Pillemer (1984, p. 169, cited by Massaro M., Dumay J., Guthire J., 2016) are mentioning that “the need for a new research is not as great as the need for the knowledge of already existing studies”.

In recent decades, information has become one of the most important resources of companies and accounting and management control represent one of the main sources from which we can obtain economic information that is needed for management decisions. On the other hand, the management of the modern enterprise, which is based on flexibility and dynamism, requires complex and operative information.

Controlling can be defined as the process by which managers ensure that resources are obtained and used in an efficient way, in order to achieve the proposed objectives (Anthony R. N., 1965). Controlling operates with many tools of which the budget represents one of the most important.

METHODOLOGY

For a literature review there are many methods we can use as: systematic review, meta-analysis, rapid review, literature review, narrative review, research synthesis and structured literature review (Massaro M., Dumay J., Guthire J., 2016).

In order to realize the study for the current paper, a meta-analysis was conducted, which consists in a multi-step approach stages, finalized with a quantitative and qualitative analysis of the selected.

The approach taken in defining the current knowledge starts with the delimitation of the sample. To delimit it, we followed the following steps described as follows:

1. Delimitation of the field of investigation: the field to be researched can be represented by an intersection between management control, financial accounting, management accounting and management;
2. Searching the databases: we focused on the following databases: Pro Quest Central, Springer Link, Web of Science because they contain the largest number of relevant articles in the field chosen for scientific research and to which of course we had access;
3. Determining of the key words: in order to be successful in searching and finding articles with useful content for our research, the quotation marks, Boolean operators (AND, OR) and the truncation of the words were used as follows:
 - budget * AND controlling AND planning;
 - "forecast * budget *" OR "plan * budget";
 - "budget * system".
4. Delimitation of the research period: we have chosen to include articles that have been published in the last 10 years, because an exhaustive search is very difficult to perform, due to the large number of articles in each database;

5. Establishing search criteria specific to each database: advanced search criteria specific to each database were used, using the key words mentioned above, time range frame, English language, type content and the topic of the research area;

6. Analysis of the articles obtained from the sampling process: the following criteria were used to select the articles:

- Inclusion criteria (articles to be published from 2012 onwards, articles to be published in English and available in full text);
- Exclusion criteria (excluding books, book chapters, essays, excluding duplicate articles, articles whose content did not serve the purpose of this research)

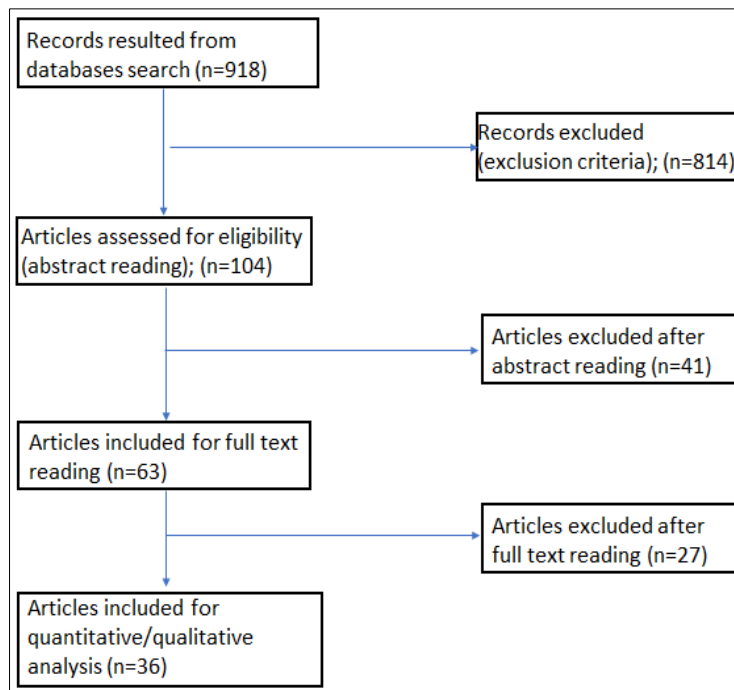


Figure 1 - The process of selecting the relevant articles for analysis
(Source: own processing)

Subsequently, with the help of the list obtained and processed in excel, the titles of the articles were analyzed and those that did not serve the research were eliminated, then proceeding with the full reading of the "abstract" part of each article, removing from the sample those articles whose content was not at all relevant to the research in question. In the figure no. 1 we can see the results and the sampling process for the state of knowledge.

The share of the relevant articles of each database can be represented in the figure no. 2 where we can see that for ProQuest we have 53% share, Springer Link 36% and Web of Science 11%; these articles will represent the relevant sample that we will use for the further analysis (qualitative and quantitative).

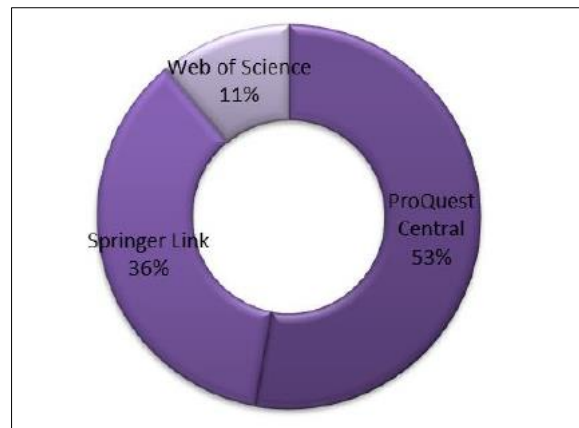


Figure 2 – Article relevant share on each database used for analysis
(Source: own processing)

RESULTS FOR THE QUANTITATIVE ANALYSIS.

For the quantitative analysis of the sample resulting from the selection process, we established certain analysis criteria such as the research topic of the articles, the year of publication, the geographical location of the journals and so on. The criteria are established based on the information we had access to and were provided by the databases.

Next we will describe the results obtained for each analyzed criteria.

- a. Field of study of journals. Based on the results obtained from the analysis, it results that the field of study of the “management control” journals have the highest share, more precisely 30% of the total journals.
- b. Geographical location of journals. The main countries in which most articles were published are the United States with a share of 37%, Austria and Germany with a share of 25% each.
- c. Research topic of the articles. For this analysis, we considered the most appropriate a radar chart, which illustrates both the topics and their frequency of occurrence. We can see that the most common themes are budgeting, performance, controlling and management accounting. Given the fact that the topics are very many and varied, we considered it necessary to divide them into 4 major research topics: budgeting, planning, controlling, management accounting.

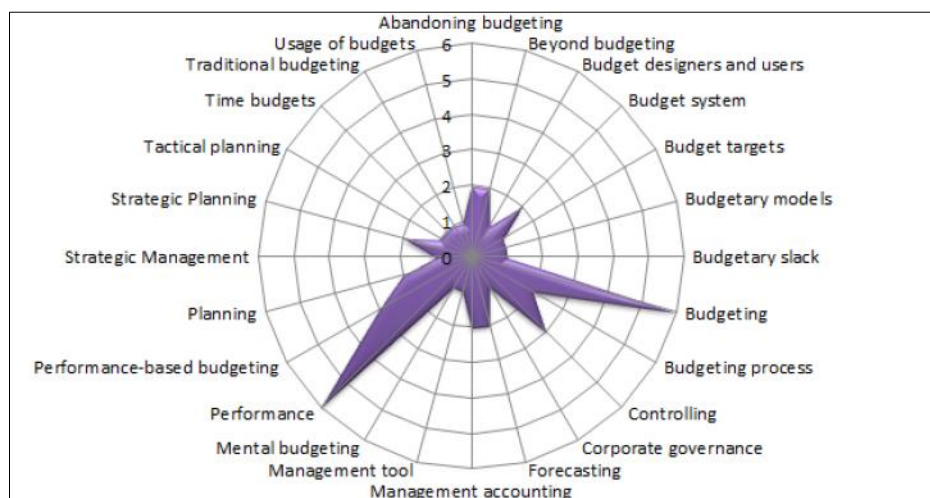


Figure 3 - Articles research topics
(Source: own processing)

d. Share of single author articles versus multiple authors. 81% of the articles were written and published by several authors, 19% being published by a single author.

e. Country of residence of the authors. We wanted also to analyze the origin of the authors for the published articles. For the main articles, the authors have a residence country in Germany with a share of 31%, the United States also with a share of 31%, Austria with a share of 26% and China with a share of 15 %.

In addition to this analysis, we found it interesting to see the country of origin for single-author versus multi-author articles. It appears that the authors from the United States, Germany, Austria, and Brazil teamed up and published the articles together. Instead, the authors with the country of origin China, Finland, Australia, Nigeria, Bangladesh published as a single author. Authors with the country of residence Austria have published both as a team and on their own.

RESULTS FOR THE QUALITATIVE ANALYSIS.

We aimed here to perform a qualitative analysis on the sample obtained, which helps us to analyze the content of the articles and provide documentation on the concepts of conceptual delimitations on management control and budgeting.

Robert Anthony, in 1965, defined controlling as "the process by which managers ensure that resources are obtained and used effectively in order to achieve the proposed objectives." R. N. Anthony also delimited the following three levels of control, by highlighting leadership through such objectives (Caraiani C., Dumitrana M., et. al., 2010, p.8):

a. strategic planning: refers to the establishment of the organization's objectives as well as the resources used to achieve them; this level is oriented towards the external environment of the organization, it's operating with strategic decisions and long-term effects, such as entering a new market segment, diversifying the activity, new products, etc.;

b. management control: the process by which management ensures that resources are obtained and used efficiently and effectively to achieve organizational goals; it operates with tactical decisions and represents the link between strategy and execution;

c. operational control: also called task control, is oriented within the organization and operates with current decisions.

Controlling can be defined as referring to the profitable management of the enterprise through a management and reporting system (Mann R. and Mayer E., 1996). Controlling comes from the English language of the expression "management control", where this term "control" has more of a meaning to manage (Budugan D., 2001).

The function of controlling is to monitor the results of a company, comparing them with what was initially expected; controlling has the role of identifying any deviation and redirecting limited resources efficiently when needed (Kristof Mahieu, Shana Vroman, Philip Calluy, 2015).

In the literature, controlling is also defined as a process that ensures that resources are used efficiently to achieve goals (Budugan D., 2001).

The term controlling can also be defined as referring to the profitable management of the enterprise through a management and reporting system (Mann R. and Mayer E., 1996, p. 31).

In recent decades, the role of the management accountant or management controller has become increasingly important. More recently, there has been some debate about the "new" role of controllers, which is business-oriented (Hans Rouwelaar, Jan Bots, De Loo Ivo, 2018, p. 442).

Controlling operates with several tools in achieving the goals (Badea F. and Dobrin C., 2006, p. 37) and the following study, applied as a survey (by e-mail) for 7 years, to managers from 15 countries in the USA, Europe, South America and Asia. Respondents were asked to respond about what planning tools they use and what planning tools they expect to use in the future (Rigby D., 2001).

Through the surveys it was found that the most used tools by management are (Rigby D., 2001):

- strategic planning;
- formulating the mission and vision;
- benchmarking (comparative analysis - compares the internal performance of products and processes compared to those of competitors);
- measuring customer satisfaction;
- outsourcing;
- growth strategies;
- total quality management;
- customer segmentation;
- customer retention;
- Balanced Scorecard.

Using a different approach, the author Topfer A. (1978), classifies according to the nature of the planning and the problems to be analyzed, 4 groups of planning, control tools, techniques and these are: analysis techniques or analytical tools, creative tools or techniques, forecasting techniques tools, evaluation and decision making techniques tools.

Examples of analytical tools:

- Budgets (analysis, measurement and monitoring of the enterprise system);
- costs (planned costs, current costs).

Examples of creative tools:

- brainstorming.

Examples of forecasting tools:

- subjective techniques: Delphi;
- objective techniques: regression analysis, econometric models, extrapolation of trends, historical analogy, life cycle analysis, cross section analysis.

Examples of assessment and decision-making tools:

- cost benefit analysis;
- analysis of the profitability threshold;
- risk analysis;
- the decision tree.

Other techniques, called basic, can be outlined as follows (Budugan D., 2001, p. 25):

- full and partial cost method (for analysis, cost calculation);
- pre-established or standard cost method (for analysis, measurement of the production system);
- analysis of the profitability threshold;
- analysis of deviations;
- Dashboard.

The difference in the success of using the tools lies in the ability of the managers to use them. Managers will choose those tools that best support the company's strategic goals and in many cases it takes longer (even years) to see the effect of using a tool - positive or negative (Rigby D., 2001).

We can consider the fact that the process of controlling begins with the elaboration of short-term plans (1-3 years), which are translated into annual budgets. The process also contains

budgetary control and analysis of deviations between forecasts and achievements, ending corrective actions (Budugan D., 2001, p. 35).

In this paper we will focus more on one of the most important and used tool of controlling, which is the budget, that can be defined as a quantitative expression of an action plan proposed by management for a future period of time (Sponem S., Lambert C., 2015).

Budgeting appears as a managerial tool that combines the gap between present and future (strategic planning), both in the design and use process (Sponem S., Lambert C., 2015).

The word budget derives from the old French "bougette" which referred to the bag of money, held by merchants, which they wore when they practiced trade (Idio Udo S., 2012, p. 2).

A basic question about budget research that can be asked is: what is the added value of using budgets within an entity? Author Hamann P.M. (2017) states that through budgeting we can implement the company's strategy and strategic objectives; author Aidan Keogh (2008) states that organizations create added value when operational objectives are aligned with a clear long-term strategy. For performance management, budgeting and planning are key elements, interconnected with the company's strategy.

Budgeting is an important component of controlling, which is correlated with planning and control structures. It is also a fundamental tool for short-term planning (usually 1 year), oriented towards a profitable forecast management. The objectives in the budget must correspond to the strategy defined at the level of the entity translated by the plan (Caraiani C., Dumitrana M., 2010, p. 37).

The authors of Sponem S. and Lambert C (2015), on the other hand, share the roles of budgets as follows:

- managerial role (used to evaluate managers, stimulate and reward them for achieving goals and defining, assigning responsibilities); bonuses are calculated based on the goals set with the validation. Incentives are calculated on the basis of budgetary indicators, such as sales level, quality indicators, productivity indicators;
- strategic role (budgets being the results of the strategic plan and used for the implementation of the strategy);
- administrative role (authorization of expenditure within the enterprise and allocation of resources);
- role in communicating with external stakeholders.

Mundy J. (2010) states that budgets can be used both for monitoring and as a diagnosis. The diagnosis is used to analyze the deviations from the budget targets and the monitoring of the organization's performance.

We can also talk about a budget system when we refer to a short-term forecast management system that includes budgets and the budget control. The budgetary system ensures the coverage of the entire activity of the company, clearly identifies those responsible for budget management, in accordance with the general policy of the company, the existence of clear procedures for budgeting where budget forecasts can be revised. Budgets can also be seen as an economic model, in the sense that one cannot act as one element without having consequences on the other elements. Thus, the budget system is a tool of fundamental logic for the future of the enterprise (Badea F. and Dobrin C., 2006, p. 69). The budgeting system is seen also as a subsystem of the planning system (Horvath & Partners, 2009, p. 145).

Comparing the use of the budget system with the planning characteristics of management, it was found that the use of the budget moderates the relationship between innovation and performance when it comes to planning. The authors also point out that budgeting is not the main mechanism that contributes to innovation, but acknowledge that

insufficient budgeting can weaken a company's ability to innovate (Beuren I.M, by Souza G. E, Bernd D.C., 2019, p. 4).

In the budgeting process, we can use the Top-down, Bottom-up and the mixed planning methods. In the first method, Top-down, the secondary budgets are deducted from the main budgets, practically there is an alignment of the budgeting process to the objectives of the company, proposed by the management. While the Bottom-up method starts from the lower hierarchical levels and then from the union of these plans to reach the main budgets, the advantage being of a better knowledge of the details. The mixed method attempts to combine the two methods described above (Horvath & Partners, 2009, p. 159).

There is basically a flow of information and exchange of perspectives between budgeters (designers) and budget users (budgetees) during the budgeting process (Buckmaster N., 2018, page 3).

CONCLUSION AND FUTURE RESEARCH

The purpose of this paper aimed to review the research, the state of the art about the conceptual boundaries of controlling and budget system. In order to achieve this goal, an analysis of the literature was conducted, which represents the main foundation for scientific research. In order to realize the literature review we used the meta-analysis methodology in order to obtain a proper sample for the study.

Usually the literature reviews contribute to develop the research by building the foundation on the prior studies (Massaro M., Dumay J., Guthire J., 2016). Literature reviews represents the ground on which we can build up new discoveries and studies (Dixon-Woods, 2011). In order for us to see further in the research we have to understand the previous studies (Massaro M., Dumay J., Guthire J., 2016).

We defined the concept of controlling and the tools that it operates. We presented the budget as the main tool used and we can mention that controlling can only work when it's directed at situations where deviations occur and the deviations comes when we have differences between the planned budgets and the actual figures. Not every deviation in the plan vs. reality comparison has the same significance (Mann R. and Mayer E., 1996, p. 93).

We can conclude that management objectives are achieved based on strategic planning and key indicators, often these objectives together with operational planning are put into practice by implementing a Balanced Scorecard, which is another controlling tool. This practical tool ensures the integration of strategic and operational planning (Horvath & Partners, 2009, p. 159). Thus we can understand how important is the concordance and the link between the content of budgets and strategic planning (Horvath & Partners, 2009, p. 147). From this we can mention that a future research proposed is represented in making an analysis also for other tools that controlling operates with, beside the budgets.

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Orta Doğu ve Doğu Avrupa Ülkelerinde Kadınların Siyasi Etkinliği

Lecturer Mammadova Aysan Nüsret

Azerbaijan State Administration Academy
aysanmamedova@gmail.com

ÖZET

Orta ve Doğu Avrupa ülkeleri ile Bağımsız Devletler Topluluğu (BDT) ülkelerindeki dönüşüm ve gelişme süreçleri, kadınların tam katılımı olmadan gerçekleştirilmekte, bu da onların siyasi ve sosyal alandaki konumlarını zayıflatmaktadır. Kadınların ve erkeklerin dönüşüm sürecine eşit olarak katılabilmeleri ve eşit faydalar alabilmeleri için bu eğilimlerin tamamen değiştirilmesi gerekmektedir. Bu görev, özellikle, dönüşüm sürecinin, kadınların ve erkeklerin sosyo-politik süreçlere entegrasyonu ilkelerine ilişkin demokratik yönetişimin gelişimine katkıda bulunmasının beklendiği ülkelerde geçerlidir.

Bölgedeki çoğu ülkede parlamento milletvekilleri arasında kadınların payı yavaş yavaş artıyor. Ayrıca bölgede, parlamentodaki ortalama kadın sayısı, tam teşekküllü bir eşin idamesi için gerekli görülen yüzde 30'luk kritik kütlemin altında, ancak yüzde 15'i aşan bir düzeyde kalmaktadır.

Ancak kadınların siyasi süreçlere katılımının rolündeki artış ve genişleme sadece bir gösterge meselesi değildir. Toplumsal cinsiyet konularını siyasi gündemin belirsiz bir parçası haline getirmelidir. Kadınların karar alma süreçlerine eşit katılımı sadece insan hakları sorunu değil, aynı zamanda siyasi kararların kadın ve erkeklerin ihtiyaç ve sorunlarını dikkate aldığı demokratik bir toplumun inşasının da ön koşuludur. Yönetim organlarında cinsiyet dengesinin iyileştirilmesi, yönetim yapılarının güçlendirilmesine ve ekonomik çöküş dönemi de dahil olmak üzere kriz durumlarına karşı kırılganlıklarının azaltılmasına yardımcı olacaktır. Orta ve Doğu Avrupa ve Bağımsız Devletler Topluluğu için analitik inceleme ve öneriler bu belge, 2008 yılında ve geçen yıl İstanbul'da düzenlenen altı ulusal yuvarlak masa toplantısında (Bosna Hersek, Gürcistan, Kırgızistan, Polonya, Türkiye ve Ukrayna'da) bölgesel verilerin analizine ve ayrıntılı sonuçlara dayanmaktadır. Katılım ağırlıklı olmak üzere bölge ülkelerinde demokratik yönetişim alanında çalışan parlamento milletvekillerine, memurlara, önde gelen yetkililere ve sivil toplum kuruluşlarına yöneliktir. Bu yayın, kadınların siyasi süreçlere katılımını sağlamak için parlamentoları ve hükümetleri çekmenin pratik değerini göstermektedir. Ayrıca, kadınların siyasi hayata katılımı konularında parlamentoların kurumsal potansiyelini geliştirmeyi ve parlamento üyelerini bölgedeki diğer ülkelerden örneklerle donatmayı amaçlamaktadır. Son olarak, belge, kadınların siyasete katılımını artırmayı amaçlayan programların ve faaliyetlerin geliştirilmesinden sorumlu profesyoneller için bir bilgi kaynağı olarak hizmet edebilir.

Anahtar Kelimeler: Kadınların Tam Katılımı, Sosyal, Sivil Toplum, Deneyim, Resmi Hükümet

Political activity of women in Middle Eastern and Eastern European countries

ABSTRACT

This article draws on the knowledge and experience of members of parliament, government officials and representatives of civil society, including those who participated in the work of six round tables, as well as UNDP specialists. The analytical review and recommendations are the result of the work of many people.

Keywords: Full Participation of Women, Social, Civil Society, Experience, Official Government

GİRİŞ

Cinsiyet eşitliği, insan haklarının korunması ve demokrasinin işleyişinin merkezinde yer alır. Kadınların yaşadıkları toplumların yasalarına ve işleyişine ilişkin kararlarda deneyim, beceri ve kaygılarının temsil edilmemesi veya tam olarak yansıtılmaması doğru olamaz. BM Kadınlara Karşı Her Türlü Ayrımcılığın Önlenmesi Sözleşmesi (CEDAW) ve Avrupa İnsan Hakları Sözleşmesi (AİHS) gibi uluslararası standartlar, kadınların ve erkeklerin siyasi hayatın tüm yönlerine tam olarak katılmak için eşit haklara ve fırsatlara sahip olması gerektiğini açıkça belirtmektedir. Yaşam ve demokratik süreç. Avrupa Konseyi bunu kilit sözleşmelerde ve Bakanlar Komitesi, Parlamenterler Meclisi ve Yerel ve Bölgesel Yönetimler Kongresi'nin tavsiyelerinde defalarca dile getirmiştir.

Toplumsal yaşamın tüm alanlarını kapsayan zorunlu bir yasal çerçeve işlevi görecektir toplumsal cinsiyet eşitliğine ilişkin ulusal mevzuatın her düzeyde uygulanması, kadınların siyasi hayata tam olarak katılımı için gerekli koşullardır. Siyasi partilere ilişkin mevzuat ve seçim mevzuatı da bölgedeki kadınların siyasi süreçlere katılım derecesini önemli ölçüde etkileyen temel direkler olarak hizmet etmektedir. Toplumsal cinsiyet eşitliği mevzuatı, uygulanması ve en iyi uygulamalar hakkında bilgi toplamak için bölgesel düzeyde veri tabanlarının kullanılması, ilgili politikaların uygulanmasına yardımcı olabilir.

Kadınlara Karşı Her Türlü Ayrımcılığın Önlenmesi Sözleşmesi kadınların siyasi aktifliyi

Ulusal mevzuatın toplumsal cinsiyet eşitliği mevzuatıyla, teşviki ve sağlanması için uluslararası standartlarla ve ayrıca Kadınlara Karşı Ayrımcılığın Önlenmesi Komitesi'nin (CEDAW) tavsiyelerinin uygulanmasıyla uyumlu hale getirilmesi kadınların siyasi hayata katılımını sağlayan yasal ve kurumsal mekanizmaları güçlendirmek gerekli bir adımdır. Kadınlara Karşı Ayrımcılığın Önlenmesi Komitesi, bu sözleşmeye taraf devletlerin kendisine sundukları raporları incelerler ve değerlendirirler. Taraf devletler, Sözleşmeye taraf oldukları ilk iki yıl içinde, daha sonra da her beş yılda bir Komiteye rapor sunmakla yükümlüdürler.

Ayrıca, güçlü ve aktif bir kamu sektörü ve sivil toplumun varlığı, cinsiyet eşitliğine ilişkin mevzuatın devlet organları tarafından uygulanması üzerinde kontrolün sağlanması için bir koşul olmaya devam etmektedir. Özel geçici önlemler, kadınları siyasi hayata katılmaya teşvik etmede önemli bir rol oynamaktadır. Ancak, özel geçici tedbirlerin toplumsal cinsiyet eşitliğini ve demokratik yönetimi teşvik etme çabalarının ayrılmaz bir parçası olduğu anlayışını güçlendirmek için bölge ülkelerinde çalışma yapılması gerekmektedir.

Kotalar - yasal, anayasal ve gönüllü - kullanılmaya başlandı ve bölgede iyi sonuçlar veriyor. Bununla birlikte, uygulamalarının sürekli izlenmesi önemli bir görev olmaya devam etmektedir.

Kadın ve erkeklerin karar alma süreçlerine eşit katılımını sağlamaya yönelik politikalar, kadınların siyasi hayata katılımını engelleyen karmaşık ekonomik, mali ve sosyal sorunları ele almayı amaçlamalıdır. Bu görev, toplumsal cinsiyet eşitsizliklerini şiddetlendirebilecek mali ve ekonomik kriz sırasında daha da acil hale geliyor.

Kadınlara Karşı Her Türlü Ayrımcılığın Önlenmesi Sözleşmesi (CEDAW), kadınların seçme ve seçilme hakkı da dahil olmak üzere siyasi ve kamusal yaşama eşit katılımı ve bu bağlamda fırsat eşitliği çağrısında bulunuyor.

Kadınlara Karşı Her Türlü Ayrımcılığın Önlenmesi Sözleşmesi, Birleşmiş Milletler Genel Kurulu'nun 19 Aralık 1979 tarih ve 34/180 sayılı kararıyla kabul edilmiş ve 1 Mart 1980

tarihinde imzaya açılmıştır. Sözleşme 3 Eylül 1981 tarihinde yürürlüğe girmiştir. Kadınların siyasi katılımını artırmanın gerekli kalitesi, 1995 Pekin Eylem Platformu'nda yansıtılmıştır.

Birleşmiş Milletler Binyıl Kalkınma Hedefleri, temsili demokrasiyi iyi yönetim için kilit bir faktör olarak tanımladı. Kadınların demokratik bir toplumda temsilini sağlamak, Binyıl Kalkınma Hedeflerine ulaşmak ve kamu yönetimi yapılarında değişiklikler getirmek için esastır. Bölge ülkelerinde kadınların siyasi katılımına ilişkin bu kısa genel bakış, kadınların siyasi katılımını etkileyen kadın ve erkekler arasındaki siyasi, ekonomik ve sosyal farklılıklardaki bazı ana eğilimleri sunmaktadır.

İnceleme, özellikle Bosna-Hersek, Gürcistan, Kırgızistan, Polonya, Türkiye ve Ukrayna'da yürütülen altı ayrıntılı ülke araştırmasının sonuçlarına dayanmaktadır. Ayrıca inceleme, bölgedeki diğer ülkelerden örnekler ve deneyimler içermektedir. İncelemede, ülkelerin demokratik yönetime geçişinde kadınların siyasi katılımı ve liderliği, yasal mekanizmalar ve kota sistemleri ile kadınların siyasi hayatta karşılaştıkları ekonomik ve sosyal sorunlar ile ilgili konular yer alıyor. 1989'dan bu yana geçiş sırasında meydana gelen ekonomik ve sosyal dönüşümleri özetlemekte ve bunların bölgedeki kadınların siyasi liderliği ve siyasi katılımı üzerindeki etkilerini analiz etmektedir. Ekonomik ve siyasi dönüşümler bölge ülkelerinde farklı sonuçlar doğurmuştur.

Avrupa Birliği'nin yeni üye ülkeleri, toplumsal cinsiyet eşitliği alanında kapsamlı AB mevzuatını ve gerekliliklerini uygulamayı hedefliyor. AB Kadın-Erkek Eşitliği Stratejik Planı, 2006-2010 için öncelikleri ortaya koymaktadır. Hem belirli toplumsal cinsiyet girişimlerinin uygulanmasını hem de toplumsal cinsiyet perspektifinin tüm AB politikalarına ve faaliyetlerine ana akımlaştırılmasını ("toplumsal cinsiyet ana akımlaştırması") sağlar.

Buna karşılık, Orta Asya ülkeleri yoksulluk ve siyasi istikrarsızlık sorunlarıyla karşı karşıyadır ve kadınlara yönelik ayrımcılığın ortadan kaldırılması ve demokratik süreçlerin oluşturulması için hala çalışmalar sürdürülmektedir.

Güneydoğu Avrupa, jeopolitik, ekonomik ve sosyal kargaşaya yol açan büyük ve şiddetli bir çatışma yaşadı. Bölge ülkeleri, kadınların siyasi hayata katılımını olumsuz etkileyen çatışmanın etkilerinin hala etkisinde. Rusya ve BDT'nin (Bağımsız Devletler Topluluğu) Avrupa regionundaki ülkeleri, jeopolitik düzeyde, hammadde temini, artan bir sosyal ve ekonomik boşluk ve erkekler kadınlar için eşit olmayan kalkınma fırsatları ile ilgili sorunlarla karakterize edilen büyük ölçekli dönüşümlerden geçiyor. Türkiye, hızla büyüyen bir pazar ve geleneksel sosyal ve ekonomik düzenden çok farklı olan aktif bir kadın hareketi ile kanıtlanan, daha modern bir Avrupa politik ekonomisine sahip bir ekonomik lider olarak ortaya çıkmaktadır.

Ekonomik ve sosyal zorluklara rağmen, kadınların siyasi pozisyonlara getirilmesinde ilerleme kaydedilmiştir. Bölgedeki çoğu ülkede kadınların parlamento üyeleri arasındaki payı yavaş yavaş artıyor, ancak bu rakam kadınların siyasi tartışmaların sonucunu tam olarak etkilemesi için gerekli görülen yüzde 30'luk kritik kütlemin altında kalıyor. Orta ve Doğu Avrupa ülkeleri ile BDT (Bağımsız Devletler Topluluğu) ülkelerinin parlamento üyeleri arasındaki ortalama kadın sayısı yüzde 15'i ancak geçmektedir. Ancak ortalama değer, önemli bölgesel farklılıklar gerçeğini gizlemektedir. Gürcistan ve Arnavutluk'ta kadınlar sandalyelerin yüzde 6-7'sine sahipken, Türkiye, Ermenistan ve Romanya'da kadınlar şu anda sandalyelerin yaklaşık yüzde 9'una sahipler ve Kırgızistan, eski Yugoslavyadan kopan Kuzey Makedonya Cumhuriyeti ve Beyaz Rusya'da 30'un biraz altında sandalyelere sahipler.

Doğu Avropada liderlik pozisyonlarında çok az kadın var. Kadınların temsil oranları ülkeye göre değişmektedir. Örneğin, Bulgaristan'da bakanlık pozisyonlarının yüzde 30'undan fazlasını kadınlar üstleniyor, Polonya'da bu rakam yüzde 28, Romanya 10'dan az Türkiye'de yüzde 1 Ocak 2021 tarihi itibarıyla ulusal parlamentolardaki kadın milletvekili oranı küçük bir artışla

yüzde 25.5'e ulaştı. Bu oran 2020 yılında yüzde 24.9'du. (ancak Türkiye'de iki kadın meclis başkan yardımcısıdır 2016)

Türkiyede Kadın büyükelçi %26,5, Dışişleri Bakanlığı verilerince kadın büyükelçi oranı 2011 yılında %12 iken bu oran 2021 yılında %27 olmuştur. Erkek büyükelçi oranı ise 2011 yılında %88'ken 2021 yılında %74'tür.

Kadın milletvekili oranı %17,4 oldu. Türkiye Büyük Millet Meclisi verilerine göre; 2021 yıl sonu itibarıyla 582 milletvekili içerisinde kadın milletvekili sayısının 101, erkek milletvekili sayısının ise 481 olduğu görüldü. Meclise giren kadın milletvekili oranı, 2007 yılında %9,1 iken bu oran 2021 yılında %17,4 oldu.

Azərbaycanda sonuncu 2020 yılında Parlamento seçimlerinden sonra yüzde 18,2%-ni olmaktadır (www.stat.gov.az/source/gender/) Kırgızistan'da kadınlar hükümette üç pozisyona sahiptir (Başbakan Yardımcısı, Çalışma ve Sosyal Kalkınma Bakanı, Devlet Göç ve İstihdam Servisi Başkanı).

Buna ek olarak, Kırgızistan'da kadınlar Yüksek Mahkeme, Anayasa Mahkemesi ve Ulusal Bilimler Akademisi'nin başkanlık görevlerinde bulunuyorlar. Mayıs 2009 itibarıyla kadınlar Arnavutluk, Estonya, Bosna-Hersek, Macaristan, Romanya, Sırbistan, Türkmenistan ve Özbekistan parlamentolarına başkanlık etmektedir. (çocuklar, spor, gençlik, yaşlılar, eğitim, bilim, kültür, emek); çok daha az sıklıkla ekonomiden (finans, ticaret, sanayi, tarım), altyapıdan (ulaşım, iletişim, çevre koruma) veya temel hükümet işlevlerinden (dış ve iç politika, savunma, adalet) sorumludurlar.

Bu gözlem, bölgedeki AB (Avrupa Birliği) ülkelerinin incelemesinde de vurgulanmaktadır burada kadın bakanların neredeyse yarısının sosyal ve kültürel işlerde olduğunu ve yüzde 15'ten azının ekonomiden veya temel hükümet işlevlerinden sorumlu olduğunu ortaya koydu. Savunma, hukuk, düzen ve güvenlik konularının erkeklerin sorumluluğunda olduğuna yaygın olarak inanılır. Kadınlar, bölgesel ve yerel makamlar idari görevlerde bulunma eğilimindedir ve bu organların yetkileri dahilindeki konular uygun görüldüğünde karar alma organlarında bulunurlar.

Örnek Olay: Ukrayna'da Liderlikte Kadınlar Ukrayna, parlamentodaki kadın sayısı açısından 188 ülke arasında 110-cu sırada. Kadınların oranı 1994'te %4'ten 1998'de %8.4'e yükseldi. Ancak, 2002 seçimlerinden sonra kadınların temsili yüzde 5,1'e düştü ve 2007'de bu oran erken milletvekili seçimlerinden sonra yeniden hafifçe artarak yüzde 8,5'e yükseldi. 2009'da hükümette (Başbakan dahil) iki kadın vardı. Her düzeydeki milletvekilleri arasında kadın ve erkek arasındaki cinsiyet farkı, pozisyonların sorumluluk ve yetkilerine bağlıdır ve kadınlar daha düşük seviyelerde daha geniş bir şekilde temsil edilmektedir. Örneğin, 2006 yılında ulusal parlamento milletvekilleri arasında kadın oranı %8,5, bölge meclislerinde - %12, ilçe meclislerinde - %21, kent meclislerinde - %24 ve köy meclislerinde - 40 idi. %.

Mesela, Bosna-Hersek'teki Siyasi Süreçlerde Kadınların Temsili 1992-1995 yılları arasında eski Yugoslavya'daki savaşa, kitlesel olarak tutuklamalar ve insanların öldürülmesi, sivil halka yönelik şiddet ve diğer işkence biçimleri eşlik etti. Bazı tahminlere göre, 200.000'den fazla insan öldürüldü. Bir zamanlar, nüfusun yüzde 50'sinden fazlası evlerini kaybetti. Silahlı çatışma Kasım 1995'te sona erdi ve yaygın olarak 1995 Dayton Barış Anlaşması olarak bilinen Bosna-Hersek'te Barış İçin Genel Çerçeve Anlaşması'nın imzalanmasından sonra ülke, iki entiteden oluşan karmaşık ve merkezi olmayan bir devlet haline geldi - Federasyon Bosna-Hersek ve Sırp Cumhuriyeti ve Brčko bölgesi. Kadınlar barış sürecinde aktif olarak yer almalarına rağmen, siyasi yapılarıdaki temsilleri ihmal edilebilir düzeydeydi. 2008'de kadınlar Halk Meclisi'ndeki milletvekillerinin %13,33'ünü ve Bosna-Hersek Parlamenter Meclisi Temsilciler Meclisi'ndeki milletvekillerinin yalnızca %11.9'unu oluşturuyordu.

Kadınların Siyasete Katılımının ve Adaylığın Önündeki Mali Engeller

Kadınlar genellikle yeterli mali kaynağa erişememekte ve bu da onların siyasi göreve aday olma yeteneklerini sınırlamaktadır. Bu ifade, kadınların erkeklerin para toplamak zorunda olduğu ekonomik kaynaklara, kurumsal ve iş bağlantılarına sahip olmadığı Orta ve Doğu Avrupa ve BDT ülkeleri için de geçerlidir. Çoğu zaman, kadınların mevcut parti liderlik yapılarına girmelerine izin verilmemektedir, ne profesyonel parti bağış toplama araçlarına ne de siyasi bağlantılara erişimleri vardır. Ek olarak, bazen sosyalleşmenin bir sonucu olarak, kadınlar sponsorluk fonlarını çekmek için para istemeye, beceri ve deneyim kazanmaya daha az eğilimlidir.

Türkiye hem modern hem de geleneksel sosyal, ekonomik ve siyasi kurumlara sahiptir. 1923 yılında Cumhuriyetin kuruluşunu izleyen modernleşme, önemli toplumsal dönüşümlere yol açmıştır. Modernleşmenin önemli araçlarından biri, model olması ve geleneksel toplumsal normları yıkması beklenen modern kadın imajının yaratılmasıydı. Cumhuriyet, kadınların eğitim, sağlık ve kamu hizmeti alanlarında varlığını teşvik etti. Bu önlemlerin çoğu olumlu sonuçlar verdi, ancak kadınlar yerel ve ulusal düzeylerde ve ayrıca kilit hükümet organlarında siyasette yeterince temsil edilmiyor. Kadınların çıkarlarının siyasi temsili ve kamusal ve siyasi hayata katılımları çözülmemiş bir sorun olmaya devam etmektedir.

1935'te kadınların da katılabileceği ilk seçimler yapıldı. Seçim sonuçlarına göre kadınlar meclisteki sandalyelerin yüzde 4,6'sını aldı. O zamandan beri, bu rakam azaldı ve sadece 2007'de karşılaştırılabilir bir değere ulaştı. Bu seçimden önce yüzde 4,36 olan kadın temsil oranı ikiye katlandı. TBMM'deki Türkiye Büyük Millet Meclisi-deki kadın milletvekili sayısı 50'ye yükseldi ve toplam milletvekili sayısının yüzde 9,1'ini oluşturdu. Kadın milletvekillerinin sayısındaki artış, Türk hükümeti tarafından 2015 yılı için 3. Binyıl Kalkınma Hedefi için belirlenen yüzde 17 hedefine ulaşamamış olsa da, bu, toplumsal cinsiyet eşitliğine yönelik ilerlemeye işaret eden olumlu bir sinyaldir ve aynı zamanda karşılaştırıldığında ileriye dönük açık bir adımdır.

Kadınların siyasi hayata katılımının durumu yerel yönetimler düzeyinde daha da büyük bir sorundur. Bölgedeki diğer ülkelerin aksine, kadınların yerel meclislerdeki temsil düzeyi parlamentodakinden daha düşüktür. 2009 yılında yapılan yerel seçimlerde kadınlar belediyelerin sadece yüzde 0,9'unu (2877'den 26'sını), il meclisi sandalyelerinin yüzde 3,5'ini (3.166'dan 115'ini) ve belediye meclisi sandalyelerinin yüzde 4,5'ini (30921'den 1471'i) kazandı.

Dünya Ekonomi Forumu'nun toplumsal cinsiyet eşitsizliği ile ilgili yayınladığı "Global Gender Gap 2015" raporuna göre genel olarak Ortadoğu ve Kuzey Afrika'da mevcut durum kolaylıkla görülebilir. Diğer ülkelere kıyasla düşük oranlar dikkat çekmektedir (Tablo 2-3-4). Bir önceki yıla göre genel anlamda yüksek oranda (%60) bir ilerleme gözlenmektedir. Ekonomik katılım ve fırsat eşitliği konusunda da bir ilerleme kaydedilmektedir ancak siyasi yetkilendirme oranlarında çok düşük bir değişiklik görülmüştür. Rapora göre önceki yıllara göre siyasi bağlamda çok düşük bir oranda değişiklik gözlenmekte (%9) ve genel ortalamanın altında olmaya devam etmektedir. Dikkat çeken bir diğer husus ise eğitim alanında büyük bir atılımın gerçekleşmiş olmasıdır. Bölgedeki birçok ülke, kadınların ekonomik ve karar verme süreçlerine dâhil edilmesi konusunda düşük ve değişen oranlarda başarı göstermiştir

Kadınlara Yönelik Şiddet ve Aile İçi Şiddetin Önlenmesi ve Bunlarla Mücadeleye İlişkin Avrupa Konseyi Sözleşmesi olan İstanbul Sözleşmesi, 45 ülke ve Avrupa Birliği tarafından,

11 Mayıs 2011 tarihinde İstanbul'da imzalandı ve bu adla anılmaya başlandı. Avrupa Konseyi tarafından desteklenen ve taraf devletler için bağlayıcılığı olan İstanbul Sözleşmesi'ni ilk imzalayan ülke Türkiye oldu. Ardından 24 Kasım 2011'de parlamentosunda da İstanbul Sözleşmesi'ni onaylayan Türkiye, bunu meclisine taşıyan ilk ülke olma özelliğine de sahiptir. Ortadoğu'da kadınların ilk olarak oy kullanma ve seçilme hakkına sahip oldukları ülke Türkiye'dir (1934). Daha sonra İsrail (1948) ve Lübnan-Suriye-Mısır (1952) ve ardından sırasıyla Libya (1964), Ürdün (1974), Irak (1980), Umman (1994), Katar (1998), Bahreyn (2002), Kuveyt (2005) ve Birleşik Arap Emirlikleri (2006) gelmektedir.

SONUÇ

Yazımı, Türkün eserinde kadının toplumunun siyasi hayatında önemli bir yer tutmasına rağmen, hukuk tarafından yeterince korunmadığını savunan Türk'ün sözleriyle bitirmek istiyorum. Yüzyıllar boyunca oluşmuş bazı düşünce özellikleri, toplumsal cinsiyet eşitliğini hayatın bir parçası olarak algılamamıza izin vermiyor. Evet, elbette Türkiye'deki insanlar, kadının da toplumun siyasi yaşamında bir erkek kadar katılımcı olduğunu biliyor, ancak toplumsal cinsiyet klişeleri günlük hayatta, ailede ve işte hala önemli bir rol oynuyor. Bazı Şeriat yasaları yasalara aykırıdır ve toplumun eşit bir üyesi olmasına izin vermez, ancak Türkiye'de kadın hakları mücadelesi durmaz, aksine yoğunlaşır. Batı Avrupa eğilimleri, erkeklerle aynı düzeyde kadın olma sürecini güçlü bir şekilde etkilemiştir.

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Etik Liderlik Davranışları ve Çalışanların Örgütsel Adalet Algısı: Nitel Bir Araştırma

PhD. C. İper İNCEKARA

Başkent University
iperincekara@gmail.com
Orcid:0000-0003-4657-7377

PhD. C. Almula Umay KARAMANLIOĞLU

Başkent University
umay.karamanlioglu@gmail.com
Orcid: 0000-0001-9810-8535

Prof. Dr. Ünsal SİĞRİ

Ostim Technical University
unsal.sigri@ostimteknik.edu.tr
Orcid: 0000-0002-8870-7398

ÖZET

Örgütlerde, insan ilişkileri, örgüt politikaları ve örgüt fonksiyonlarından kaynaklanan etik sorunlar yaşanmaktadır. Liderlerin etik değerlere verdiği önem ve uygulamada gösterdiği davranış özellikleri son derece önemlidir. Örgüt içinde gerçekleşen uygulamaların ne derece adil ve ahlaki nitelikte gerçekleştiği ve bunlar için gerekli koşulların oluşturulması, çalışanların performansı ve örgütün katacağı değer bakımından önem taşımaktadır. Bu çalışma, yöneticilerin etik liderlik davranışlarının çalışanların adalet algıları üzerindeki etkisinin tespit edilmesi amacıyla gerçekleştirilmiştir. Kolayda örneklem ile belirlenen ve kahve mağazalarında çalışan 16 yönetici ve çalışan araştırmanın örneklemini oluşturmaktadır. Araştırmanın sonucuna göre etik liderlik özellikleriyle ilgili çıkan kodlar iletişim ve danışma, eşitlik, adil olma, adalet ve bireysel destek ve ilgidir. Araştırmanın diğer bir sonucu örgütsel adalet ve etik liderlik arasındaki ilişkide çıkan kodların iletişim ve danışma, eşitlik, dağıtım adaletsizliği ve tatmin olamama, adil olma ve ödül olduğunu göstermektedir.

Anahtar Kelimeler: Etik Liderlik, Etik, Örgütsel Adalet

Ethical Leadership Behaviors and Employee Perceptions of Organizational Justice: A Qualitative Research

ABSTRACT

Due to the nature of human relations, organizational policies, and functions; ethical problems commonly occur in organizations. The importance attached to ethical values by leaders and the patterns of behaviors in practice are key elements within this framework. The fair and ethical implementations in organizations and the formation of favorable conditions for this purpose are of great significance for the performance of employees and the value of the organization. This study has been carried out for the purpose of determining the effects of managers' ethical leadership behaviors on employee perception of justice. The sample of this research is a group of 16 managers and employees from coffee shops who have been determined by convenience sampling method. The results of the research suggest that the codes related to ethical leadership patterns are communication and consultation, equality, fairness, justice and individual support and care. In addition, the codes gathered from the relationship between organizational justice and ethical leadership are also communication and consultation, equality, distribution inequality and dissatisfaction, fairness, and award.

Keywords: Ethical Leadership, Ethic, Organizational Justice.

1.GİRİŞ

Liderliğe yönelik yeni yaklaşımlar ve çalışmalar yeni liderlik türlerinin ortaya çıkmasına kaynaklık etmektedir. Örgütlerde etik faaliyetlerle ilgili liderliğin önemi günümüze kadar gelmektedir (Karim, Mardhotillah ve Samadi, 2019). Etik kavramı liderlerin davranışlarını açıklamasında ve şekillenmesinde önemli bir özellik olarak kabul edilmektedir. Bu anlamda etik alanında yapılan araştırmalar hem bireysel hem de örgütsel düzeyde bireylerin eylemlerini, yargılarını ve ahlaki davranışlarını açıklamada yardımcı olmaktadır. Etik liderler, toplumsal güçlerini kendi çıkarlarını göz ardı ederek grubun ortak çıkarlarını düşünerek hareket eden liderler olarak tanımlanmaktadır (Martin, Resick, Keating ve Dickson, 2009).

Örgütsel açıdan düşünüldüğünde etik kavramı bireyin örgüt içinde nasıl davranmaları veya davranmamaları gerektiği konusunda liderlik davranışlarıyla ilişkilendirilmektedir (Mihelič, Lipičnik ve Tekavčić, 2010). Diğer taraftan bireyler başkalarının kendilerine nasıl davrandıklarıyla ilgilenirler bu nedenle örgütsel adalet de, çalışanların iş yerindeki adalete ilişkin algılarla odaklanmaktadır. Bu noktada örgüt içi uygulamalara yönelik eşitlik, karar verme süreçlerinde çalışanların dahil edilmesi, ödül, prim, ücret gibi konularına yönelik adil olma çalışanlarda örgüte yönelik uygulamaların adil olduğu algısını oluşmasında etkindir. Bu anlamda liderler kendi davranışlarını etik davranış özellikleriyle bütünleştirdiğinde çalışanların davranışları ve adaletin sağlanmasına yönelik algıları üzerinde etkisi de olumlu olacaktır. Buradan hareketle, bu araştırma ile çalışanların davranışlarını ve duygusal tepkilerini yönlendiren etik liderlik davranışlarının örgütsel adalet algısı üzerindeki etkisi ortaya çıkarılmak istenmektedir.

2. KURAMSAL ÇERÇEVE

2.1. Etik Liderlik

Liderler meşru güçleri, kaynakların kontrolü ve çalışanlarla ilgili önemli kararlarla ilgili olarak sorumlulukları nedeniyle adaleti yerine getirme konusunda belirleyici bir konuma sahiptir. Etik liderler, aldıkları kararlar ve gösterdikleri davranışlarla güvenilirlik ve samimiyete dayalı olarak takipçilerinin güvenini kazanmayı başaran kişilerdir (Brown ve Trevino, 2006). Ayrıca, bir liderin etik olması başkalarına yarar sağlayan erdemli davranışlarda bulunurken, zarar veren kötü davranışlardan kaçınmasını gerektirmektedir. Bu anlamda uygun davranışı rol model olarak sergileyen etik liderler, doğru olanı yapmanın değerli olduğu göstererek uygun bir örgüt iklimi çalışma ortamı yaratmaya da yardımcı olur. (Mayer, Kuenzi ve Greenbaum, 2010). Etik liderlik kavramı yazında çeşitli şekillerde ele alınmaktadır. Liderin karakter oluşumu, nüfus etme stratejileri ve güdüsü olarak üç şekilde ele alınmaktadır (Kanungo ve Mendonca, 1998). Ayrıca iletişimsel etik, iklimsel etik, davranışsal etik ve karar vermede etik olmak üzere dört boyutta ele alınmaktadır. Etik liderliğin *iklimsel boyutu* örgütün etik iklimini, doğru davranışların nasıl ele alınması gerektiği konusunda paylaşılan algılar olarak tanımlamaktadır (Ambrose, Arnaud ve Schminke, 2007). Etik iklimin şekillenmesinde, birinci rol yöneticilerin etik rol davranış modellerini sergileyerek, çalışanlara etik davranışlarla ilgili beklentileri iletmek ve onların bu eylemlerden sorumlu tutarak etik davranışı teşvik ettiği düşünülmektedir (Nurbert, Carlson, Kacmar, Robert ve Chonko, 2009). Aynı zamanda, örgütsel sorunlara çözüm önerileri getirmeyi ve örgütün etik sorumluluklarını gerçekleştirmesindeki beklentilerini de içermektedir. Etik liderliğin *iletişimsel boyutu* örgüt içerisindeki iletişime dayanmaktadır. Bu anlamda örgüt içerisindeki iletişim yöneticinin ve diğer çalışanlarla iletişime geçmesiyle başlar. Yöneticiler ile çalışanlar arasında bilgilerin ve fikirlerin verimli şekilde paylaşılmasıyla, örgüt

içinde olumlu bir atmosfer yaratmak için etkili yönetsel bir fonksiyondur (Avodos, 2017). Etik liderlik kavramının bir diğer boyutu olan *karar vermede etik*dir. Etik bir karar geniş bir topluluk için hem yasal hem de ahlaki kabul edilebilir olarak tanımlanmaktadır (Jones, 1991). Etik karar vermenin genel kabul görmüş öğeleri, etik farkındalıkla problemin tanımlanması, ahlaki bir yargıyla, ahlaki bir niyet oluşturarak çözüm yolları aramak ve sonucunda ahlaki davranışlarda bulunmaktır (Groves, Vance ve Paik, 2008). Etik liderliğin davranışsal boyutu ahlaki bağlamda insanların gerçek davranışlarını etkileyen sosyal ve durumsal faktörlerin nasıl etkilediğini ele almaktadır (Bazerman ve Gino, 2012). Bu anlamda liderlerin çalışanlarını prosedürel karar alma süreçlerine dahil ederek, bireysel katılımını gerçekleştirilmesiyle çalışma ortamında huzurun oluşmasına katkı sağlayarak davranışsal etiğin gerçekleştirilmesi önemlidir (Zhu, May ve Avalio, 2004).

2.2. Örgütsel Adalet

Örgüt içerisindeki hakların dağılımına yönelik adil olma ve çalışanların bu konudaki algılarının tümü örgütsel adaleti tanımlamaktadır. Bu anlamda adil olarak algılanan kararlar, çalışanların olumlu davranışlar sergilemelerine, kendilerini saygın ve değerli hissetmelerine neden olmaktadır (Greenberg, 1987). Örgütsel adalet, çalışanların işleriyle ilgili prosedürlerini, çeşitli etkileşimleri ve bunların sonuçlarını ne derece adil gördüğü, tutum ve davranışları ne derece etkilediği, bunun sonucuna bağlı olarak performansı ve örgütün başarısı üzerinde ne derece olumlu veya olumsuz bir etkiye sahip olmasıyla ilgilidir (Baldwin, 2006). Dağıtım, prosedürel ve etkileşim adaleti yazında örgütsel adaleti temsil eden üç temel şekilde vurgulanmaktadır. Örgütsel adaletin boyutlarından biri olan *dağıtım adaleti* örgüt içerisinde karar vermeyle ilgili süreçlerde sonuçların adil olup olmadığına odaklanmaktadır. Bu anlamda dağıtım adaleti bir bireyin elde ettiği sonuçlardan algıladığı adalettir. Dağıtım adaleti performans değerlendirmesinin sonucunda kazanılan ödül, prim gibi değişimin karşılaştırmasıdır. Örgütün *prosedür adaleti*, örgüt içerisinde dağıtım adaletinin yetersiz kaldığı noktaları açıklamaktadır (Özbek ve Umarov, 2010; İyigün, 2012). Biçimsel prosedürler ve süreçlerin uygulanırken çalışanlar tarafından algılanan adaletin; uygulama aşamasında iletişim, açık olma, samimiyet gibi davranışsal özelliklerine bağlı olduğu öne sürülmektedir.

Örgütün *etkileşim adaleti*, dağıtım adaleti ile ilgili olan iş çıktılarının ve bunlarla ilgili örgütsel prosedürlerin adaletsizliğiyle ilgili olduğu bir adalet türüdür (Vuuren, Dhurup ve Joubert, 2016). Bu unsurların prosedürel ve dağıtım adaletine göre günlük çalışma ortamında daha yaygın kullanılması temelinde etkileşimsel bir adalet olduğu konusunda değerlendirilmektedir (Roy, Bastounis ve Poussard, 2012). Bu anlamda yapılan çalışmalar etkileşim adaletinde, prosedüre yönelik verilen kararlarda uygulayıcıların adil olması ve sürecin uygulanmasında çalışanlarla iletişim kurulması samimi, duyarlı ve saygı gibi normatif davranışlar içerisinde ele almaktadır (İyigün, 2012).

2.3. Etik Liderlik Örgütsel Adalet Etkileşimi

Örgütsel adalet algısı bireylerin örgüt içerisindeki davranışların ve tutumların şekillenmesinde önemli bir faktördür. Bu anlamda örgüt içerisindeki olumlu adalet algılarının olması çalışanların bilgi ve becerilerinin gelişmesine ve örgütün amaçları doğrultusunda davranışlar sergilemesine neden olmaktadır. Adalet kavramı örgütsel düzeyde örgüt ile ilgili etkinlik ve rekabet üzerinde kendisi göstererek çeşitli teşvikler ve dağıtımlarla ilgili örgütün belirli bir yönünü temsil etmekte, sosyal düzeyde ise sosyal düzenle ilgili çeşitli tarafsızlık ve rasyonalite bağlamında ele alınmaktadır (Dai ve Xie, 2016). Bu anlamda örgütsel adalet kavramı çalışanların örgüt içerisindeki faaliyetlere yönelik etik ve adil davranışlara ilişkin algılar bütünü olarak ifade edilmektedir (Cropanzano, 1993). Çalışanların örgüt içerisinde kendini güvende

hissederek uyumlu bir şekilde çalışması, motivasyonu, örgüte bağımlılığı ve örgüt ikliminin oluşmasında başında adalet algısı gelmektedir. Çünkü örgütsel adalet bu motivasyonun ve davranışların yerine getirilmesinde önemli bir etkidir. Adaletli davranıldığını hisseden bir çalışan örgüt içerisinde daha etkin ve verimli çalışabilecektir (Cropanzano, Massaro ve Becker, 2016).

Ayrıca, liderler etik ilkeler doğrultusunda çalışanlarına model olarak adalet algısının gelişmesine yardımcı olmalıdır. Takipçilerin gözünde liderlerin etik olarak algılanabilmeleri için onların eylemleriyle ilgili ahlaki durumları önem göstermeleri beklenilir (Fehr, Yam ve Dang, 2015). İyi bir liderde olması gereken özelliklerin başında kendilerini takipçilerine karşı ahlaki olarak bağlı hisseden ve gelişmiş bir kapasiteye sahip bilgi ve dünya bakış açısına sahip olması gerektiğidir (Ciulla, 2005). Bu anlamda, örgütler için belirlenmiş etik standartlara uyumlu (dürüstlük, bütünlük, ilkeli karar verme), etkin çalışma koşullarını sürdüren liderler, örgütlerini temsil ederek takipçilerinin davranışlarını etkilerler (Stead, Worrell ve Stead, 1990). Etik lider bu kapsamda takipçilerine yönelik adil ve dürüst standartlar uygulayarak, sosyo-duygusal değişim yoluyla çalışanları üzerinde güven duygusu oluşturarak davranışlarını olumlu yönde etkileme gücüne sahiptir (Mayer, Kuenzi, Greenbaum, Bardes ve Salvador, 2009). Sosyal öğrenme kuramına göre ise etik liderlik, bireysel eylemler ve bireyler arası ilişkiler aracılığıyla normatif olarak uygun davranışların gösterilmesi ve bu davranışın karşılıklı iletişimi, sağlamlaştırma ve karar verme aracılığıyla insanlara sunulması olarak tanımlanmıştır (Çıraklı, Uğurluoğlu, Santaş ve Çelik, 2014). Bu anlamda uygun davranış rol model olarak sergileyen etik liderler, doğru olanı yapmanın değerli olduğu göstererek uygun bir örgüt iklimi çalışma ortamı yaratmaya da yardımcı olmaktadır (Mayer, Kuenzi ve Greenbaum, 2010).

3. ARAŞTIRMANIN METODOLOJİSİ

3.1. Araştırmanın Amacı

Örgütlerde neyin doğru neyin yanlış olduğunu gösteren etik ilkeler örgüt içerisinde adalet duygusunun oluşmasında ve çalışanlar ilişkilerinin gelişimi bakımından önemlidir. Bu anlamda etik ilkelerin ne derece adil ve ahlaki nitelikte gerçekleştiği etik anlayışın yaygınlaşması ve uygulanması çalışma koşullarının uygun bir şekilde gerçekleşmesine zemin hazırlamaktadır. Bu noktada liderlerin rolü örgüt içinde gerçekleşen uygulamaların ve bunlar için gerekli koşulların oluşturulması, çalışanların performansı ve örgütün katacağı değer bakımından önem taşımaktadır. Bu araştırma hizmet sektöründe faaliyet göstermekte olan dünyanın önde gelen kahve zincirlerin birinde etik liderlik davranış özelliklerinin çalışanların örgütsel adalet algıları üzerindeki etkilerini incelemek üzere yapılmıştır. Bu doğrultuda araştırmanın iki ana sorusu vardır.

- 1- Yöneticilerin hangi etik liderlik davranış özellikleri çalışanların örgütsel adalet algısı üzerinde etkilidir?
- 2- Etik liderlik davranışlarının hangi boyutları çalışanların örgütsel adalet algısı ile ilişkilidir?

3.2. Araştırma Deseni

Araştırmada tercih edilen araştırma deseni Olgubilimdir. Olgubilim kavramlar ve olguları derinlemesine araştırmada yardımcı olmakta ve altyapı oluşturmaktadır (Yıldırım ve Şimşek, 2016). Araştırmada Olgubilim seçilerek çalışan ve yöneticilerin belirli konulara olan algısını ve bunlara yükledikleri anlamları ortaya çıkarmak amaçlanmıştır.

3.3. Araştırmanın Evreni ve Örneklemi

Araştırmanın evreni Ankara'da hizmet sektöründe faaliyet gösteren kahve zincirindeki mağazalardır. Kolayda örneklem ile belirlenen ve kahve mağazalarında çalışan 16 yönetici ve çalışan araştırmanın örneklemi oluşturmaktadır.

3.4. Araştırmadaki Veri Toplama Teknikleri

Doğrudan Gözlem, Mülakat tekniği kullanılmıştır. Mülakat formu iki temel kısımdan oluşmaktadır. Birinci kısımda etik liderlik ve örgütsel adalet ile ilgili sorular yer almaktadır. İkinci kısımda demografik sorular yer almaktadır.

3.5. Araştırmadaki Veri Analiz Tekniği

Mülakat formlarının analizinde ise içerik analizi kullanılmıştır. İçerik analizinde veriler dört aşamada analiz edilmektedir. Bunlar verilerin kodlanması, temaların bulunması, verilerin kodlara ve temalara göre düzenlenmesi ve bulguların yorumlanmasıdır.

3.6. Araştırmadaki Veri Analizi

Bu araştırmada veriler QDA Miner programı ile kullanılmış ve veriler içerik analizi ile analiz edilmiştir. İçerik analizi dört aşamada verilerin kodlanması, temaların bulunması, verilerin kodlara ve temalara göre düzenlenmesi ve bulguların yorumlanması şeklinde gerçekleşmiştir (Yıldırım ve Şimşek, 2016).

3.7. Güvenirlilik ve Geçerlilik

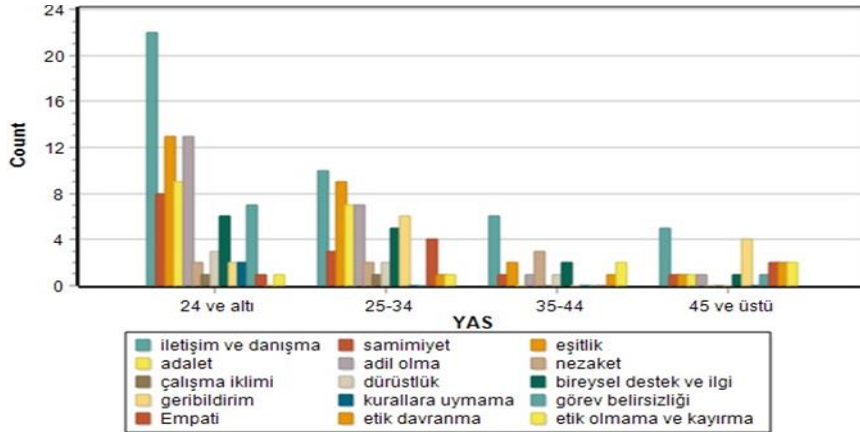
Araştırmanın güvenilirlik ve geçerliliği ile ilgili olarak gerekli olan uzman kişilere danışılmış ve bilgiler uzman kişilerce teyit edilmiştir. Araştırmanın iç geçerlilik ve dış geçerliliğiyle ilgili olarak kodlar-temalar çerçevesinde yazın taraması yapılmış ve buna bağlı kod ve tema karşılaştırılması yapılarak mülakat sorularına cevap aranmıştır. Bu bilgiler doğrultusunda katılımcıların verdikleri ifadelerle birlikte yazındaki ilgili konuyla ilgili kavramlar kontrol edilmiştir. Buna göre yazındaki kavramlar ve araştırmanın kod ve temaları eşgüdümlü bir şekilde uyduğu gözlemlenmiştir. Araştırmanın sonuçları aynı uzman kişilere e-posta atılmış ve tutarlılık görüşlerince teyit edilmiştir.

4. Analiz ve Bulgular

4.1. Demografik Bilgiler

Katılımcıların demografik bilgileri (yaş, eğitim, cinsiyet ve iş tecrübesi) etik liderlik davranışlarıyla karşılaştırılmıştır.

4.1.1. Yaş

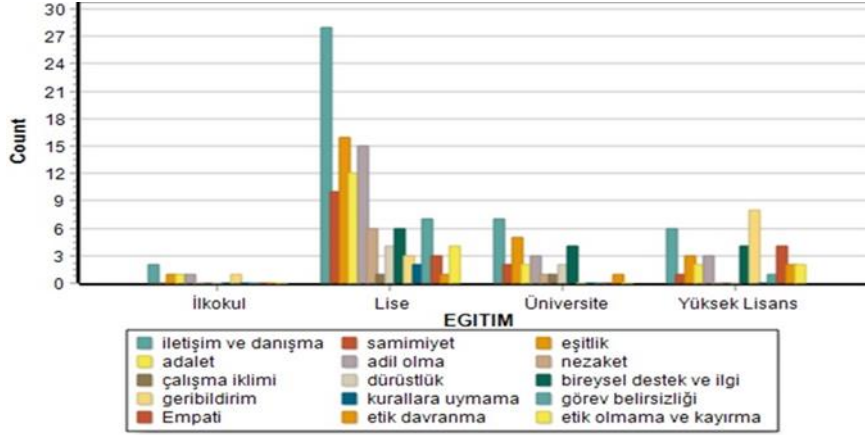


Grafik 1. Yaş ve Etik Liderlik

Katılımcıların yaş aralıkları, 24 ve altı, 25-34 ve 45 ve üstü olarak belirlenmiştir. Yukardaki Grafik 1'de katılımcılara ait yaş dağılımına göre etik liderlik ile ilgili kodların dağılımına yer verilmiştir. 24 ve altı yaş dağılımına sahip olan katılımcıların cevaplarında, iletişim ve danışma, eşitlik, adil olma kodları ağırlık kazanırken, 25-34 yaş aralığında yer alan katılımcı cevaplarında ise, iletişim ve danışma, eşitlik kodları ağırlık gösterirken, adil olma, adalet ve

etik olmama / kayırma değişkenleri takip etmektedir. 45 ve üzeri olarak belirlenen yaş aralığında ise ağırlıklı olarak iletişim ve danışma, geri bildirim kodları ağırlık göstermektedir.

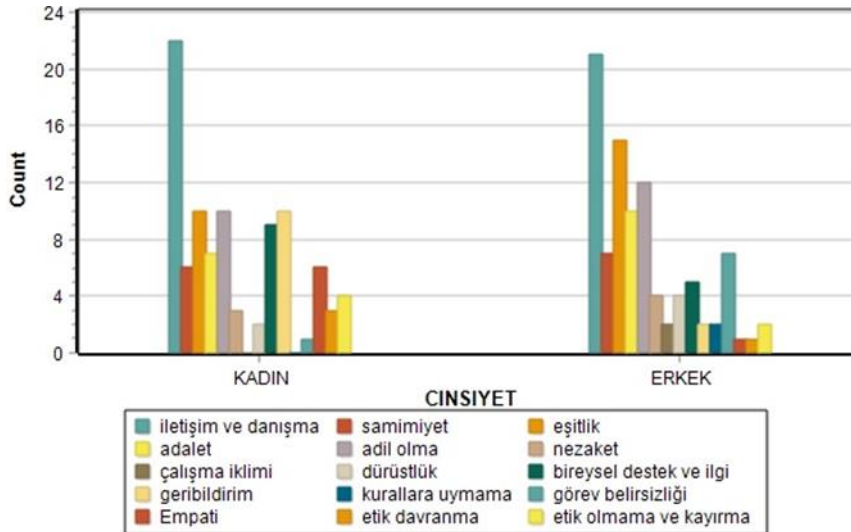
4.1.2. Eğitim Durumu



Grafik 2. Eğitim Durumu ve Etik Liderlik

Yukardaki Grafik 2’de katılımcılara ait eğitim dağılımına göre etik liderlik ile ilgili kodların dağılımına yer verilmiştir. Araştırmada yer alan katılımcıların eğitim durumları, lise, üniversite, yüksek lisans ve doktora olmak üzere gruplandırılmıştır. Eğitim düzeyi lise olan katılımcıların cevaplarında, iletişim ve danışma, eşitlik ve adil olma kodları sıklık göstermektedir. Eğitim düzeyi üniversite olan katılımcı cevaplarında ise, iletişim ve danışma, eşitlik, bireysel destek ve ilgi kodları sıklık göstermektedir. Eğitim düzeyi yüksek lisans olan katılımcılarda ise en yüksek dağılımı, geri bildirim, görev belirsizliği ve samimiyet kodları ağırlık kazanmaktadır.

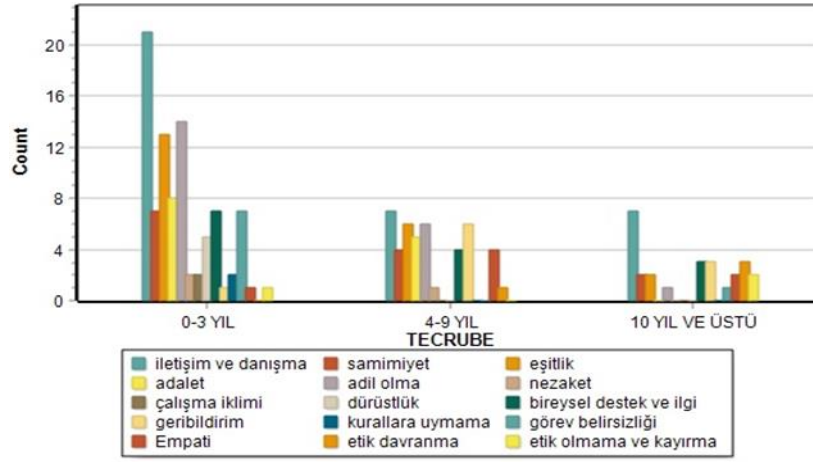
4.1.3. Cinsiyet



Grafik 3. Cinsiyet ve Etik Liderlik

Yukardaki Grafik 3’te cinsiyet değişkenine göre etik liderlik ile ilgili kodların dağılımına yer verilmiştir. Katılımcılardan, kadınların ağırlıklı olarak iletişim ve danışma, eşitlik, adil olma, geri bildirim, bireysel destek ve ilgi kodları dağılım göstermektedir. Erkeklerin ise, en çok dağılım sıklığı, görev belirsizliği, eşitlik, adil olma kodlarında toplandığı görülmektedir.

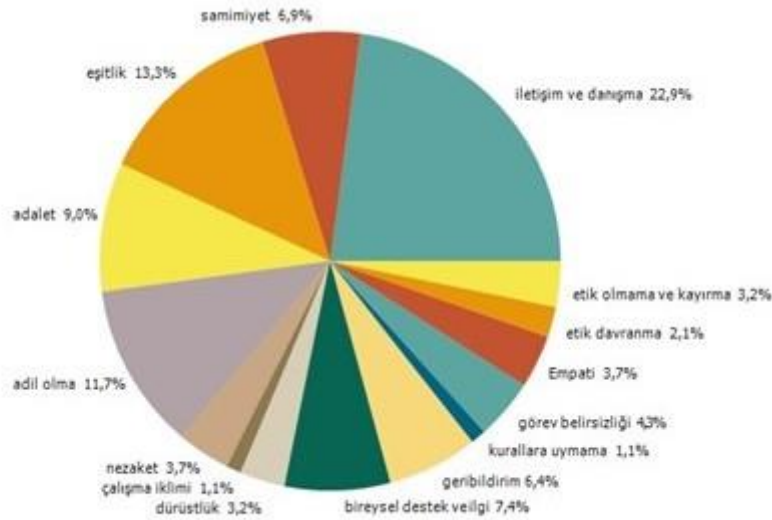
4.1.4. İş Tecrübesi



Grafik 4. İş Tecrübesi ve Etik Liderlik

Yukardaki Grafik 4'te katılımcılara ait iş tecrübeleri dağılımına göre etik liderlik ile ilgili kodların dağılımına yer verilmiştir. Araştırmada yer alan katılımcıların iş tecrübeleri 0-3 yıl, 4-9 yıl, 10 yıl ve üstü olmak üzere gruplandırılmıştır. İş tecrübesi 0-3 yıl arasında olan katılımcılar iletişim ve danışma, adil olma, eşitlik, adalet kodları ağırlıklı olarak dağılım göstermektedir. İş tecrübesi 4-9 yıl arasında olan katılımcıların ise iletişim ve danışma, eşitlik, adil olma ve geri bildirim kodları sıklık göstermektedir. İş tecrübesi 10 yıl üstü olan katılımcılarda ise iletişim ve danışma, geri bildirim, bireysel destek ve ilgi, eşitlik kodları ağırlık kazanmaktadır.

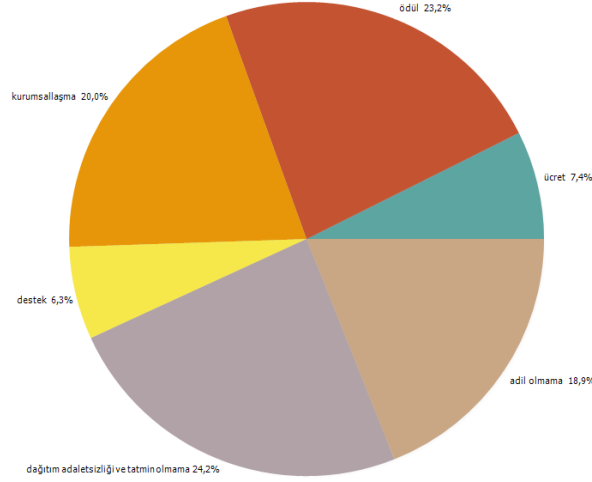
4.2. Etik Liderlik Davranışı



Grafik 5. Etik Liderlik Davranışı

Araştırma sonucuna göre katılımcıların etik liderlik teması altında en çok dağılımı alan kodların yüzdeleri iletişim ve danışma %22,9'luk dilimi oluştururken, eşitlik %13,3'lük, adil olma %11,7'lik adalet %9'luk dağılım ve %7,4'ü bireysel destek ve ilgi olduğu ortaya çıkmıştır.

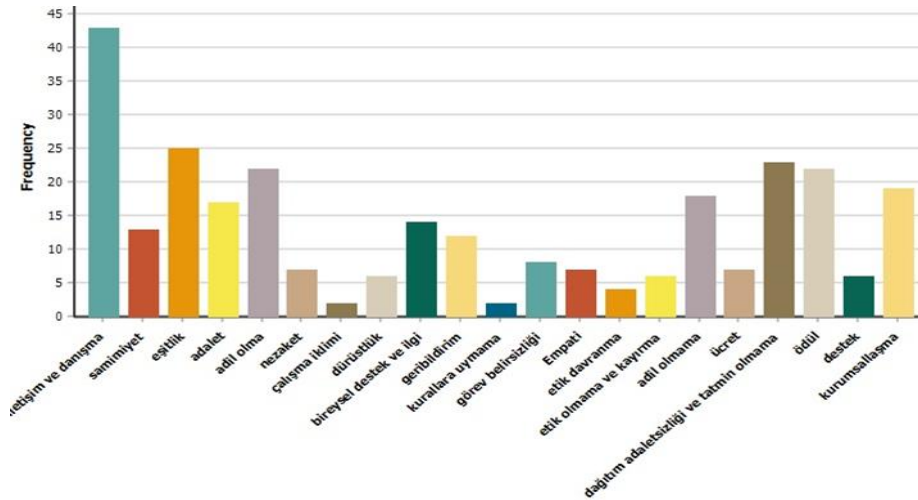
4.3. Örgütsel Adalet



Grafik 6. Örgütsel Adalet

6Araştırma sonucuna göre örgütsel adalet teması ilgili en çok dağılımı alan kodların yüzdeleri oranları dağıtım adaletsizliği ve tatmin olamama %24,2, ödül %23,2, kurumsallaşma %20, adil olmama %18,9 olduğu ortaya çıkmıştır.

4.4.Etik Lider ve Örgütsel Adalet İlişkisi



Grafik 7. Etik Liderlik Davranışı ile Örgütsel Adalet İlişkisi Frekans Analizi

Yukarıdaki Grafik 5'te frekans analizi sonucu etik liderlik davranışı ile örgütsel adalet ilişkisini gösteren kodların dağılımına yer verilmiştir. Ağırlıklı olarak kodlar, iletişim ve danışma, eşitlik, dağıtım adaletsizliği ve tatmin olamama, adil olma, ödül olarak sıralanmaktadır.

5. Sonuç ve Tartışma

Araştırma sonuçları QDA Miner programı kullanılarak içerik analizi yapılmıştır. Araştırmada etik liderlik davranışlarının çalışanların örgütsel adalet algısı üzerindeki etkilerini ve bunların demografik bilgilerle olan ilişkilerin dağılımları incelenmiştir. Araştırmada kullanılan etik liderlik değişkenine ait Yılmaz (2006)'ın çalışmasında yer verdiği, (1) İletişimsel Etik, (2) İklimsel Etik, (3) Karar Vermede Etik, (4) Davranışsal Etik boyutları alınmıştır. Örgütsel adalet

değişkeninde ise Colquitt (2001) tarafından geliştirilen (1) Dağıtımsal Adalet, (2) Prosedürel Adalet ve (3) Etkileşimsel Adalet boyutları olarak ele alınmıştır.

Araştırma bulguları değerlendirildiğinde araştırma sorularının hepsine cevap bulunmuştur. Birinci mülakat sorusu etik liderlik davranışı ve özelliklerine yönelik sorulmuştur. Bu soru ile amaç yönetici etik liderlik özelliklerinin belirlenmesi ve çalışanların, liderinin etik lider özelliklerinin sergileyip sergilenmediklerinin değerlendirilmesidir. Sıklık gösteren kodlar, iletişim ve danışma, eşitlik, adil olma, adalet ve bireysel destek ve ilgidir. Bu da etik lider özelliklerinin çalışanlarıyla iletişim kurabilen ve normatif olarak uygun davranışların sergilenmesiyle iki yönlü karşılıklı ve geri bildirim döngü iletişimi kurabilmesini göstermektedir. Bu yönüyle çalışanları tarafından iyi, iletişime açık ve anlayışlı dinleyiciler olarak algılanırlar. (Brown, Trevino ve Hartman, 2003; Brown ve Trevino, 2006). Etik liderler, insanlara ve daha geniş topluma önem veren, kişisel ve mesleki yaşamlarında etik davranan adil ve ilkeli karar vericiler olarak düşünülmektedir (Brown ve Trevino, 2006). Ayrıca, karar alma süreçlerinde iletişim kurabilen, beklentilerini açık ve net bir şekilde dile getirebilen, dürüst ve samimi olarak tanımlanan bir lider etik lider tanımlamasına girebilmektedir (Brown ve Trevino, 2006).

Mülakata yer alan 2, 3, 4 ve 5. sorular ise çalışanların örgütsel adalet algısının değerlendirilmesi ve örgütsel adalet boyutlarının belirlenmesi üzerine yöneltilmiştir. Katılımcıların verdiği cevaplar doğrultusunda adil olmama, kurumsallaşma, dağıtım adaletsizliği, ödül, ücret ve destek olmak kodları en çok dağılımı göstermektedir. Bahsedilen sorulara yönelik kod sıklıkları değerlendirildiğinde, örgütsel adalet boyutlarından, dağıtım adaletiyle ilgili olarak, ücret, prim, ödül gibi unsurların dağıtımına yönelik çalışanlar ücretlerin yeterli olmadığını ancak aynı sektörde faaliyet gösteren diğer firmalara göre daha tatmin edici olduğundan bahsetmektedirler. Etik liderler örgütün dürüstlük gibi etik standartlarına uymayı sürdüren ve teşvik eden ahlaki temsilciler olarak hareket ettikçe, davranışlarının örgütsel prosedürler ve sonuçlar ile ilgili olarak çalışanların adalet algısını etkilemede önemli rol oynamaktadır (Xo, Loi ve Ngo, 2016).

Mülakatta yer alan 6. Soru, etik liderlik davranışları ve örgütsel adalet ilişkisini ölçmek üzere yapılmıştır. Etik liderlik davranışları ve örgütsel adalet ile ilişkisinde en çok sıklık gösteren kodlar iletişim ve danışma, eşitlik, dağıtım adaletsizliği ve tatmin olamama, adil olma, ödül olarak sıralanmaktadır. Görgül çalışmalar etik liderlik ve örgütsel adalet arasındaki ilişkiyi desteklemektedir. Yapılan çalışmalar etik iklim ve etik liderlik ortamında çalışanların kuruluşlarına güvenme ve inanma olasılıklarının daha yüksek olduğunu ve kuruluşun ödülleriyle adil bir şekilde tahsis edildiğine daha fazla güven duyduklarını göstermektedir (Halbusi, Tehseen ve Ramayah, 2017).

Araştırmada 24 ve altı yaş dağılımına sahip olan katılımcıların cevaplarında, iletişim ve danışma, eşitlik, adil olmama kodları ağırlık kazanırken, 25-34 yaş aralığında yer alan katılımcı cevaplarında ise, iletişim ve danışma, eşitlik kodları ağırlık gösterirken, adil olma, adalet ve etik olmama / kayırma değişkenleri takip etmektedir. Örgütlerde kurulan iletişimin etkili bir şekilde yönetimi, örgütün işleyişinin ve hedeflerine ulaşması için, üstler ve astlar arasında bilgi akışının sağlıklı bir şekilde işlediğinde gerçekleşebilmektedir (Avados, 2017). Bu yüzden, çalışanlar yöneticilerinden açık, net ve samimiyete dayalı bir iletişim kurma beklentilerini önceliklendirdikleri görülmektedir. Bu anlamda liderin iletişimsel etkileşime açık olmasının, çalışanların adalet algısında liderinin güvenilir ve samimi özelliklerinin öne çıkmasıyla, rol model olarak görmeleriyle olumlu etik davranışlar gösterebilecekleri sonucuna ulaşılabilir (Trevino ve Brown, 2004). Araştırmanın bir başka sonucu 24 ve altı yaş grubunda, çalışan algısında “adil olmama” özelliği de öne çıkan kodlardan biridir. Çalışanların üstlerinden ziyade, örgütün kurumsal politikalarına bağlı olan temel işleyişi ile ilgili prosedürel ve dağıtım

adaletine yönelik adil olmama algısı oluşmuştur. Örgütsel adalet bütün olarak bakıldığında, çalışanların ücret, ödül, terfi dağılımı ve yönetsel karar verme süreçlerinin ve kurulan iletişimin etkinliğinin çalışanlar tarafından nasıl algılandığını tanımlamaktadır (Kaneshiro, 2008). Ayrıca, sonuçlar 45 ve üstü yaş grubunda, yüksek lisans mezunu olan, 10 yıl ve üstü tecrübeye sahip olan katılımcılarda sıklıkla geri bildirim, kurumsallaşma ve görev belirsizliği kodların dağılımı göstermektedir. Bu durumda göreve yönelik belirsizlik algısının olması, çalışanların etkili görev davranışlarını sergilemeye yönelik olarak bilginin eksik olduğu ve yetersiz bir şekilde iletildiğine dair ihtimali muhtemel kılmaktadır (Jong, 2016).

Bu çalışmayla, etik liderlik ve örgütsel adalet kavramlarının nitel araştırma yöntemiyle ele alınarak incelenmesi yazına katkı sağladığı düşünülmektedir. Bu araştırmanın sınırlılıklarından biri kesitsel veri ile çalışılmış olmasıdır. Bir diğer sınırlılık verilerin toplanma aşamasının Ankara İli ile sınırlı kalmasıdır. Gelecekte yapılacak çalışmalar için farklı sektörlerden veri toplanarak çalışanların ve yöneticilerin etik liderlik ve örgütsel adalet algılarına yönelik ayrıntılı değerlendirmelerle karşılaştırma yapılması hem uygulayıcılara hem de yazına sektör karşılaştırması bakımından yol gösterici olacağı düşünülmektedir.

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Türk-Amerikan İlişkileri: Silah Ambargoları

Dr. Mehmet Nur ÇELİKASLAN

Gaziantep University

phdcelikaslan@gmail.com

Orcid: 0000-0002-0189-6836

ÖZET

Türk-Amerikan ilişkilerinde geçmişten günümüze uzanan tarihsel çizgide sorun oluşturan konu başlıklarından biri silah ambargoları olmuştur. Bu problem 20 Ekim 1827 tarihinde Navarin deniz muharebesinde neredeyse tüm Osmanlı donanmasının yakıldığı günden bugüne devam etmektedir. Navarin olayı sonrası Osmanlı tarafının yeni bir donanma oluşturmak için savaş gemisi alımına yönelik talepleri başlangıçta Amerikan tarafınca olumlu karşılanmıştır. Ancak süreç içerisinde gerek Senato onayı gerekse gemi alımının gizli bir madde ile gerçekleştirilmek istenmesi gibi nedenlerle Amerikan tarafı bu talebi karşılamamıştır. Bu durumun ilişkilerde yarattığı gerilime benzer durumlar günümüzde de silah ambargoları nedeniyle zaman zaman karşımıza çıkmaktadır. Bu çalışmada özellikle son dönemlerde yaşanan silah ambargolarının nedenleri ile bu sorunun iki ülke ilişkileri üzerinde yarattığı etkiler irdelenmeye çalışılmıştır.

Anahtar Kelimeler: Türk-Amerikan İlişkileri, Silah ambargoları, Kongre

Turkish- American Relations: Arms Embargoes

ABSTRACT

One of the topics that caused problems in Turkish-American relations in the historical line from the past to the present has been the arms embargo. This problem continues from the day almost the entire Ottoman navy was burned in the Navarin naval battle on October 20, 1827. After the Navarin incident, the Ottoman side decided to purchase warships to create a new navy. Their demands were initially met positively by the Americans. However, the American side did not meet this demand due to the reasons in the process such as the Senate's approval and the desire to purchase the ship with a secret article. Similar situations as this situation caused coldness in relations are encountered every now and then due to arms embargoes. In this study, the reasons for the recent arms embargoes and the effects of this situation on relations were tried to be examined.

Keywords: Turkish- American Relations, Arms Embargoes, Congress.

GİRİŞ

ABD'nin 44. Başkanı olan B. Obama döneminde yaşanan sorunlar yalnızca iki ülkenin izlediği dış politikaların farklı olması ile sınırlı değildi. Aynı zamanda Türkiye'de içerde yaşanan olaylara ABD yönetiminin verdiği tepkiler de iki ülke ilişkilerini olumsuz etkilemiştir. B. Obama döneminde Türk Amerikan ilişkilerinde öngörülen Model Ortaklık 2013 yılında patlak veren Gezi Parkı olayları ve 2016 darbe girişiminin etkisiyle sona ermiştir. B. Obama yönetimi Türkiye'nin Gezi Parkı olaylarına müdahale etme şekliyle ilgili olarak yoğun eleştirilerde bulunmuştur. ABD'nin Türkiye'ye yönelik sert eleştirileri Türk-Amerikan ilişkilerinin bozulmasına neden olmuştur (Kocamaz, 2019:395-419). Türkiye'nin ABD'den uzaklaşmasını etkileyen diğer bir faktörde İran, Rusya ve Çin ile yakınlaşması olmuştur.

Obama döneminde ABD ile yaşanan sorunlar yalnızca gezi parkı olayları ve Suriye konusunda takınılan tavır ile sınırlı değildi. Türkiye'nin silah alım taleplerinin geri çevrilmesi de özellikle 2009-2015 döneminde iki ülke arasında daha yakın bir iş birliğinin ortaya çıkmasını engelleyen ve Türk tarafı açısından ABD'ye ilişkin güvenilirlik algısını olumsuz yönde etkileyen faktörlerden biri olarak ortaya çıkmıştır.

1. SİLAH AMBARGOLARI

Türk-ABD ilişkilerinde ABD tarafının sert etki araçlarını kullandığı en somut olay Kıbrıs Barış Harekâtı dolayısıyla Türkiye'ye uygulanan silah ambargosudur. Silah ambargolarının geçmişi 1975 yılına kadar uzatılabilir. 5 Şubat 1975 tarihinde ABD Türkiye'ye Kıbrıs Barış Harekâtı dolayısıyla silah ambargosu uygulamaya başlamıştır. Bu ambargo Türkiye'ye yapılan askerî yardımın kesilmesini ve silah satışlarının yasaklanmasını içeriyordu. Türkiye'ye yönelik bu ambargolar 26 Eylül 1978 tarihinde Jimmy Carter döneminde kaldırılmıştır (Loğoğlu, 2018). ABD ambargosuna tepki olarak Türkiye'de mütekabiliyet kapsamında karşılık vererek misilleme araçlarını devreye sokmuştur. Bu kapsamda Türkiye'deki 20 civarında ABD tesisi kapatılmış, İncirlik Üssü'nün kullanımını ise NATO faaliyetleri ile sınırlandırılmıştır.

ABD'nin Türkiye'ye 1975'te uyguladığı silah ambargoları Türkiye'nin Amerika Birleşik Devletleri'ne bakışında kalıcı olumsuz etkiler bırakmıştır. ABD Kongresi'nde insan hakları ihlalleri ve Ege'de taraflar arasında bir silahlanma mücadelesine ilişkin konular silah satışları ile ilişkilendirilerek 1990'lı yılların ortalarından itibaren yoğun bir şekilde tartışılmaya başlanmıştır (Larabbeve Lesser, 2002:220). Bu konular etrafında ABD ile Türkiye arasında artan rahatsızlık nedeniyle Türkiye'deki pek çok çevre Türkiye'ye fiili bir silah ambargosu uygulandığını düşünmeye başlamıştır.

Özellikle Bill Clinton döneminde New York Times gibi gazetelerin Türkiye'nin terörle mücadelesini insan hakları ihlali olarak sunup kamuoyu oluşturmaları ABD yönetiminin Türkiye'ye silah satışları konusundaki yaklaşımını olumsuz etkilemiştir. 1994 tarihinden sonra Türkiye'ye bazı silahların satışının yapılmamasına ilişkin düzenleme B. Clinton tarafından imzalanmıştır. Türkiye'nin askerî modernizasyon projelerinin yoğun olarak başladığı dönem çoğu uzman tarafından 1985 yılı olarak gösterilmektedir. 1985-1996 tarihleri arasında Türkiye'nin askeri harcamaları yıllık %14 düzeyinde artmıştır. Aynı dönemde NATO üyelerinin yıllık harcamalarının GSMH'ye oranı %3 düzeyindedir (Athanasopoulou, 2014:113). Modernizasyon projeleri büyük ölçüde Amerikan askerî yardımı, askerî kredileri ve gelişmiş silah sistemleri ile teknolojik desteğe dayalı bir biçimde kurgulanmıştır. Kongre'nin bu konuda çıkardığı engeller Türk-Amerikan ilişkileri üzerinde olumsuz etki yapmıştır.

2008 yılında dönemin Milli Savunma Bakanı Vecdi Gönül Türkiye'nin terörle mücadelede ihtiyaç duyduğu ve daha öncede satın alma talepleri Türkiye tarafından dile getirilen Cobra helikopterleri ile ilgili görüşmelerde bulunmuş ancak konu ile ilgili olumlu bir cevap alınamamıştır (Yeniçağ Gazetesi, 2008). Bu görüşmelerde ABD tarafı üretim bandından hemen

verilebilecek helikopterlerinin olmadığını, üretim yapılmadığını gerekçe olarak göstermiştir. Türk tarafının hâlen ABD ordusu envanterinde kullanılmakta olan helikopterlerden verilmesi talebine ise bu helikopterlerin Irak ve Afganistan'daki operasyonlar kapsamında yoğun faaliyetleri gerekçe gösterilerek olumsuz yanıt verilmiştir. ABD tarafı Cobra helikopterleri yerine Türkiye'ye Apache helikopterlerini önermiştir. ABD'nin önerisi altyapı eksikliği gerekçesiyle reddedilmiştir.

Problem yaratan ve Türkiye'nin ABD'nin tavrını teknik değil siyasi olarak yorumlamasına yol açan konulardan biride Perry sınıfı firkateynlerdir. Türkiye Perry sınıfı firkateynlerden üç adet talep etmiştir. Türkiye'nin talebi üzerinde Kongre'de 2012 sonunda hazırlanacak bir yasa ekiyle Türkiye'nin talebinin karşılanması öngörülyordu. Ayrıca bu sınıf firkateynler ABD donanmasında emekliye ayrılmıştı (Tanış, 2015). Bu satışın hemen onaylanmaması Türkiye'nin rahatsızlığına yol açmıştır. Kongre kararlarında lobilerin etkisi dikkate alındığında İsrail ile bozulan ilişkilerin Yahudi lobisinin Türkiye karşıtı bir tavır almasına yol açtığı, bu durumun ise Türkiye'nin ABD'den silah alımları üzerinde olumsuz etkisinin olduğu düşünülebilir.

Yahudi Lobileri'nin desteğinin veya karşı çıkışının Türkiye'ye uygulanan açık veya örtülü silah ambargoları üzerinde etkisinin olup olmadığı açıklanması gereken bir durumdur. Fortune dergisinin 1997 yılında ve National Journal dergisinin 2005 yılında yaptıkları bir araştırmaya göre The American Israel Public Affairs Committee (AIPAC) isimli Yahudi Lobisi ABD'deki ikinci en güçlü lobidir. Bu lobi aynı zamanda ABD'deki Yahudi Lobi grupları içerisinde en güçlü olanıdır. AIPAC ve diğer Yahudi Lobi gruplarının ABD Dış Politikası'nı belirlemedeki gücü konusunda John Mearsheimer ve Stephen Walt İsrail Lobisi ve Amerikan Dış Politikası isimli bir kitap yazmışlardır. İkilinin iddiası Uluslararası İlişkiler perspektifi ile bakıldığında ABD'nin İsrail'in arkasındaki güçlü desteğinin açıklanmasının mümkün olmadığı yönündedir. ABD ile İsrail'in ortak demokratik değerleri ve yaşam tarzlarını paylaşmalarının etkisi ile stratejik yaklaşımların etkisi onlara göre konunun izahı için pek bir anlam ifade etmemektedir. Onlar ABD'nin Dış Politikasını şekillendirmede Yahudi Lobilerinin çok büyük rolü olduğunu ileri sürerler (Beauchamp, 2014).

İkilinin iddialarını destekler bir gelişme Türk-Amerikan ilişkileri bağlamında gerçekleşmiştir. 2012 yılı Mayıs ayında Yahudi Lobilerinin ABD'nin Ortadoğu politikaları ve Türkiye'nin silah alım talepleri üzerindeki etkisini gösteren dikkat çekici bir gelişme yaşanmıştır. 2012 yılı Mayıs ayında NATO zirvesi çerçevesinde ABD'nin Chicago kentindeki McCormik Kongre Merkezi'nde dönemin Cumhurbaşkanı Abdullah Gül ve B. Obama bir araya gelmişlerdir (Berlin Türk, 2012). Bu görüşmenin ana gündemini Türkiye'nin insansız hava araçları konusundaki talepleri oluşturmuştur. A. Gül'ün taleplerine karşı B. Obama konunun kongre boyutu olduğunu bununla ilgili kongrede çalışmalar yapılması gerektiğini ileri sürmüştür. B. Obama'nın ısrarla üzerinde durduğu diğer konu Türkiye-İsrail ilişkileri olmuştur. B. Obama bölgedeki iki müttefiklerinin Türkiye ve İsrail olduğunu vurgulayarak müttefikler arasındaki ilişkilerin iyi olması gerektiğine dair beklenti ve düşüncelerini dile getirmiştir.

ABD tarafının beklentilere olumlu cevap vermekte gecikmesi Türkiye'yi başka alternatiflere yöneltmiştir. Türkiye İtalyan Augusto ile iş birliği sonucunda ilk millî helikopteri olan ATAK T-129'u üretmiştir. ATAK helikopterinin son testleri 2013 yılında başarıyla gerçekleştirilerek kullanıma hazır hale gelmiştir. Bu dönemde helikopter filosunu yenilemek isteyen Pakistan ATAK helikopterleri ile ilgilenmeye başlamıştır. Ancak ATAK motorunun İngiliz RollsRoyce ve ABD Honeywell ortaklığı olan merkezi Indianapolis'teki LHTEC firması tarafından üretiliyor olması bu helikopterlerin ihracı için Washington yönetiminin izninin olması gerektiği yönündeki tartışmaları alevlendirmiştir. ABD yönetiminin konu ile ilgili duyduğu rahatsızlık Defense News dergisinin haberlerine yansımıştır. Aynı dönemde ABD'li helikopter üreticisi

firmalarda Pakistan'a teklif vermişlerdir. Bir anlamda Türkiye ile ABD arasında silah ihracatı konusunda rekabet ortaya çıkmıştır. Bu durumun Türk endüstrisindeki gelişmeleri gözlemleyen ABD yönetimi ve ABD'li firmaların Türkiye'ye teknoloji transferi içeren anlaşmalar yapmalarındaki çekincelerini kısmen açıklayacağı söylenebilir (T24 Gazetesi, 2013). Türkiye gibi etrafında sürekli olarak çatışmaların yaşandığı bir ülkede güvenlik kaygıları savunma ihtiyaçlarının önemini artırmaktadır. Başlangıçta Türk tarafında yöneticiler silah ambargoları konusunda rahatsızlıklarını yüksek sesle dillendirmeseler de ilerleyen süreçte Türk tarafının rahatsızlıklarının yöneticiler tarafından daha yüksek bir tonda ifade edilmeye başlandığı görülmüştür. Örneğin dönemin Milli Savunma Bakanı Nurettin Canikli müttefik ülkeleri eleştirerek Türkiye'ye bazı Amerikan ve Alman firmalarının savunma sanayi ürünlerinde kullanılan yedek parçaların satışını yapmayarak veya geciktirerek örtülü silah ambargosu uyguladıkları yönündeki görüşlerini kamuoyuna açık bir şekilde ifade etmiştir (Deutsche Welle, 2017).

2. LİTERATÜR

Genel olarak Türk-Amerikan ilişkileri ve özelde ise 2002 sonrası döneme ilişkin olarak Amerikan tarafında Howard Eissenstat, Lisel Hintz, Steven A. Cook, Nicholas Danforth, Ian Lesser, Graham E. Fuller, Max Hoffman gibi isimlerin çalışmaları ve görüşlerinin ön plana çıktığı görülmektedir. Ancak Türk Akademik literatüründe konuya ilişkin yeterli çalışma olmadığı düşünülmektedir. Bu çalışmada Prof. Dr. Füsün Türkmen, Sabah gazetesi Washington eski temsilcisi Ragıp Soylu gibi Türk uzmanların argümanlarına da değinilerek Türk tarafında konuya ilişkin çalışma eksikliğinin giderilmesine yönelik bir katkı sağlanmaya çalışılmıştır.

Konu ile ilgili literatür incelendiğinde yapılan çalışmaların genelde Türk-ABD tarafları arasında ilişkilerin nispeten olumlu kabul edilebileceği dönemlerde yazıldıkları görülmektedir. Söz konusu yayımlardan dikkat çekici olanlar incelendiğinde,

Göze çarpan ilk eserlerden biri Çağrı Erhan'ın Hacettepe Üniversitesi Sosyal Bilimler Enstitüsüne sunduğu 2000 tarihli "Osmanlı-Amerikan ilişkileri (1776-1917)" isimli Doktora tez çalışmasıdır (Erhan, 2000). Bu çalışmada Ç. Erhan özellikle iki devlet arasında ilişkilerin yoğunlaştığı 1830-1867 dönemine vurgu yapmıştır. Ç. Erhan bu dönemi ilişkilerin tüm boyutlarıyla geliştiği bir dönem olarak tanımlamaktadır.

Dankwart A. Rustow tarafından kaleme alınan "Unutulmuş Müttefik: Türkiye" kitabı da konuya ilişkin önemli çalışmalar arasında görülebilir (Rustow, 1987). Kitap 1989 yılında Hakan Türkkuşu tarafından Türkçeye çevrilmiştir. Rustow ABD'nin Türkiye'ye daha fazla önem vermesi ve destek olması gerektiğini ifade etmiştir. Rustow Truman Doktrini'nden sonraki dönemde dünyada ABD politikalarını en fazla destekleyen ülkelerin başında Türkiye'nin geldiğini ileri sürmüştür.

Paul B. Henze'nin "Turkey And Atatürk's Legacy" isimli çalışması da konu ile ilgili önemli çalışmalar arasında gösterilebilir (Henze, 1988). 1998 yılında yayınlanan bu çalışmada Henze Türkiye'nin 1947 tarihinden beri dünya güvenliğinde oynadığı rolün yeterince anlaşılmadığı düşüncesindedir. Henze'nin yeterince anlaşılmadığını düşündüğü diğer bir husus da eşsiz modernleşme deneyimi ile Türkiye'nin bölgesindeki diğer ülkeler için bir örnek olma özelliğidir.

ABD'li istihbaratçı Graham E. Fuller'in 2008 yılında Türkçeye çevrilen "Yeni Türkiye Cumhuriyeti" isimli kitabı da konu ile ilgili olarak üzerinde çok tartışma yapılan çalışmalardan biridir (Fuller, 2008). Fuller bu kitapta Türkiye Cumhuriyeti'nin Ortadoğulu bir devlet olduğuna okuyucuyu ikna etmeye çalışarak Türkiye'ye Ortadoğu merkezli yeni roller biçer. Fuller Türkiye ile ABD'nin Ortadoğu da çıkarlarının ve izledikleri politikaların farklılaştığını ve bunun iki ülke ilişkilerinde pürüzlere yol açtığını ancak Türkiye'nin Ortadoğu'da

oynayacağı rolün uzun dönemde ABD ve Batının çıkarına olduğuna vurgu yapar. Fuller bir anlamda Türkiye'nin Ortadoğulu bir devlet rolü oynamasını önerir. Fullerin benzer görüşleri “Türkiye ve Arap Baharı” isimli kitabında da dile getirdiği ifade edilebilir (Fuller, 2017). Fuller'in Türkiye'nin üç yüz yıllık bir çaba harcadığı ve saygın bir üyesi olmaya çalıştığı modern Batı dünyasından uzaklaşıp Ortadoğu'ya yönelmesinin Batı dünyası ve Türkiye açısından orta ve uzun vadede yaratacağı sakıncaları göremediği veya iyi hesaplayamadığı anlaşılmaktadır.

Konu ile ilgili incelenmesi gereken temel eser niteliğindeki kitaplardan birisi de Füsün Türkmen'in 2012 yılında yayınlanan “Kırılgan İttifaktan Model Ortaklığa Türkiye-ABD ilişkileri” isimli çalışmasıdır (Türkmen, 2012). Çalışmada özellikle Barack Obama döneminde gerçekleştirilmeye çalışılan Model Ortaklık kavramının içi doldurulabilseydi bunun iki ülke arasındaki ilişkilere ve Türkiye'nin demokratik alandaki gelişimine olumlu etkileri olacağı ifade edilmektedir. Türkmen iki ülke arasında günöbirlik taktik veya stratejik yaklaşımların yerine liberal değerlere dayalı bir ilişkinin geliştirilmesinin iki ülke arasındaki bağların güçlenmesine ve sorunların daha kolay bir şekilde çözülmesine zemin hazırlayacağına vurgu yapar.

3. METODOLOJİ

Araştırma nitel araştırma desenlerinden vaka çalışması yaklaşımı kullanılarak gerçekleştirilmiştir. Bu çalışmada durum çalışması yöntemlerinden açıklayıcı/tanımlayıcı durum çalışması yöntemi kullanılmıştır. Bu yöntemde bir durum hakkında bilgi vermek için araştırma problemi ile ilgili bir veya iki durum kullanılmaktadır. Bu çalışmada da okuyucuları bilgilendirmek için 2002 sonrası döneme ilişkin Silah Ambargoları konusu bir vaka olarak ele alınıp incelenmiştir.

Vaka çalışması yönteminde veri toplama amacı ile kullanılan araçlardan mülakat yöntemi ve döküman incelemesi veri toplama araçları olarak kullanılmıştır.

Türk-Amerikan ilişkilerine etkide bulunmuş veya yaşanan olaylara tanık olmuş akademisyen ve gazeteciler ile temas sağlanarak Türk-Amerikan ilişkilerinin gidişatına ilişkin birincil kaynak olarak nitelendirilebilecek iki kişi ile görüşülmüştür.

Verilerin analizi ve yorumlanmasında betimsel-yorumlayıcı analiz tekniği kullanılmıştır. Çalışma kapsamında öncelikle döküman incelemesi sonucu elde edilen bulgulara yer verilmiştir. İkinci olarak Türk-Amerikan ilişkileri konusunda yetkin olduğu bilim çevreleri ve alana ilişkin kişilerce kabul edilen uzmanların mülakatlarda dile getirdikleri görüşlerin analizi Betimsel analiz tekniği çerçevesinde gerçekleştirilmiştir.

4. BULGULAR VE TARTIŞMA

Türkiye'ye örtülü silah ambargosu uygulandığının düşünülmesine yol açan savunma ekipmanlarının Türkiye'ye satışına ilişkin olarak uzmanların görüşleri şu şekildedir;

Ragıp Soylu (Mülakat, 27 Aralık 2019):

“Amerikan tarafının genel tavrı müttefiki bile olsa başka bir ülkenin çok fazla modern silah sahibi olmaması yönünde. Yani sadece Türkiye değil bütün ülkelere üst düzey silah satışlarını teknoloji transferi talebiniz varsa gerçekleştirmeye yanaşmıyorlar. İşin ikinci bir yanı daha var, ABD'de silahları özel şirketler ürettiği. Amerikan devletinin olmadığı için özel şirketler teknoloji transferi yapmak istemiyorlar. Bir diğer faktör Amerikan Kongresi'nin silah satışı konularında çıkardığı sorunlar. Amerikan Kongresi'nin Türkiye'ye genel olarak olumsuz bakışı ve bundan kaynaklanan silah satışlarının engellenmesi durumu söz konusu.”

Prof. Dr. Füsün Türkmen (Mülakat, 1 Ocak 2020):

“Türkiye teknoloji transferi istediği zaman Amerika’nın çeşitli nedenlerle teknoloji transferi yapmadığı sektörler var. Çünkü süper güçler bir yere kadar silah satar bir yerden sonrada askerî alanda üstünlüklerini etkileyecek kritik silahların satışını teknoloji transferi içerecek şekilde yapmazlar. Bu yaklaşım tamamen Türkiye’ye yönelik bir şey değildir. Bu genel bir politikadır ve yalnızca Türkiye’ye uygulanmıyor. Nitekim Rusya’da S-400’ler konusunda teknoloji transferi yapmayacak ama daha muğlak bir üslup kullanıyor.”

Türkiye’ye örtülü silah ambargosu uygulandığının düşünülmesine yol açan savunma ekipmanlarının Türkiye’ye satışına ilişkin olarak uzmanların ileri sürdüğü görüşlerle ilgili olarak şunları ifade etmek mümkündür;

Ragıp Soylu Türkiye’ye örtülü silah ambargosu uygulandığının düşünülmesine neden olan olayların temelinde üç temel faktörün rol oynadığını düşünmektedir. Bunlardan birincisi ABD’nin müttefiki bile olsa başka bir ülkeye üst düzey silahları teknoloji transferi içerecek şekilde satmama konusundaki genel tavrı, ikincisi ABD silah endüstrisi büyük ölçüde özel sektör firmalarının elinde olması ve bu firmalar teknoloji transferine sıcak bakmamaları, üçüncüsü ise Amerikan Kongresi’nin silah satışları konusunda çıkardığı sorunlar. R. Soylu Kongre’nin Türkiye’ye olumsuz bakışının Türkiye’ye yönelik silah satışları üzerinde olumsuz ve engelleyici etki yarattığını düşünmektedir.

Fusun Türkmen ise süper güçlerin kendi askerî üstünlüklerini etkileyecek silahların satışı konusunda genelde katı bir yaklaşım sergilediklerine vurgu yapmaktadır. F. Türkmen Rusya’nın da Türkiye’ye S-400 konusunda teknoloji transferi yapmayacağına ancak mevcut durumda muğlak bir dil kullandığı görüşündedir.

SONUÇ

Konuya ilişkin dış politika analizi çerçevesinde Silah Ambargolarının nedenlerine ilişkin olarak şu görüşleri ifade etmek mümkündür;

- Lider faktörü: Obama’nın dış politika konusunda bağımsız hareket etmek ve bireysel inisiyatif kullanmak yerine kurumların etkisi çerçevesinde bir liderlik sergilediği görülmektedir. Amerikan başkanları için yapılan danışman bağımlısı tanımlamasının Obama’ya tam olarak uyduğu ifade edilebilir. Söz konusu olayda Obama büyük ölçüde Pentagon’un tavsiyeleri doğrultusunda hareket etmiştir denilebilir. Pentagon’un ise özellikle 1 Mart Tezkeresi sonrası dönemde Türkiye’ye yönelik olumsuz bir bakışının olduğu bilinmektedir.

- Kurumların rolü: Bu kapsamda ilk değerlendirilecek husus ABD Kongresi’nin rolüdür. Gerek B. Obama ve gerekse diğer ABD’li üst düzey yöneticilerin pek çok kez Kongre’nin rolünü dile getirmiş olmaları Türkiye’ye yönelik silah satışlarında ABD Kongresi’nin rolünü ön plana çıkarmaktadır. Obama döneminde ABD ordusunda emekliye ayrılmış hizmet dışı Perry sınıfı firkateynlerin bile Kongre onayı gerekçe gösterilerek Türkiye’ye verilmek istenmemesi bu konuda Kongre’nin rolünü gözler önüne sermektedir. ABD Kongresi’nin Türkiye’de Cumhuriyetin ilan edildiği ve Türk Parlamentosu’nun açıldığı dönem haricinde genel olarak Rum ve Ermeni lobilerinin etkisiyle Türkiye’ye karşı olumsuz bir tavır içerisinde olduğunu söylemek mümkündür. Bu yaklaşımın nispeten yumuşadığı bir olay Cumhurbaşkanı Celal Bayar’ın 1954 tarihinde ABD Kongresi’ni ziyaret ederek konuşma yapmasıdır.

ABD yönetimi ve Pentagon’da askerî alandaki küresel üstünlüklerini olumsuz etkileyecek savunma sanayi ekipmanlarının müttefikleri bile olsa başka bir ülkeye satışına sıcak yaklaşmamaktadırlar. Bu durumun süper güçlerin genel tavrı olduğu ifade edilebilir. Bu durum ABD için geçerli olduğu kadar Rusya için de geçerlidir. Bu anlayışın bir sonucu olarak pek çok savunma ekipmanının Türkiye’ye satışı yapılmamıştır.

Resmi kurum olmamakla beraber ABD savunma sektörünün de bu olay üzerinde etkisinin olduğunu ifade etmek gerekir. Pek çok ülkede savunma sanayi devlet eliyle yürütülmektedir.

Ancak ABD örneğine bakıldığında savunma sanayi firmalarının çok büyük oranda özel sektöre ait olduğu görülmektedir. Özel sektör firmaları ise teknoloji alanında sahip oldukları avantajı etkileme olasılığı olan teknoloji transferine sıcak bakmamaktadırlar. Bir anlamda alıcıların kendilerine olan bağımlılığının azalmasını istememektedirler denilebilir.

Kurumsal ve politik süreçler kapsamında değerlendirilebilecek diğer bir husus da Amerikan medyasının rolüdür. Özellikle Clinton döneminden itibaren ABD medyası Türkiye'nin güvenlik gerekçeleri ile terör örgütü PKK'ya karşı yürütmüş olduğu operasyonları insan hakları ihlali olarak Amerikan kamuoyuna sunmuştur. Medyanın bu girişimlerinin hedefinin Türkiye'ye yönelik savunma sanayi ekipmanlarının satışının engellenmesi olduğu ifade edilebilir.

- İsrail ile bozulan ilişkilerin etkisi: Obama'nın 2009 yılındaki bir NATO toplantısında Abdullah Gül ile yapmış olduğu ve gündemini Türk tarafının silah alımlarına ilişkin taleplerinin oluşturduğu görüşmelerde konunun Türkiye-İsrail ilişkilerine getirilmesi bu argümanı destekler niteliktedir. Obama, Türkiye'nin İsrail ile ilişkilerinin iyi olması gerektiği yönündeki görüşlerini toplantının kritik gündemi haline getirmiştir.

Bilindiği gibi gerek ekonomik gerekse askerî bütün ambargolar karşı taraf üzerinde baskı oluşturarak onun davranışlarını yönlendirmeye yönelik dış politika araçlarıdır. Silah ambargoları meselesinde de ABD tarafının Türkiye'yi kendi politikaları doğrultusunda yönlendirmek için bu enstrümanı kullanmaya yöneldiği rahatlıkla ifade edilebilir.

Türkiye'nin milli silah endüstrisini geliştirmesine yol açmasının yanı sıra örtülü silah ambargoları alternatif tedarik kaynakları arayışını da tetiklemiştir. Türkiye'nin S-400'ler başta olmak üzere başka kaynaklardan savunma ekipmanı temini arayışlarında silah ambargolarının rolü yadsınmaz. Türkiye'ye yönelik örtülü silah ambargolarının ve teknoloji transferi içerecek şekilde savunma alanına yönelik antlaşmalar yapılamamasının nedenleri arasında özellikle Türkiye'nin son dönemlerde gelişen endüstriyel kapasitesinin etkilerini de görmek gerekir. ABD'li firmalar kendi ürettikleri hassas savunma teknolojilerini üreterek ihraç edecek rakip istememektedirler. Bu durum Patriot'lar konusunda yürütülen müzakerelerde net bir şekilde görünmektedir

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Effect of Bank Specific and Macroeconomic Factors on Credit Risk of Islamic Banks in Pakistan

Asst. Prof. Dr. Shams UR RAHMAN

The University of Agriculture, Peshwar, Pakistan
sayedshams@aup.edu.pk
Orcid: 0000-0003-1868-911X

Mr. Luigi Pio Leonardo CAVALIERE

Department of Economics, University of Foggia, Foggia, Italy
luigi.cavaliere@gmail.com
Orcid: 0000-0003-3169-567X

Mr. Mati ULLAH

The University of Agriculture, Peshwar, Pakistan
matiullah03000@gmail.com
Orcid: 0000-0001-8571-8668

ABSTRACT

The aim of the prevailing study is to determine how country level and bank-specific factors affect credit risk in Pakistani Islamic banking industry. How effectively financial institutions manage their risks because it has a significant impact on their future. The quarterly data of six years has been extracted from their respective websites and World Bank. The study period is from 1 July 2014 to 30 June 2020. Secondary data made up the data set. The data in this study were analyzed using the Ordinary Least Squares model. The results supported the hypothesis that macroeconomic factors and bank-specific factors influence credit risk significantly. Macro-economic variable such as exchange rate has positive significant effects on credit risk. However, credit risk and gross domestic product have a significant negative relationship. Internal factors, such as management efficiency, size, and capital adequacy ratio have been shown to have a positive and significant impact on credit risk. Moreover, loan to deposit ratio has positive insignificant effect with the credit risk. The finding added important evidence to the existing literature on credit risk particularly that related to Islamic banking.

Keywords: Credit Risk, Islamic Banks, Macroeconomic Variables, Banks Specific Variable.

INTRODUCTION

The banking industry powers the nation's economy and keeps its financial services operating smoothly. Additionally, financial institutions offer a safe environment for transferring funds, which has a direct impact on the nation's economic expansion. Banks take deposits and give lenders in-advance payments. Therefore, bank transactions or lending to businesses, people, and other banks or financial institutions result in credit risk. Credit risk is the possibility that the borrower or one of their partners won't fulfil their commitments in accordance with the terms set forth. The function of the bank suggests that ineffective performance, which has a detrimental effect, has a direct relationship with economic growth. In this situation, credit risk management has assumed a greater significance (Kaptan, 2013). Financial instability is largely caused by debt risk in the banking industry (Bank for international settlement, 2000).

The expansion of banks' non-performing loan ratios has been linked to the previous financial crisis as evidence that the economy is currently facing some challenges. Understanding the economy can be determined by looking at the NPL of the banking sector. The ratio of NPLs to total loans reveals the financial health of a company, an individual, and a real sector. However, it also depicts the worth of resources in the banking industry (Sozer, 2010). The efficiency of banks in the economy is demonstrated by the NPL index. To safeguard that economic policy plans are applied correctly and that banks continue to drive in a well fashion, it is crucial to properly adjust the instructions. NPL is thus used to define and represent credit risk.

Problem statement: An economy's stability depends on sound financial management, while excessive debt makes a country bankrupt. Additionally, credit can generate high returns, but money must be managed effectively and efficiently. The cost of capital is influenced by numerous systematic and non-systematic factors. The majority of prior research on credit risk was done in the area of traditional banking, i.e. (Peterson et al. (2017) and alkhawaja et al. (2019). However, as the significance of Islamic banks increased in the years that followed, only a few studies—Misma et al. (2015) and Incekara & Cetinkaya—explained the phenomenon of Islamic banking (2019). By excluding foreign exchange rate, management effectiveness, and loan to deposit, the aforementioned studies examine the impact of firm-level and macroeconomic variables on credit risk. A thorough investigation of firm-level and macroeconomic variables could not be done because of the aforementioned variables. The goal of this study is to build on previous work by incorporating new variables that could impact credit risk in the context of Pakistan.

Objectives of the research:

1. To evaluate the effects of Internal Factors (e.g., CAR, LD, MGT, Size) on Credit Risk in Islamic Banks in Pakistan.
2. To examine the effects of Macroeconomic Factors (e.g.: GDP, FER) on credit risk in Islamic Banking industry in Pakistan.

Significance of the study: The banking industry is the foundation of every economy and is essential to the smooth operation of all financial activities. Therefore, the importance of credit risk management to the banking industry's profitability could not be overlooked. This study looked into a number of variables that could have an impact on Pakistani Islamic banks' credit risk. In many ways, the current study adds to the body of literature already in existence. The current study advances knowledge in three ways: variable-wise, methodologically, and contextually. The study's conclusions and suggestions would be more beneficial for bank managers and decision-makers to successfully manage credit risk. Due to the fact that credit risk is a crucial factor in determining a bank's reputation, public image, profitability, and ability to draw in customers and investors. The results of this study are also benefiting society by showing that Pakistani banks are capable of creating successful CRM improvement plans. Since society depends on the banking industry's effectiveness, the way the banks operate can have an impact on how the economy grows. The study will also serve as a building block for researchers in the future who wish to pursue additional research on topics related to Islamic banking in Pakistan.

1 LITERATURE REVIEW

Islamic banking institutions differ significantly from non-Islamic financial institutions in terms of risk taking and risk management. Researchers from all over the world have conducted a variety of studies on risk management in Islamic banking. The high level of non-performing loans in banks is primarily due to different levels of non-performing loans, which have an impact on bank profitability. In the banking industry, the NPL is typically thought to be influenced by macroeconomic and internal bank factors. According to the literature review, factors at the company or national level are used to determine NPL. The majority of researchers have only used a few of two different types of variables. The following chronological list includes a few of these studies.

The relationship between internal bank factors and the management of credit risk in Islamic financial institutions is examined by Zolkifli et al. (2018). Additionally, internal bank factors play a significant role in the banking industry's relationship with credit risk. In their 2019 study on Islamic banks in Turkey, Cenkara & Etinkay examined how credit risk is influenced by both bank-specific factors and macroeconomic factors. Credit risk in Islamic banks is significantly influenced by internal and macroeconomic factors. According to a recent study by Mohammed & Sakir (2019), NPL in Islamic banks is directly impacted by loan loss provisions and the ratio of loans to deposits, and it is negatively impacted by the size of the assets.

Khan and Ahmed (2002) studied the Islamic Financial Institution, which is more secure than traditional banks despite having enormous debts and suffering greater losses. The authors list several explanations for how Islamic banks lower credit risk by adhering to Sharia-compliant practises. Credit risk management in an Islamic financial institution is positively impacted by bank asset size, management capability, and risk-weighted assets. The findings imply that managing risky assets efficiently is crucial for reducing credit risk (Ahmed and Ahmed, 2004). Credit risk is significantly positively correlated with company-level variables like financing expansion, financing quality, capital ratio, management effectiveness, net interest margin, and total asset log. Misman and others (2015). Other pertinent studies on the regular and erratic factors influencing credit risk have been conducted (Das and Ghosh, 2007; Mahmoud, 2017; Thiagarajan et al., 2011; & Suhartono 2012), and the evidence suggests that institutional-level variables have the least influence on credit risk.

Using multiple regression analysis with at least a square equation, Fermansiyah (2014) examined the monthly average data of all Syrian rural credit banks (SRCBs) in Indonesia. This study looked at how internal bank and macroeconomic factors impacted NPL. The findings show that the GDP and inflation will have a negative impact on the NPL while the liquidity effect will have a positive impact. The NPL, however, is unaffected by size or effectiveness. Using data envelope analysis, Havidz and Setiawan (2015) investigated the predictors of bank capacity and NPL. Using four Indonesian Islamic banks as a research model, the study examined data from 2008 to 2014. The findings show that the management efficiency ratio, size, and GDP growth rate all significantly correlate with the NPL ratio. Returns have no discernible effect on PLD, CAR, inflation, or assets.

Research on credit risk, macroeconomic factors, and bank-specific components in Islamic banking was done by Wiryono and Effendi (2018). Panel secondary data for Indonesia from 2010 to 2016 underwent regression analysis. Additionally, it was observed that bank size has a positive and significant impact on credit risk whereas GDP, financing expansion, financing quality, and inflation have a negative and significant impact. Macroeconomic and bank-specific determinants for credit risk in Islamic banks were explored by Effendi and Yuniarti (2018). Additional evidence that the GDP and unemployment rate were negatively connected with the credit risk of Islamic banks in Indonesia came from the findings of panel data regression with a sample of random effects. Additionally, it was found that inflation had a negative but statistically significant impact on the credit risk of Indonesia's Islamic banking sector.

The correlation between inflation and credit risk in a financial institution is supported by two solid pieces of evidence. It might be detrimental or beneficial. Inflation is significant and influences Islamic banks' subpar lending rates favourably, claims Khemraj (2009) It might be detrimental or beneficial. Farhan (2012), Fofack (2005), and Ghosh have all confirmed similar findings (2015). The correlation between inflation and credit risk, however, was found to be negative by Ahmed and Bashir (2013). These two different outcomes were supported by Nakusu (2011), who noted that the outcome could be either positive or negative depending on the state of the economy. High inflation makes it easier for a borrower to pay back a loan because it lowers the loan's actual value. Additionally, rising inflation makes it harder for borrowers to repay their debts, which lowers real wages in sticky wage environments.

GDP is the main macroeconomic indicator used to measure economic growth (Johan, 2018). GDP growth, according to Luigis et al. (2012) and Farica (2018), had a significant adverse effect on default loan. Because GDP growth leads to more employment opportunities, which raises debtors' income levels and lowers their NPL. Additionally, the level of NPL increases during economic crises because a slowing economy lowers borrower income levels, which raises the level of NPL.

Based on some regional literature, research on both types of banking systems offers distinct directions. The impact of exchange rate on credit risk is closely related to export and import activity. The majority of traditional bank studies demonstrate that the impact of the exchange rate on credit risk is favourable and significant. (Fofack, 2005; Shangergi, 2013; Akanlo, 2014) According to Fofak (2005), the export-oriented agricultural sector has benefited from the high concentration of credit due to the exchange rate appreciation that reduced profit margins and constrained growth opportunities, which increased NPLs. The exchange rate and credit risk have a negative relationship, according to Cihak & Hesse (2008). A minimum capital ratio must be maintained by all financial institutions (Montgomery, 2005). But a lower capital ratio would result in a rise in NPL (Berger & Young, 1997). However, Luizz et al. (2013) and Chang et al. (2017) discovered that CAR had little effect on credit risk. A high debt to deposit ratio suggests high credit levels and increases the likelihood of credit risk (Ekanayak & Aziz, 2016). NPLs

and loans to deposit, however, have a negative and significant relationship, according to Schngerzzy (2013). The high ratio of debt to deposits shows that deposits have been used to generate income and boost profitability. Profitability promotes deposits for investments in low-risk sectors with lax credit standards. Non-performing loans are avoided by this kind of activity. Likely inefficient resource allocation and low profit are indicated by a low loan to deposit ratio. The credit-to-deposit ratio has a negative correlation with the NPL, according to empirical research by Jameel (2014) and Anjom and Kareem (2016).

1.1 Theories to the study:

1.1.1 Resource-based theory: According to the resource-based theory, an organization's ability to compete successfully depends on the internal and external resources it controls. Internal staff members are a bank's greatest asset, and the success of the bank depends on their effectiveness and productivity. According to this theory, employees who are more knowledgeable and skilled can help banks run more smoothly while also producing income.

1.1.1 Resource-based theory: The life-cycle theory, which was developed by Franco Modigliani and his student Richard Brumberg in the early 1950s and further developed by Lawrance, serves as the foundation for the theoretical framework for the macroeconomic components of credit risk (Deaton, 2005). (1995). An economic theory known as the life cycle theory describes how people spend and save money throughout their lifetimes. The idea is that people borrow when their profits are low and save when their profits are high in order to have smooth consumption throughout their lifetime. According to the theory, the likelihood of default is influenced by the macroeconomic factors of GDP, unemployment rate, and inflation as well as the loan amount (financial institution-particular factor).

1.1.3 Hawley's risk theory of profit: Hawley's risk theory of profit forms the foundation of the theoretical framework for bank-specific variables. F.B. Hawley created the Hawley risk theory of earnings, which was based on the idea that those who are capable of taking risks in a dynamic manufacturing and production environment have a right to the reward known as profit. Product expiration, the lack of essential items, a sudden price drop, the introduction of a competitor's replacement, and risk from war, fire, or other natural disasters are a few examples of risks that can arise in business. When financial institutions lend money to others in order to generate income, credit risk develops.

2 RESEARCH METHODOLOGY

2.1 Nature of the study

Research studies come in a variety of forms, including quantitative, qualitative, and mixed methods. Data for this research study were gathered from secondary sources. Consequently, the nature of the current study is quantitative.

2.2 Data set and sampling

In Pakistan, seventeen Islamic window banks and five full-fledged Islamic banks were the subjects of this study. Thus, the total number of Islamic banks currently registered with the state bank of Pakistan was twenty-two. This research was conducted using secondary data. The study collected data from the quarterly reports of the State Bank of Pakistan, the World Bank, the Pakistan bureau of statistics, and the annual financial reports of banks. This study used quarterly data from July 2014 to June 2020 to determine the impact of factors affecting credit risk. In the current research study, sampling from the population was selected using a probability sampling

technique. Using a method of simple random sampling, the sample was drawn from the total population. Sekaran's (2016) table for estimating sample size recommends a sample size of 19 for 20 populations. Based on these recommendations, the sample for the current research study consisted of twenty operating Islamic banks in Pakistan.

2.3 Model and variables for research:

In order to identify the factors that affect Pakistani Islamic banks' credit risk, this paper uses the panel data technique. Using panel data, cross-sectional sample observations from various time periods are combined. The $N \times T$ size is used as an index for the observations that make up the panel data. N is the number of banks (panels), and T is the length of a time series, such as an annual, monthly, or daily series. Together, these two symbols are referred to as N and T . In order to alleviate the problem of multicollinearity, a $N \times T$ dimensional analysis, which cannot be carried out in the horizontal section or the time series analysis by themselves, was carried out on the panel data (Baltagi, 2005). The research's econometric model is as follows:

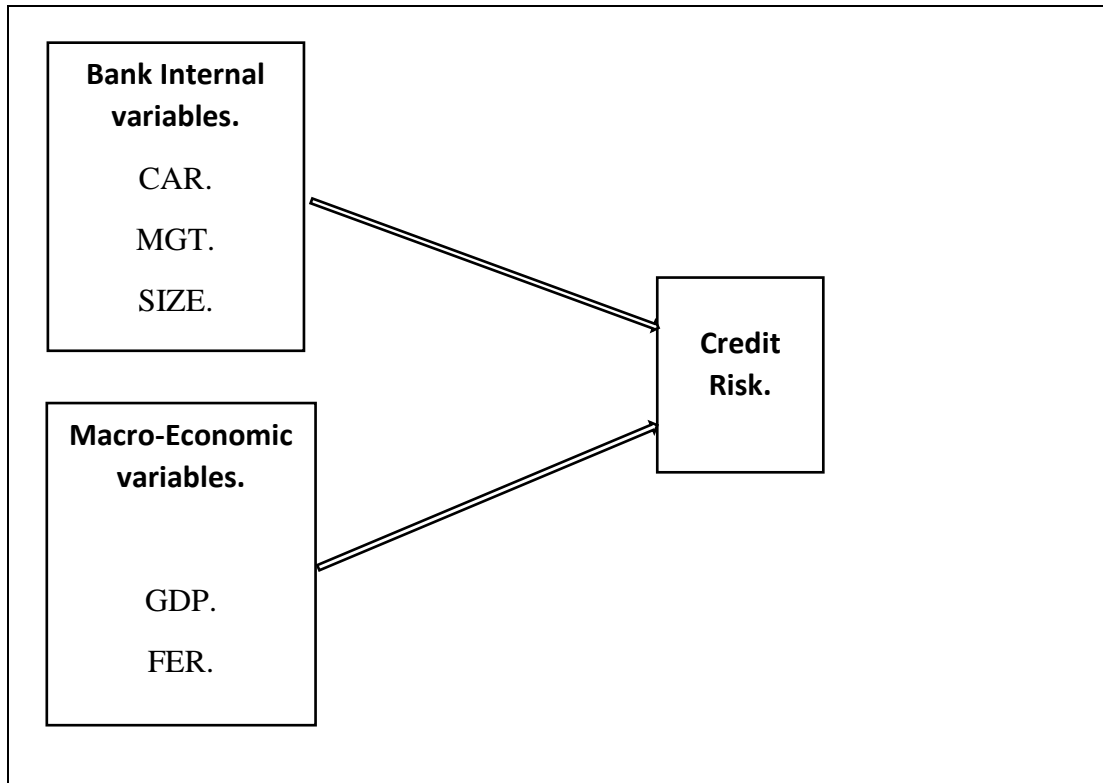
$$CR_{it} = \alpha + \beta_1 CAR_{it} + \beta_2 SIZE_{it} + \beta_3 MGT_{it} + \beta_4 LD_{it} + \beta_5 GDP_{it} + \beta_6 FER_{it} + \epsilon_{it}$$

In the model's sub-indices, i stands for banks' horizontal cross-sections, and " t " stands for time dimension. The coefficients β_1 to β_6 display the slope coefficients for the independent variables and the ϵ_{it} error term, while coefficients α represents the constant coefficient of variation. Table 1 provides the justifications for the model's variables.

Table 1. Model Variables and Definitions

Dependent variable	
Credit risk Bank	Non-performing loan/total loan of Bank
Bank-Specific Independent Variables	
Capital adequacy ratio	risk weighted asset /total capital
Management efficiency	Total earning asset/total assets
Size	Natural log of total assets
Loan to deposit	Total loan /total deposit
Macroeconomics Independent Variables	
GDP	Quarterly growth rate of the Gross domestic product
FER	Foreign exchange rate quarterly

2.4 Conceptual framework



3 RESULTS AND DISCUSSION

The panel data regression technique is used in this study to empirically determine the factors that affect the participation banks' credit risk. The following table lists the variables' means, standard deviations, minimum and maximum values.

Table 3.1 Entire Summary Statistics

Variable	Mean	Minimum	Maximum	SD
CR	0.017	0.274	0.380	0.127
GDP	3.119	-0.420	5.844	2.124
FER	0.007	0.006	0.008	0.004
CAR	0.136	0.130	0.213	0.032
MGT	0.41	0.41	0.540	0.33
LD	0.038	0.016	0.064	0.447
SIZE	0.191	0.174	0.186	0.007

Table 3.2 Stationarity Test with the Levin-Lin-Chu Unit Root

Variables	Levin-Lin-Chu	
	I(0)	I(1)
GDP	1.345	-5.796*
FER	2.742	-7.522***
CAR	1.457	-6,642*
MGT	1.566	-8.112**
LD	-0.455	-7.512*
SIZE	1.687	-6.656***

Table 3.3 Factors for the Variance Inflation of All Independent Variables

VIF Values > 10.0 show a collinearity problem	
<u>Variables</u>	<u>VIF</u>
GDP	3.914
FER	3.922
CAR	1.167
MGT	3.234
LD	1.313
SIZE	1.573

Table 3.4 Model Testing

Model test	F-Value	P-Value	Model
Breusch-Pagan test	0.127	0.822	OLS
Chow Test	1.020	0.522	OLS
Hausman Test	5.445	0.4578	RE
Wald Test	Chi-square = 0.23404	0.039**	

Table 3.4 provides an analysis of Model 1 diagnostic tests. It consists of all macroeconomic and internal variables (Gross Domestic Product, Foreign Exchange Rate, capital adequacy ratio, management efficiency, size of the bank and loan deposits). Chow test F-Value is 1.020 with a P-value of 0.522; Breusch-Pagan Test F-Value is 0.127 with a P-value of 0.822; and Hausman test F-Value is 5.445 with a P-value of 0.4578 favour the random effect model. The data are therefore analysed using the ordinary least square model.

To examine the heteroscedasticity issue, the Wald test (Wald Value = 0.23404e+007 and P-value = 0.039) was applied (Wald Value = 0.23404e+007 and P-value = 0.039). In table 4, the Wald test result indicates that there is no heteroscedasticity issue with the data.

Table 3.5 Regression Analysis

Model 1: OLS

Dependent variable: CR

	Coefficient	t-ratio	p-value	
Constant	-0.410	-0.612	0.519	
CAR	0.007	2.571	0.038	**
MGT	0.041	3.121	0.006	***
LD	0.001	0.375	0.688	
SIZE	0.021	3.637	0.004	***
GDP	-0.019	-3.932	0.008	***
FER	0.017	2.126	0.038	**
F-value	3.414	P-value(F)	0.008	***
R²	0.42	DW	0.460	

Table 3.5 uses the OLS model to show that the model has a 99 percent confidence interval and is statistically significant. It has a p-value of 0.008, which is less than the -value of 0.01 and an F-value of 3.414. It proves that the model is accurate and statistically significant. The result also indicates that the coefficient of determination (R²) is 0.42, indicating that independent variables (internal variables and macroeconomic variables) account for 42% of the variance in the dependent variable (credit risk). Excluded variables account for the remaining variance. Durbon-Watson value is 0.460. Which demonstrate that there is no significant autocorrelation issue. Table 3.5 presents the findings for the independent variables and the dependent variable (credit risk). Credit risk and the internal variable known as capital adequacy ratio have a strong and positive correlation. A p-value of 0.038, which is less than the -value of 5%, indicates that the result is supported. This suggests a direct connection between credit risk and the capital adequacy ratio. The results showed that credit risk will rise by 0.006 for every unit change in capital adequacy. The results of this study are consistent with Hawley's risk theory of profit. The reward for taking risks in business is revenue, according to Hawley's risk theory. A company with a higher risk profile will make more money, and the opposite is also true. Borrower loan defaults increase along with Islamic banks' capital adequacy ratio. Profit-driven banks lend more money to economies that are in deficit. Due to the fact that profit is inversely correlated with risk, it also raises credit risk.

Management efficiency, the second internal variable, has a strong and positive relationship with credit risk. A p-value of 0.007 shows that the result is true. It shows that credit risk goes up as management effectiveness goes up. A unit change in management efficiency will result in a 0.041% increase in credit risk. Hawley's Risk theory of profit validates the study's findings.

According to the theory, businesses with greater risk will generate greater profits for their owners. When banks extend credit to borrowers, they assume the risk of credit default. According to Hamid and Janor (2018), as the ratio of earning assets to total assets rises, banks are more likely to issue loans to debtors, which increases credit risk.

The loan-to-deposit ratio is the third internal variable. It has a positive but not very important relationship with credit risk. The p-value for this result is 0.688 percent, which is higher than the -value, which is 1 percent, and the value of 5 percent. When LD goes up, so does CR. Financial institutions seek stable earnings. However, every bank takes a risk when extending credit to borrowers. As the ratio of loans to deposits rises, so does the credit risk, as banks take on more risk by extending more loans to debtors.

Size, the final internal variable, has a significant and positive relationship with credit risk. This result is supported by the p-value of 0.004, which is less than the -value of 1%. According to previous research, the size of banks has a positive impact on nonperforming loans. According to Khemraj & Pasha's (2010) and Incekara & etinkaya's (2019) findings, banks will issue more loans to debtors proportionally to the amount of assets they own. therefore, credit risk increases as well.

The GDP has a significant and negative effect on credit risk. The P-value for the gross domestic product is 0.008, which is less than 1%. Which demonstrate a statistically significant negative correlation between GDP and credit risk in Islamic banking. In addition, the outcome indicated that a change of 0.019 per unit in GDP will reduce credit risk. The correlation between credit risk and GDP was revealed to be negative by ncekara and etinkaya (2019) and Haryono et al. (2016). In addition, the results support the hypotheses of wiryono and effendi (2018), which demonstrate a negative correlation between GDP and credit risk. The study's findings supported the theory of the consumption life cycle. Individuals attempting to maintain a satisfactory level of consumption, according to the theory, save when their disposable income is high and borrow when it is low. GDP is an economic indicator that indicates a nation's economic health. A country's Gross Domestic Product (GDP) provides information regarding its economic growth and development. Increased GDP growth will increase the income of debtors and their ability to repay their debt. Thus, the financial institution's credit risk decreases. A decline in GDP will nevertheless increase the credit risk.

Table 3.5 demonstrates that exchange rate is significantly and positively related to credit risk at the 5% level. It has a t-value of 2.166 and a p-value of 0.038, which is less than the significance threshold of 5 percent. The result indicates that the correlation between exchange rate and credit risk in Islamic banks is statistically significant and positive. According to the findings of the study, an increase in the exchange rate has a negative effect on the ability of borrowers to repay loans, especially those who rely on imported goods. In accordance with and in support of the hypotheses of Farhani & Koo (2016) and Khemraj & Pasha, an appreciation of the exchange rate and a rise in imports may increase credit risk (2009). The study's findings are also related to the life cycle consumption theory. Life-cycle theory describes how individuals spend and save money throughout their lifetimes. In accordance with the life cycle theory, individuals strive to maintain a consistent level of consumption; they borrow money when their disposable income is low and save when their earnings are high. The weakening of the domestic currency will exacerbate default. As the price of imported goods rises, pressure is placed on the letter of credit issued by banks to merchants. Therefore, exchange rate and credit risk are directly related.

CONULUSION

Credit risk is the main factor for banks in the developing banking environment. In this study, the effect of macroeconomic and bank-specific factors on credit risk in Pakistan's Islamic banking industry was investigated. This study focused on five fully-fledged Islamic banks and seventeen Islamic window banks in Pakistan. The sample size for the current study was twenty Islamic banks with operations in Pakistan. The financial statements of Islamic banks, the Bureau of Statistics, and the State Bank of Pakistan are used from 2014–2015 to 2019–2020 for this analysis using the ordinary least model (Panel data set). The study's conclusions show that the foreign exchange rate and macroeconomic variables have a significant positive impact on credit risk. This implies that the credit risk will increase along with the foreign exchange rate. The outcome, however, shows that credit risk is significantly negatively impacted by the gross domestic product. As a result, during times of economic growth when macroeconomic indicators increase, the credit risk of banks decreases. There is a claim that macroeconomic factors have an impact on the credit risk of Islamic banks in Pakistan, despite the fact that credit risks rise during economic downturns and crises. Credit risk is significantly and positively correlated with the capital adequacy ratio, bank size, and management efficiency ratio. It implies that factors specific to the bank have a direct impact on credit risk. This means that in Islamic banks, loan to deposit is positively and insignificantly correlated with credit risk, and credit risk is directly related to bank-specific variables.

RECOMMENDATIONS

Following recommendations were developed based on the findings of the current study and its historical context.

- • In order to reduce the risk of default, managers are advised to thoroughly evaluate loan applications. Monitoring is made possible by assembling the required data about the company (investor) to avoid loan default.
- • The formulation of fresh regulations is advised by policymakers to guarantee debt recovery. The loan's terms and conditions need to be updated if policymakers want to decrease NPLs.
- • In order to reduce the risk of future defaults, the State Bank of Pakistan should act swiftly against these defaulters.
- As a result of the banking industry's significance to society, a bank's success helps the economy grow and improve. So that their assets are inspected and protected, banks should use efficient monitoring. To ensure proper use and performance, staff members must receive effective training in topics like risk asset management, risk control, and credit utilization.

LIMITATIONS AND FUTURE DIRECTIONS

Future research will need to address the limitations of this study. This study's focus is only on full-fledged and window banks that are Islamic in nature in Pakistan. It is suggested that more research be done to compare the credit risk of commercial banks and Islamic banks in Pakistan.

Additionally, credit risk management in microfinance banks was disregarded in this study. The relationship between macroeconomic and bank-specific factors and the credit risk of

microfinance banks has received little empirical research. Future research should therefore focus on credit risk in the banking sector for microfinance.

The relationship between credit risk and macroeconomic and bank-specific variables is the only subject of this study. The same theoretical framework should therefore be examined using bank performance as the mediating variable.

To investigate the impact of credit risk on Islamic banks, future research may incorporate additional variables. In doing so, it provides more information on the credit risk management of Islamic banks and encompasses both micro and macroeconomic variables.

In addition, the study is limited to a six-year time frame; therefore, future researchers could benefit from a longer time frame.

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Postmodern Hareketler Işığında Grafik Tasarımın Reklam Çalışmalarına Yansımaları

Asst. Prof. Dr. Bilge ÇAĞLAR DEMİR

Gümüşhane University
bcaglar@gumushane.edu.tr
Orcid: 0000-0002-1754-2389

ÖZET

Reklam, ürün ve firmaları mevcut ve potansiyel hedef kitleleriyle buluşturan, kitleleri sağlık, moda, gıda kısaca yaşam biçimleri konularında bilgilendiren en etkili iletişim yöntemlerinden biridir. Grafik tasarım çalışmaları ise bu iletişim amacını gerçekleştirmeye yönelik en etkili araçlardır. Grafik tasarımın günümüzdeki anlamsal ve biçimsel formunu alması çeşitli tasarım akımlarının gelişmesi sonucu oluşmuştur. Ortaya çıkan her bir akım günümüz grafik tasarım anlayışına katkı sağlamıştır. Grafik tasarım çalışmaları aracılığıyla kurum ve firmalar hedef kitleleriyle iletişim kurarak, bu iletişimi dinamik bir biçimde tutma imkânına sahiptir. Bu çalışmalar (afiş, broşür, el ilanları, kurumsal kimlik tasarımları vs.) üretici şirketlerin, hizmet ya da fikirlerini hedef kitesine ulaştırma yönünde başvurduğu, tüketiciyi güdüleyerek satın alma davranışını harekete geçirme çabasında kullandığı en etkili silahlardandır. Bu çabayı gerçekleştirirken de bazı öğelerden yararlanır ve tüketicilerin zihninde reklamın ulaştırmak istediği mesaja yönelik belli bir anlamlandırma gerçekleştirilir. Reklam mesajının anlamlandırılması sürecinde, tüketicinin yaşamış olduğu deneyimler; kültürel, toplumsal ve bireysel anlamda sahip olduğu tüm özellikler reklamda yer alan markaya yönelik belli çağrışımlar oluşturur. Bu çağrışımlar her dönemin sahip olduğu tasarım trendinin biçim, form, anlam gibi özellikleri uygulanarak grafik tasarım çalışmalarını aracılığıyla verilebilir. Çalışmada literatür taraması yapılarak, postmodern sanat hareketlerinin reklam çalışmalarında kullanılan grafik öğeler aracılığıyla nasıl yansıdığı göstergebilim yöntemiyle incelenen reklam örneklerinde ortaya çıkarılmaya çalışılmıştır.

Anahtar Kelimeler: Grafik Tasarım, Reklam, Postmodern Hareketler.

The Role of Graphic Design in Advertising Studies in The Light of Postmodern Movements

ABSTRACT

Advertising is one of the most effective communication methods that brings products and companies together with their current and potential target audiences and informs them about health, fashion, food, in short, lifestyles. Graphic design studies are the most effective tools for realizing this communication purpose. The semantic and formal form of graphic design today has been formed as a result of the development of various design movements. Each emerging trend has contributed to today's graphic design understanding. Institutions and companies have the opportunity to keep this communication dynamically by communicating with their target audience through graphic design works. These works (posters, brochures, flyers, corporate identity designs, etc.) are among the most effective weapons used by the manufacturing companies to deliver their services or ideas to their target audience, and to motivate the consumer to act on their purchasing behavior. While making this effort, it makes use of some elements and a certain meaning is made for the message that the advertisement wants to convey in the minds of the consumers. The experiences of the consumer in the process of making sense of the advertising message; All the cultural, social and individual characteristics create certain associations for the brand in the advertisement. These associations can be given through graphic design studies by applying the features of the design trend of each period, such as form, form and meaning. In the study, by making a literature review, it has been tried to reveal how the postmodern art movements are reflected through the graphic elements used in advertising studies, in the advertisement examples examined by the semiotics method.

Keywords: Graphic Design, Advertising, Postmodernism, Postmodern Movements.

GİRİŞ

Reklam, ilk çıktığı günden itibaren yaşamımızı etkileyen bir olgudur. Konvansiyonel iletişim araçlarının ötesinde dışarı çıktığımızda durakta otobüs beklerken, yolda yürürken hatta apartmanlarımızın kapısından girdiğimizde ya da internet üzerinde bir siteye erişim sağladığımızda kısaca hayatımızın her anında reklam iletileriyle karşılaşmaktayız. Ancak bu reklamların da insanlar gibi değişime uğradıkları, dönemin koşullarını yansıttığı görülmektedir. Aklın ve mantığın hâkim olduğu modern dönemde hazırlanmış reklam çalışmalarında, ürün hakkında bilgi verici ya da ürüne ulaşmak için ne yapılması gerektiğiyle ilgili açıklamalar yer alırken, postmodern dönemde yapılmış reklamlar da ise bireylerin duygularına hitap eden, onlarla duygusal bağlar kuran çalışmalar görülmektedir. Önceleri ihtiyaç doğrultusunda yapılan tüketim eylemi artık imajların tüketimi bağlamında yapılabilecek hale gelmiştir. Bu değişimde reklamlarda kullanılan grafik öğelerde dikkat çekmektedir. Görsel tasarımın kurgulanmasında postmodernizmin ve postmodern sanat akımlarının etkisine rastlanılmakta; özellikle kurgulanan görseller aracılığıyla bu etkilerle karşılaşmaktadır. Metne oranla daha etkili olan görsel göstergeler postmodern reklamların temel öğesi olarak karşımıza çıkmaktadır. Yalnızca tüketim şekline bağlı olarak reklamda kullanılan grafik öğeler değişmemiş, aynı zamanda üretim biçimi de bu değişime sebep olmuştur. Fordizmden postfordizime geçiş de tüketim davranışlarının değişmesine zemin hazırlamıştır.

Reklamı anlamak, dönemin üretim ve tüketim eğilimini anlamaktır. Reklamlar toplumun yaşam biçimlerini ve koşullarını, hayata bakış penceresini yansıtan birer aynadır. Bu sebeple reklamlar aracılığıyla tüketiciyle kurulacak olan iletişimde yer alan öğelerin kullanım şekli bize dönem koşulları hakkında ipuçları verecektir. Bu bağlamda çalışmada, postmodernist düşüncenin, post modern hareketlerin reklamlarda kullanılan görsel öğeler aracılığıyla nasıl kurgulandığı açıklanmaya çalışılmıştır.

1. Postmodernizm

Hem birbirinin karşıtı olan hem de birbirini tamamlayan iki kavram olmasından dolayı postmodernist düşünce sistemini açıklamadan önce modernizm kavramını açıklamak gerekmektedir. Modern sözcüğü, Türk Dil Kurumu tarafından sıfat olarak “çağdaş, çağcıl” olarak tanımlanmaktadır. Modernizm ise “anı, şu anı, şimdiyi” anlatmak için kullanılan bir terimdir. Özellikle 17. yy’ dan sonra meydana gelen ekonomik, toplumsal, kültürel ve siyasal değişikliklerle birlikte yaşanan büyük ve köklü değişimleri ifade etmek için kullanılmaktadır. Bu anlamda modernizm, geleneksel ile karşıt bir ilişki kurarak, bireysel, toplumsal ve politik alandaki dönüşümü ve değişimi ifade eden bir yapıdır. Başka bir ifadeyle modernizm, modern kelimesi anlam içeriğine uygun olarak, eskiye karşı çıkma ve eskiden kopma, yeni ilişkiler ağı oluşturma anlamlarına gelmektedir (Türköne, 2006: 484). XVIII. yüzyıl Aydınlanma Dönemi ile başlayan Akıl Çağı, modernizm kavramını gündeme getirmiş ve bu yüzyıldan günümüze kadar gelen çağların modern çağlar olarak anılmasına sebep olmuştur (Kale, 2011: 31). Din, felsefe, ahlak, hukuk, gelenek, tarih, ekonomi ve siyasetin eleştirisiyle başlayan modernizm, toplumun herhangi bir tanrısal kökenli dış otorite ya da başka bir otorite olmadan kendi ürettiği ilkeler ışığında meşruluğunu temellendirdiği düşünce sistemine dayanmaktadır. İnsanın aklını kullanarak kendi kaderini yönetebileceğini ve yine akılcı yöntemlere dayanarak dünyanın ve evrenin anlaşılabilirliği temeline dayanır (Şaylan, 2009: 56-57). Bu kavram yalnızca din, ekonomi, ahlak gibi alanlarda etki göstermekle kalmamış aynı zamanda sanat alanına da önemli değişimler olmasını sağlamıştır. Sanatta süslemeden uzak daha sade çalışmaların yansımaları olarak karşımıza çıkmaktadır. 19. Yüzyıl da art nouveau, ekspresyonizm, sürrealizm, dadaizm, kübizm, fütürizm, konstruktivizm, art deco, bauhaus gibi deneysel sanat hareketlerinin ortaya çıktığı dönem modern döneme denk gelmektedir. Modern dönemde yaşanan bu gelişmelerden

sonra, 1970’li yıllarda ‘Postmodern’ terimi ortaya çıkmıştır. Modernizm sonrası ya da devamı gibi görünse de aslında onunla örtüşmeyen zaman zaman çatışan geniş bir anlamı ifade etmektedir.

Postmodern söyleme kapsamlı bir çerçeveden bakıldığında, önce sanat ve estetik tartışmalarında yer bulmuş, bu alandaki tartışmalardan kısa bir dönem sonra tüm kültürel süreçlerin ve düşüncelerin sorgulanmasını gündeme getirmiştir (Şaylan, 2009: 140). Sarup, postmodern terimin 1960’lı yıllarda New York’ta yer alan sanatçı ve eleştirmenler tarafından kullanıldığını, 70’lerde ise Avrupalı kuramcılar tarafından geliştirildiğini belirtmektedir (Sarup, 1995: 158). Postmodernizm, sanata özgü her bir unsurun hatta sanatın kendisinin dahi sorgulanmaya başlanıldığı bir düşünce sistemine karşılık gelmektedir. Little’a göre (2010) Postmodernizm, eleştirilerinin modernizm içinde bulunabileceği etkin bir geç modernizmdir. Karmaşanın, düzene ve modernizm başkaldırının karşılığı olan; 20. Yüzyılın ikinci yarısından sonra iletişim teknolojilerinde yaşanan gelişmeler sebebiyle sanatsal akımların belirli sınıflandırmalarla kategorize edilememesinden kaynaklı, modernizm sonrası sanat hareketleri Postmodernizm; bazı kaynaklarda ise çağdaş sanat adı altında değerlendirilmiştir (Elden ve Okat Özdem, 2015: 80).

Modernizm bilim ve akıllı temel dayanak noktası şeklinde ele alarak bilim ve akıl yoluyla bireylerin daima huzur ve mutluluk içinde yaşayacağını öngörmüştür. Ancak bu büyük iddia, modernitenin getirdiği birçok gelişme olmasına rağmen tam olarak gerçekleştirilememiştir (Odabaşı, 2004: 21). Postmodern kuramcılar, insan ve toplumun, sürekli değişim ve gelişim halinde olduğunu belirtir. Böyle bir yapıda geleceğe yönelik kesin bilgilere varmak da pek mümkün değildir (Ercan, 2003: 228).

Modernizm ve postmodernizmle ilgili kısa bir değerlendirme yapmak gerekirse, Postmodernizm, modernizmin temel düşünce biçimine karşı gelerek, geçmişi bugün ile yeniden yorumlayan ‘tek’, ‘evrensel’ değerler yerine bilginin ve kültürün göreceliğini ve çeşitliliğini savunmaktadır. Aynı zamanda modern idealleri savunan siyasi, toplumsal tüm oluşumların karşısında duran bir yaklaşıma sahiptir. Sanatsal postmodern yaklaşımda ise; farklı sanat dalları arasındaki geleneksel ayrımları kaldırarak sanatsal üretimin özgürlüğü yerine, onu reel yaşam ile iç içe geçmiş, çapraşık bir yapıya sahip gelişen dil ve eylem birlikteliği olarak değerlendirmektedir (Güzeloğlu ve Akşit, 2010: 11).

2. Postmodernizm ve Grafik Tasarım

Grafik tasarım, bir iletişim şekli olarak mesajları belirlenen hedef kitleye ulaştırmak için görsel ve dilsel kurgulamalar oluşturarak mesaja dikkat çekmek için yapılan grafik dildir. Yaşanılan toplumun özelliklerini, dönemin popüler kültür öğelerini çeşitli görsel öğelerle birlikte yorumlayan bir dildir. Grafik tasarım çalışmaları ticari olsun ya da olmasın öznel yorumlamaları içinde barındırmaktadır. Çalışmalar hedef kitleye ulaştığında ise bu kez okuyucunun yorumlama aşaması devreye girmektedir. Ekonomi ve endüstri alanlarına hizmet eden grafik ürünler aslında dünyayı etkileyen yeni düzene de hizmet etmektedir.

1970’li yıllarda önce mimari alanda başlayıp, zamanla tüm sanat dallarını da etkileyen, modern hareketin geleneği reddeden tavrına çıkış olarak görünen, bir geçmişe dönme eğilimi başlamıştır. Bu eğilim eski üslup veya akımların kullandığı malzemeleri kullanarak yeni anlatımlar oluşturma amacını taşımaktadır. Postmodernizm olarak adlandırılan bu tasarım eğilimi, grafik tasarımda ilk olarak İsviçre stilinde çalışmalar yapan ve bu stilin biçimsel bilgilerini geliştirmek isteyen sanatçıların tasarımlarında ortaya çıkmıştır. Bir temel felsefesi ya da ortak bir bakışı olmayan bu yaklaşım grafik tasarıma biçim ve hareket seçenekleri getirerek özgür ve dışa vurumcu anlayış çağını başlatmıştır (Bektaş, 1992: 230). Modernizmde ise durum

tam tersidir; bilim ve akılcılığı kendine felsefe olarak empoze etmiş modern hareketlerde, öznellik reddedilmiş ve bu doğrultuda yapılan çalışmalarda geometrik şekiller sıklıkla kullanılmıştır. Hatta öznelliği yansıttığı düşüncesinden hareketle eğri şekiller kullanılmamış, yalnızca yatay ya da dikey çizgi ve şekiller çalışmalarında yer almıştır. Bu yaklaşımı özellikle konstruktivizm ve De stijl akımlarında görmek mümkündür.

20. yüzyılın ikinci yarısından başlayarak modernizmin bu katı, nesnel felsefesi eleştirilmiş ve bunun sonucunda kırılmalar yaşanmaya başlamıştır; modernist düşünceye getirilen eleştirilerin artmasıyla birlikte tasarımlarda giderek öznel yaklaşımın ön plana alınmasına dönüşmüştür. Bu yaklaşımla nesnel, gerçekçi fotoğraf kullanımından çok, kuralsız basit, öznel betimlemelerle karşılaşmaktadır (Turgut, 2013: 19). 1970'li yıllarda savaş, insan hakları, kadın özgürlüğü, çevrenin korunması gibi toplumsal konularda protestoların yoğunlaşmasıyla kişisel ilişki ve çözümler önemli olmuştur. Bu sebeple de postmodernist tasarımcılar bireyi temel alarak, bireyin kendi kişisel tercihlerini çalışmalarına yansıtmışlardır. Buna bağlı olarak da akılcı iletişim ve tasarım ilkeleri bir kenara itilerek, tasarımlarda öznel bakış açısı hâkim olmuş ve tasarımcı iletişim kurmaktan ziyade kendini ifade etmeyi tercih eden bir sanatçı konumuna dönüşmüştür (Becer, 2013: 111).

Postmodernist kuramcılar, bir sanat eserinin okuyucu tarafından yorumlanmış şeklinin sanat eserinin gerçekliğinin o olduğunu savunmaktadır. Postmodernistler, sanatı yalnızca elit sınıfın elinde olan bir oyuncak olarak değil, yaşamla bağ kurmaya yarayan, kişiler arasındaki iletişimi güçlendiren bir 'yaşam aracı' olarak görmektedirler. Başka bir ifadeyle postmodern sanatta sanat, soyut bir betimleme aracı olmanın ötesine giderek gerçeğin kendisi haline dönüşür. Baudrillard bu dönüşümü, sanat ile gerçekliğin arasındaki sınırların yok olduğu, yeni bir süreç (postmodern süreç) olarak tanımlamaktadır (Kılıç, 2007: 7-8). Postmodernist düşüncenin kökenleri aslında modern hareketlerin içinde olan Fütürizm ve Dadaizm akımlarında görmek mümkündür. Özellikle Flippo Marinetti'nin Fütürizm akımında tüm bilindik tipografi ve dil bilgisi kurallarını yıkarak özgür bir tipografi anlayışını savunması postmodern tasarım anlayışının gelişmesinde büyük rol oynadığını göstermektedir. Tipografide yaşanan bu gelişmeler doğrultusunda, uluslararası tipografi anlayışının katı kuralları yıkılarak daha deneysel daha özgür ve daha çok iletişime dayalı tasarımlar yapılmaya başlanmıştır.



Resim 1. Flippo Marinetti Kitap kapağı, 1912.

1970 yılının sonlarından itibaren Amerikalı grafik tasarımcılar üzerinde de etkilerini gösteren postmodernist yaklaşımlar; Basel'de Wolfgang Weingart ile çalışan daha sonra Los Angeles'ta kendi stüdyosunu kuran April Greiman, çalışmalarında da görülmüştür. Greiman, derinliği ön

plana çıkararak illüstratif fotoğraflar kullanarak postmodernist ilkelerden yararlanmışır. Weingart ise çalışmalarında, farklı yazı karakterleri, görsel kolajlar kullanarak dışavurumcu eğlenceli tasarımlar yapmıştır (Becer, 2013: 110). A.B.D’de çeşitli okullarda verdiği konferanslarda tipografiyi sorgulamış ve kendi benimsemiş olduğu bu mizahi, sezgiye dayalı üslubu konferans verdiği öğrenciler tarafından da yayılarak postmodernist anlayışın gelişmesine katkı sağlamıştır.

Postmodernist sanatın özü; her türlü ‘şey’in sanata konu olabileceği, sanat ile yaşam arasındaki uzak ilişkinin kapanma çabasından yola çıkarak sanatın yaşamın bir parça olarak görülmesidir. Postmodern sanatı modern sanat anlayışından ayıran en önemli nokta kullanılan malzemenin ve yöntemlerin sınırsız olmasıdır. Yaşam alanı içerisinde kullanılan her bir eşya postmodern sanatın konusu olabilir. Örneğin bir diş fırçası dahi postmodern sanatın malzemesi olarak kullanılıp sanata konu olabilmektedir.



Resim 2. Wolfgang Weingart, 18. Internationale Lehrmittelmesse, 1981.

Postmodern dönemde pek çok sanat akımı ortaya çıkmıştır; her ne kadar keskin bir sınıflandırma içerisinde ayırım yapılması zor olsa da en yaygın şekilde kabul görmüş akımlar ise şunlardır (Okat Özdem ve Geçit, 2013: 156-157): temeli popüler kültüre dayanan *pop-art* akımının en önemli temsilcisi Andy Warholdur. Warhol’e göre “sanatın misyonu olması anlamsız bir tezdır, sanatın temel işlevi yaşamın yansıması olmalıdır”. Eserlerinde çok renkli ve kolay anlaşılır özelliklere sahiptir. Bu bağlamda da pop-art ürünlerin en önemli özelliğinin herkes tarafından anlaşılması ve sadece belirli bir sınıfa değil tüm topluma hitap etmesi olduğu söylenebilir. 1960’larda ortaya çıkan ve ilk kez Sol LeWitt tarafından kullanılan *kavramsal sanat* akımı, sanatı nesneden çok bir ‘kavram’ olarak değerlendirmektedir (Little, 2010: 132). Kavramsal sanatta, eserin anlamı sanatçı tarafından değil okuyucu/izleyici tarafından yapılmaktadır. Bu anlayışa göre eser yalnızca estetik kaygılarla üretilmemeli; izleyiciyi düşündürmeli ve belirli bir ölçüde aklını karıştırmalıdır. Kavramsal sanatı devamı niteliğinde olan *yeni kavramsalılık*, sanatsal ve kültürel normları eleştirerek, toplumsal konulardaki çarpıklıkları (savaş, çevre, cinsiyet ayrımı vs.) kaldırmak amacıyla ortaya çıkmış bir sanat hareketidir. Sanatsal nesneden çok toplumsal anlama odaklanır.

Günümüzde toplum ve sanatı ayrı ayrı düşünmenin imkânsız olduğu gerçeğinden hareketle postmodern sanatın çizgilerini reklam çalışmalarında da görmek mümkündür. Çalışmanın bu bölümünde postmodern hareketlerin reklamlara nasıl yansıdığı açıklanmaya çalışılacaktır.

3. Postmodern Hareketlerin Reklama Etkisi

Reklam, hedef kitleye daha önceden belirlenmiş bir mesajı iletmekle yükümlü, ticari ve sanatsal kaygıları bir arada bulunduran tanıtım faaliyetidir. Bu faaliyeti gerçekleştirebilme sürecinde pek çok farklı yöntem kullanılmaktadır. Modernist düşünceye göre; reklamların her hedef kitleye göre farklı mesajlar hazırlanması gerektiğini savunur, ayrıca bu mesajların rasyonel bir mantığa dayanması beklenir. Postmodernist reklam da ise durum tersidir; hedef kitle üzerinde farklı çağrışımlar yapabilecek, mesaj herhangi bir değişime uğramadan farklı özellikteki hedef kitlelere, farklı iletişim kanallarıyla ulaşabilecek özellikler olmaktadır.

Bireyler kendi yaşam geçmişi ışığında postmodern reklamları anlamlandırmaktadır. Postmodern reklamda birden çok okuyucu, birden çok anlam vardır. Bu sebeple de postmodern reklamlar, aynı mesajla farklı pazarlarda yer alabilmektedir. Özellikle reklamlarda kullanılan görsel kurgulamalarla insanların duygularına hitap edilmektedir. Görsel ve dilsel kurgulamaların anlamlandırma sürecinde tek bir anlamı barındırmaması postmodern düşünce mantığıyla örtüşmekte ve bu heterojen yapı markaya karşı farklı imajlar geliştirebilmektedir.

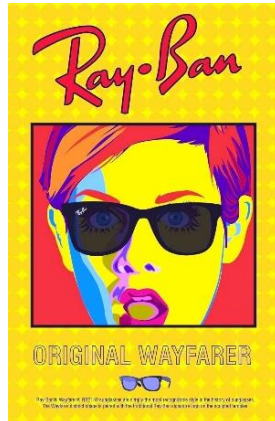
Baudrillard reklamı “çağımızın en dikkate değer kitle iletişim aracı”(2008: 157) olarak tanımlayarak; reklama önemli bir misyon vermiş ve reklamı kitleleri buluşturan bir araç olarak görmüştür. Modernizmde bireyler ihtiyaç duyduğu ürünleri tüketme eğiliminde olmaları sebebiyle, reklamlarda bu doğrultuda mantıksal temellere dayandırılarak hazırlanmıştır. Ancak post modern dönemde bu ihtiyaçlar imajlar silsilesine dönüşmüştür. Bireyler hayal ettikleri değerlere ulaşabilmek ve ayrıcalık kazanmak için tüketir hale gelmiş; bu durum da reklam çalışmalarının içeriğine kullanılan yöntemler doğrultusunda yansımıştır.

Postmodern dönemle birlikte hem tüketim alışkanlıklarının hem de reklam içeriklerinin dönüşüme uğradığı gözlemlenmektedir. Bu dönüşümün en önemli sebeplerinden birinin, postmodern dönemde “fark” kavramının ön plana çıkması olduğu söylenebilir (Artan Özoran, 2017: 2274). Diğerleriyle aynı olmayı reddeden bireyler, postmodern dönemde kendilerine aynışmanın ötesine getirecek bir kapı aramaktadır. Bu kapıda reklamlarda sunulan ürünlerden başka bir şey değildir. Reklamlarda kullanılan modellerle kendini bütünleyen birey, aslında bir gerçeküstü dünyada yaşamaktadır. Bu dünyada birey, rasyonel gerçeklikler aramaz; ürünü kullandığında daha genç, daha enerji dolu ya da daha zengin imaja sahip olabileceğini düşünür.

Postmodern Hareketlerin Reklamlara Yansıması

Bu bölümde postmodern sanat akımlarının, postmodern düşüncenin reklamlara nasıl yansıdığı göstergebilim yöntemiyle incelenmiştir.

Reklam 1: Rayban Gözlükleri



Kaynak: [1afa70e39ed2409a8498cc3b8102cea5.jpg](https://www.pinterest.com/pin/1afa70e39ed2409a8498cc3b8102cea5/) (236×364) (pinimg.com) Erişim Tarihi: 18.05.2022

Görsel ve Dilsel Öğeler:

Reklamda, çalışmanın ortasına yerleştirilmiş yakın plan çekimde kadın görseli yer almaktadır. Arka plan sarı renkte kullanılmıştır. Marka ismi “Ray.Ban” çalışmanın üst kısmında büyük puntuyla verilmiştir. Ürün görseli olan gözlük ve bu gözlükle ilgili detaylı bilgi sayfanın alt kısmında verilmiştir.

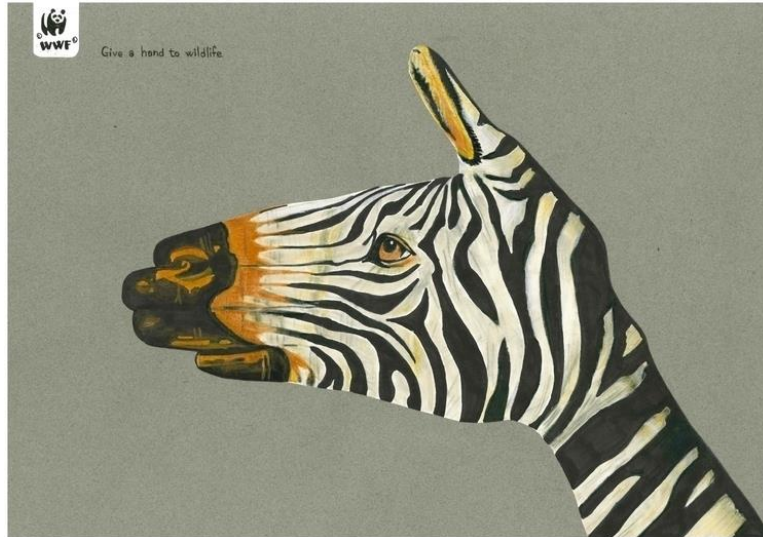
Gösteren: Kadın, gözlük, logo, renkler.

Gösterilen: Canlılık, enerji, şaşkınlık.

Anlamlandırma:

Reklam çalışmasında canlı renklerin kullanıldığı görülmektedir. Postmodern sanat akımlarından biri olan pop-art sanatına işaret eden bir çalışma niteliği taşımaktadır. Arka planda sarı zemin üzerine kullanılan parlak şekilde ikonlar çalışmaya eğlenceli bir form katmakla birlikte aynı zamanda kırmızı, pembe, mor renklerde kullanılarak izleyiciye canlılık, enerji anlamları verilmiştir. Reklamın tam ortasına konumlandırılmış rayban gözlüğü takan kadın görselinde şaşkınlık ifadesi görülmektedir. Gözlük takıldığında insanların şaşırarak size bakabileceği, dikkat çekebileceğiniz mesajının burada verilmiş olduğu söylenebilir. Postmodernist reklam düşüncesinin temelinde bulunan bireye imajlar yükleme misyonunun bu görselle sağlanmış olduğunu söylemek yanlış olmayacaktır. Reklamda tanıtımı yapılan ürün raybanın wayfarer isimli aslında 1980’lerde büyük kitleler tarafından kullanılan bir üründür. Çalışmanın alt kısmında yer alan küçük puntolarla yazılmış metinde de zaten gözlüğün geçmişi olduğu hakkında bilgiler verilmektedir. Bu geçmişe dönüşü yansıtmak için görselde kullanılan kadının saçını toplama şekli ise 80’ler modasına uygun bir şekilde kullanılmış, geçmiş yıllarda sıkça kullanılan pop-art sanatının da aslında günümüze uyarlanmış hali olarak değerlendirilebilir.

Reklam 2: World Wide Fund



Kaynak: [WWF ADVERTISING give hand wildl - xfebs | ello](#) Erişim Tarihi: 18.05.2022

Görsel ve Dilsel Öğeler: Reklam görselinde kullanılan insan eli, arka planda kullanılan gri renk ve sol üstte bulunan logo ile başlık reklamın görsel ve dilsel öğelerini oluşturmaktadır.

Gösteren: El, Zebra, logo, başlık.

Gösterilen: El uzatmak, yardım, doğal yaşam, vahşilik.

Anlamlandırma:

Dünya Doğal Yaşamı Koruma Vakfı'na ait olan bu çalışmada, görüntü yatay ve yakın ölçekte kullanılmıştır. Arka planda kullanılan gri renk nötr bir renk olmasından dolayı çalışmanın ana görselini ön plana çıkarmıştır. Reklama dikkatli bir şekilde bakıldığında insan elinin zebra şekli verilerek boyandığı görülmektedir. Zebranın gözü izleyiciyle aynı hizada yer almaktadır. Bu da daha etkileyici duygulara hitap eden bir anlam ifade etmektedir. İzleyiciyi düşündüren, izleyicinin duygularına hitap eden bir yapıda olmasından dolayı postmodern sanat akımlarından kavramsal sanatın izlerini taşıdığı söylenebilir. Reklamda sol üstte kullanılan “vahşi yaşama bir el uzatın” sloganıyla da bu duygular pekiştirilmiştir. Hatta zebra figürünün gözlerindeki masum bakış da yine insanı yardım etme konusunda düşündüren bir izlenim vermektedir.

Reklam 3. Evsizler için Reklam Çalışması



Kaynak: <https://www.pazarlamasyon.com/> Erişim Tarihi: 18.05.2022

Görsel ve Dilsel Öğeler:

Reklamda sokakta yer alan çöp kutusu görseli yer almaktadır. Arka planda ise oturma bankı, bisiklet görselleri görülmektedir. Reklamı yapan kurum ismi görselde tam okunmamakla birlikte, bu kurumun logosu çöp kutusunun sağ alt köşesinde kullanılmıştır.

Gösteren: Çöp kutusu, çatal, bıçak, peçete, bank, sokak.

Gösterilen: Kirlilik, açlık, yalnızlık, sefalet.

Anlamlandırma:

Reklam evsiz insanlara dikkat çekmek, farkındalık oluşturmak için yapılmıştır. Bu doğrultuda “Evsizler için her gün yeni bir mücadeledir” sloganı çalışmada kullanılmıştır. Reklam görselinde açık havada sokakta bulunan artık yiyeceklerin yer aldığı çöp kutusu yer almakta ve bu çöp kutusunun çöp atılan kısmı yuvarlak bir tabağa benzetilerek görsel metafor kullanılmıştır. Aynı zamanda bu benzetimi güçlendirmek, tabak çağrışımını yapmak için peçete, çatal bıçaklar da aynı sofrada konumlandığı gibi tabağın sol ve sağ yanında kullanılmıştır. Reklam sokakta kullanıldığı için insanlar çöp atarken reklamlarla karşılaşabilmekte ve empati yapabilmektedir. Reklamın genel göstergeleri değerlendirildiğinde temel gösterilenin “açlık, eşitsizlik ve sefalet” olduğunu söylenebilir. Reklam aracılığıyla insanlara evsiz insanların hangi koşullar altında yaşadığı anlatılmıştır. Bireylerin sorunlarına dikkat çeken bir çalışmadır. Bu bağlamda reklamın sosyal bir mesaj iletmediği ve böyle sosyal konuları içeren çalışmaların postmodern sanat akımlarından yeni kavramsalcılık akımı bağlamında değerlendirmek mümkündür.

SONUÇ VE YORUM

Postmodern dünya kural tanımayan heterojen bir yapıya sahiptir. Bu yapı, günümüzde yer alan reklam çalışmalarına da yansımıştır. Grafik tasarımı ürünü olan reklamların zamana ayak uydurduğu, dönemin yaşam koşullarına göre değiştiği görülmektedir. Modern dönemde ürün özelliklerini tanıtmaya yarayan reklamlar, postmodern dönemde ise imaj ve kimlik kazandırmaya yönelik olmuştur. Reklam içeriklerinin değişiminin en önemli etkenlerinden olan tüketim olgusu, postmodern dönemde anlamlara dönüşmüştür. Bu anlamlar ise reklamlarda görseller üzerinden kurgulanmış; reklamlarda verilen mesajlar gerçeküstü dahi olsa bireyler tarafından kabul edilerek tüketilmiştir. Aynı zamanda bu dönemde reklamlar aracılığıyla metalara anlamlar yüklenerek, birey tüketmeye itilmekte; eğer o ürüne sahip olmazsa toplumun diğer üyeleri tarafından dışlanabileceği hissi de verilmektedir. Reklamlar artık günümüzde ürünleri değil, ürünlerin sağladığı anlamları satmaktadır; tasarımcı da fikir satıcısı misyonunu yüklenmiştir.

Çalışmada incelenen reklam analizlerinde günümüz reklamlarının birçoğunda postmodern özelliklerin ve postmodern sanat akımlarının etkilerine rastlanılmıştır. Bu bağlamda sanat ve reklamın iç içe geçmiş bir bütün olduğunu, sanatçının ise yaşadığı çağa eserleriyle tanıklık eden, çağın gereklerini eserlerine taşıyan birer kültür taşıyıcısı olduğunu söylemek yerinde olacaktır. “Sanat toplum içindir” anlayışını yerine getiren sanatçılar, sadece fikir satma misyonunu yerine getirmemiş aynı zamanda toplumsal konularda da kitleleri bilinçlendirmiştir. Örnek çalışmalarda, vahşi yaşama el verin ya da evsizlerin yaşam mücadelesinin farkında olun gibi mesajlar bu toplumsal farkındalığa örnek teşkil etmektedir. Sonuç olarak, reklamlarda kullanılan grafik öğeler postmodern dönemde hem teknolojide yaşanan değişimlerle hem de tüketime olan bakış açısının değişmesiyle birlikte dönüşüme uğramıştır. Daha geniş kitlelere ulaşabilmek adına ürünle ilgili bilgi verme yerine ürün ve markaya anlamlar yüklenerek marka ve kitle arasında bağlar kurulmuş aynı zamanda da toplumda sorun olan herhangi bir konuyla ilgili bilgilendirici çalışmalar yapılmıştır.

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Faizsiz Finansal Piyasaların Yönetiminde Kutsal ve Klasik Kaynakların Önemi

Dr. Parviz RUSTƏMOV HACI OĞLU

Azerbaycan Devlet Ekonomi Üniversitesi (UNEC)

rustamovparviz77@yahoo.com

Orcid: 0000-0001-6325-1163

ÖZET

Makalenin temel amacı, bu alandaki faizsiz finans yönetimine ilişkin büyük Azerbaycanlı ve Avrupalı bilim adamlarının Platon, Aristoteles, Nizami Gencevi, Muhammed Nasreddin Tusi, Kur'an-ı Kerim, Kur'an-ı Kerim'deki bilimsel ve teorik görüşlerini incelemektir. Tevrat ve İncil. Amaç, Platon, Aristoteles, Nizami Gencevi, Muhammed Nasreddin Tusi, Kur'an-ı Kerim, Tevrat ve İncil dahil olmak üzere, dahi Azerbaycanlı ve Avrupalı bilim adamlarının faizsiz finans piyasalarının yönetimine katkılarını belirlemek ve incelemektir. Makalenin ana araştırma metodolojisi, Azerbaycanlı ve Avrupalı büyük bilim adamları Platon, Aristoteles, Nizami Gencevi, Mohammad Nasreddin Tusi'nin faizsiz finans piyasalarının yönetimindeki bilimsel-teorik görüşlerini sistematik ve sistematik olarak incelemektir. Dolayısıyla bu görüşler faizsiz finans piyasalarının planlanması, organizasyonu, kontrolü, yönetimi ve geliştirilmesine büyük önem vermektedir. Bu konuda Kuran'da şöyle buyruluyor: "Ey iman edenler! Birbirinizin mallarını haram yollardan yemeyin ve karşılıklı rıza olmadıkça kendinizi öldürmeyin. Şüphesiz Allah size karşı çok merhametlidir. Kim bir zulüm ve zulüm işlerse onu ateşe atacağız. Bu, Allah için kolaydır. Büyük günahlardan sakınırsanız, günahlarınızı örter ve sizi güzel bir yere koyarız." (Nisa Suresi, 29-31 ayetler) Bilimsel-pratik makalenin temel önemi, sonuçlarını dünyada faizsiz finans piyasalarının yönetiminde uygulamaktır. Bütün bunlar, faizsiz finans piyasalarının yönetimine, bu alanın entegre gelişimine, sürdürülebilir ve dinamik performansın iyileştirilmesine yönelik yenilikçi yaklaşımlara yol açacaktır. Bilimsel-pratik makalenin ana sonuçları - faizsiz finansal piyasa yönetiminin gelişimi, bu alandaki sistematik teorik ve pratik yenilikleri yansıtmaktadır. Bilimsel-pratik makalenin sonuçları, bu alanın yönetimi, iyileştirilmesi ve geliştirilmesinde faizsiz finansal piyasaların uygulanmasına katkıda bulunur. Bilimsel-pratik makalenin bilimsel yeniliği, büyük Azerbaycanlı ve Avrupalı bilim adamları Platon, Aristoteles, Nizami Gencevi, Muhammed Nasreddin Tusi, Kur'an-ı Kerim, Tevrat ve İncil'in faizsiz yönetim konusunda bilimsel ve pratik görüşlerinin olmasıdır. finansal piyasaların bilimsel-teorik yönleri incelenmiş, teorik-pratik kavramlar, bu yönün bilimsel-pratik bir yön olarak oluşumu ile ilgili teoriler çalışılmış ve genelleştirilmiş ve gerekli bilimsel-teorik yönleri incelenmiştir. Dolayısıyla bilimsel-pratik makale, faizsiz finans piyasalarının yönetiminde araştırma açısından övgüye değer görülmelidir. Anahtar Kelimeler: İslami finans teorisi, İslami finansa teorik yaklaşımlar, İslami finans piyasalarının organizasyonu ve yönetimi, İslami finans sistemine karmaşık yaklaşımlar.

Anahtar Kelimeler: Kutsal Kaynaklarda Sistematik Yaklaşımlar, Klasik Dünyanın ve Azerbaycanlı Bilim Adamlarının Bilimsel-Teorik Yaklaşımları, İslami Finans Sistemi, Faizsiz Finans Piyasaları, Faizsiz Finans Piyasası Yönetimi, İslami Ekonomik Yönetim Sistemi.

The Importance of Sacred and Classical Sources in the Management of Interest-Free Financial Markets

ABSTRACT

The main purpose of the scientific-practical article is to study the scientific and theoretical views of the great Azerbaijani and European scholars in interest-free financial management in this field in Plato, Aristotle, Nizami Ganjavi, Muhammad Nasreddin Tusi, the Holy Quran, the Torah and the Bible. The aim is to identify and study the contributions of genius Azerbaijani and European scholars to the management of interest-free financial markets, including Plato, Aristotle, Nizami Ganjavi, Muhammad Nasreddin Tusi, the Holy Quran, the Torah and the Bible. The main research methodology of the article is to systematically and systematically study the scientific-theoretical views of the great Azerbaijani and European scientists Plato, Aristotle, Nizami Ganjavi, Mohammad Nasreddin Tusi in the management of interest-free financial markets. Thus, these views attach great importance to the planning, organization, control, management and development of interest-free financial markets. In this regard,

the Qur'an states: "O you who believe! Do not consume one another's property illicitly, and do not kill yourselves, except by mutual consent. Surely Allah is Merciful to you. Whoever commits aggression and oppression, We will cast him into the Fire. That is easy for God. If you avoid the major sins, We will cover your sins and admit you to a beautiful place. " (Surat an-Nisa ', 29-31) The main significance of the scientific-practical article is to apply the results in the management of interest-free financial markets in the world. All this will lead to innovative approaches to the management of interest-free financial markets, the integrated development of this area, the improvement of sustainable and dynamic performance. The main results of the scientific-practical article - the development of interest-free financial market management, reflect systematic theoretical and practical innovations in this area. The results of the scientific-practical article contribute to the application of interest-free financial markets in management, improvement and development of this field. The scientific novelty of the scientific-practical article is that the scientific and practical views of the great Azerbaijani and European scholars Plato, Aristotle, Nizami Ganjavi, Muhammad Nasreddin Tusi, the Holy Quran, the Torah and the Bible in the management of interest-free financial markets scientific-theoretical directions were studied, theoretical-practical concepts, theories about the formation of this direction as a scientific-practical direction were studied and generalized, and its necessary scientific-theoretical aspects were studied. Thus, the scientific-practical article should be considered commendable in terms of research in the management of interest-free financial markets.

Keywords: Islamic financial theory, theoretical approaches to Islamic finance, organization and management of Islamic financial markets, complex approaches to the Islamic financial system.

Keywords: Systematic Approaches in Sacred Sources, Scientific-Theoretical Approaches of Classical World and Azerbaijani Scientists, Islamic Finance System, Interest-Free Financial Markets, Interest-Free Financial Market Management, Islamic Economic Management System.

GİRİŞ

Bilindiği üzere riba kelimesi ekonomi sözlüklerinde artma, çoğalma, büyüme anlamlarına gelmektedir. Bilindiği gibi iktisat literatüründe tefecilik anlamına gelen tefecilik ve faiz kavramları aynı anlamdadır. Dolayısıyla, hukuk terminolojisinde para ve standart ürünler, birbirinin mübadelesinde taraflardan birine paha biçilmez bir katkıdır. Kutsal kaynaklarda, özellikle Kuran'da birçok ayet vardır. Nitekim Kur'an şöyle buyurmaktadır: "Ey iman edenler! Tekrar tekrar tefecilik yemeyin. Ve Allah'tan korkun ki kurtuluşa eresiniz. (Al-i İmran Suresi, ayet 130) Bu anlamda faizsiz finans piyasalarının yönetiminde kutsal ve klasik kaynakların rolü oldukça önemlidir. Faizsiz finans piyasalarında, klasik Azerbaycanlı ve dünya bilim adamlarının Platon, Aristoteles, Nizami Gencevi, Muhammed Nasreddin Tusi, Kutsal Kaynaklarda yer alan Kuran-ı Kerim, Tevrat ve İncil'deki bilimsel yaklaşımlarının temel bilimsel-teorik yönleri geçerlidir.

Kutsal kaynaklarda faizsiz finans piyasalarına bilimsel yaklaşımlar

İnsanoğlu yaratıldığından beri insanlar farklı dinler seçmiştir. Faiz kavramı, dini olduğu kadar ekonomik bir kavramdır. Faiz kavramı üzerindeki tartışmaların temel nedenlerinden biri dindir. Bu, dinlerin uyumlu olup olmadığı sorusudur. Faiz konusuyla ilgisi nedeniyle, faizle ilgili bazı hadislerde faizle ilgili ayetler ve bunların açıklamaları, faizle ilgili bazı hadislerde ayrıntılı olarak şu şekilde açıklanmaktadır:

Tevrat'ta faiz şu şekilde ayırt edilir:

- "Benim halkıma, yanlarında oturan fakirlere borç verirseniz, onlara tefeci muamelesi yapmayın, onlara tefecilik yapmayın." (Çıkış 22, ayet 25);

- "Komşunuz fakirse ve geçimini sağlayamıyorsa, ona yardım edin." Seninle bir yabancı ya da yabancı olarak yaşamasına izin ver.

Ondan ne faiz, ne de kâr almayın. Allah'tan korkun ve komşunuzun sizinle yaşamasına izin verin.

Ona tefecilik vermeyin, ona yiyecek bir şey vermeyin." (Levililer 25, ayetler 35-37);

- "Her yedi yılın sonunda size borçlu olanları affedin.

Borç kapatma aşağıdaki gibidir: her alıcı komşusunun borcunu affetmelidir. Komşusunu veya hemşehrisini borcunu ödemeye zorlamamalıdır, çünkü Rab bir mağfiret yılı ilan etmiştir. Borçlarımızı yabancılara ödeyebilirsiniz, ancak İsraili yurttaşlarımızın borçlarını bağışlamalıyız.

O zaman aranızda fakir kalmaz. Tanrınız RAB'bin miras almanız için size vereceği ülkede. Sözüne tam olarak uyarsanız, bugün size verdiğim tüm buyruklara dikkatle uyarsanız, Tanrınız RAB vaat ettiği gibi sizi kutsayacak. Birçok ulusa ödünç vereceksin, ama onlardan ödünç almayacaksın. Birçok ulusa hükmedeceksin ve onlar sana hükmedemeyecekler. Tanrınız RAB'bin size vereceği ülkenin herhangi bir kentinde yurttaşlarınızdan biri yaşarsa, katılaşmayacaksınız. Zavallı hemşehrinize ellerinizi bağlamayın.

Bunun yerine, cömert olun ve ihtiyacı olanı ona ödünç verin.

Tapınakta, "Yedinci yıl borç mağfiret yılıdır" diyerek kötü düşünceleri kalbine sokarsın. Vatandaşınız için açgözlü olmayın, ona yardım etmeyi reddetmeyin. Aksi takdirde, zavallı adamınız Rab'be şikayet edecek ve günah işleyeceksiniz.

Yoksullara cömertçe ve isteyerek yardım edin, çünkü Tanrınız RAB bütün işinizi ve yaptığımız her şeyi kutsayacaktır.

Ülkede her zaman fakir insanlar olacak, bu yüzden size emrediyorum: ülkenizdeki fakir ve muhtaç hemşehrinize cömert olun. " (Tesniye 15, ayetler 1-11);

"Vatandaşınıza ilgi uyandıran para, yiyecek veya başka bir şey ödünç vermeyin" dedi.

Yabancıdan faiz alabilirsiniz, fakat hemşerilerinizden almayın; öyle ki, mülk edineceğiniz memlekette Allahınız RAB her yaptığınızı mubarek kılsın." (Tesniye 23, ayetler 19-20);

"Size kan dökmek için rüşvet alıyorlar." Tefecilik ve muamele yoluyla para veriyorsunuz, komşularınızdan zorla para alıyorsunuz. Demek beni unuttun. Böylece Rab TANRI diyor; (Hezekiel 22, ayet 12). (Tevrat)

Kutsal İncil'de faiz şu şekilde ayırt edilir:

- "Senden bir şey isteyene ver, senden borç isteyenini geri verme." (Matta, Bab 5, ayet 42);

"Kendiniz için yeryüzünde hazineler biriktirmeyin. Orada güveler ve pas onları yok edecek veya hırsızlar girip çalacak.

Bunun yerine, cennette hazineler biriktirin. Onları ne güveler, ne paslar yok edecek, ne de hırsızlar girip çalacak.

Çünkü hazinenin olduğu yerde, kalbin orada olacak.

Bedenin lambası gözdür. Gözleriniz sağlıklıysa, tüm vücudunuz ıslıl ıslıl olacaktır.

Hayır, gözler zayıfsa bütün vücut karanlık olur. İçinizdeki "ışık" karanlıkta, karanlık ne kadar büyüktür!

Hiç kimse iki efendiye hizmet edemez. Çünkü ya birinden nefret edip diğerini sevecek ya da birine bağlı kalıp diğerini hor görecektir. Hem Allah'a hem de servete kulluk edemezsiniz." (Matta, Bab 6, ayetler19-24);

- "Senden bir şey isteyene ver, malını alandan hiçbir şey isteme."

İnsanların size nasıl davranmasını istiyorsanız, siz de onların size öyle davranmasını istiyorsanız, onların size nasıl davranmasını istiyorsanız siz de onlara öyle davranın.

Seni sevenleri seviyorsan, ne övgüyü hak ediyorsun? Çünkü günahkarlar kendilerini sevenleri sever.

Sana iyilik edene iyilik edersen, ne övgüyü hak edersin? Çünkü günahkarlar da aynısını yapar. İnsanlara onu geri alma ümidiyle ödünç verirseniz, ne tür bir övgüyü hak ediyorsunuz? Çünkü günahkarlar, bu borcu ödemek için günahkarlara da borç verirler.

Düşmanlarınızı sevin, onlara iyilik yapın ve onlara hiçbir şey ödünç vermeyin. O zaman mükafatınız büyük olacak ve Yüce Allah'ın çocukları olacaksınız. Çünkü O, nankörlere ve kötülere karşı lütfkârdır. (Luka, Bab 6, 30-35. ayetler). (İncil)

Kutsal Kur'an-ı Kerim'de faiz doğrudan şu şekilde ayırt edilir:

- "Faiz yiyenler, şeytanın dokunduğu gibi kabirlerden kalkarlar." Şöyle: "Alışverişte tefecilik gibi!" - Söyledikleri yüzünden. Halbuki Allah, ticareti helal, faizi haram kılmıştır. Artık kim Rabbinden gelen nasihati kabul ederek buna son verirse, geçmişte onun için almıştır. Onun işi Allah'a aittir. Fakat (faizliğe) dönenler, ebedi kalacakları cehennemdedirler.

Allah faizi yok edecek, sadakaları artıracaktır. Allah hiçbir kâfiri ve günahkârı sevmez.

İman edip salih ameller işleyenlerin, namaz kılanların ve farz zekâtı verenlerin mükafatları Rableri katındadır. Korkacakları bir şey yoktur, mahzun da olmayacaklardır.

Ey iman edenler! Eğer mü'min iseniz Allah'tan korkun ve faizden arta kalanları bırakın. (Borçlulardan almayın!)

Eğer bilmiyorsanız bilin ki siz Allah ve Resülü ile savaş halindesiniz. Hayır, tövbe edersen sermayen senindir. Böylece zulme uğramazsınız, zulme de uğramazsınız.

Borçlunuz zor durumdaysa, durum düzeline kadar ona zaman tanıyın! Bilmek istiyorsan, sadaka olarak görmen senin için daha hayırlıdır. Keşke bilseydin!

Ve Allah'a döndürüleceğiniz bir günden korkun. Sonra herkes yapmakta olduklarının cezasını görecektir ve onlara zulmedilmez." (Bakara Suresi, 275-281 ayetler);

- "Ey iman edenler! Birbirinizin mallarını haram yollardan yemeyin ve karşılıklı rıza olmadıkça kendinizi öldürmeyin. Şüphesiz Allah size karşı çok merhametlidir.

Kim zulme ve zulümde bulunursa, onu Cehennem ateşine atacağız. Bu, Allah için kolaydır.

Büyük günahlardan sakınırsanız, günahlarınızı örter ve sizi güzel bir yere koyarız." (Nisa Suresi, 29-31 ayetler);

"Yahudilerin zulmetmeleri ve birçoklarını Allah'ın yolundan saptırmalarından dolayı kendilerine helâl kılınan temiz ve temiz şeyleri onlara haram kıldık.

Ve faizi aldıkları ve haram olduğu halde insanların mallarını haksız yere yedikleri için. İçlerinden inkar edenler için şiddetli bir azap hazırladık. (Nisa Suresi, 160-161 ayetler);

Hz.Muhammed (s.a.v.)'in hadislerinde şu ilgi örneklerine yer verilmiştir:

- "İnsanı helak edecek yedi şeyden sakının: Allah'a (c.c.) ortak koşmak, büyücülük yapmak, haksız yere adam öldürmek, yetim malı yemek, faiz vermek, savaştan kaçmak, namuslu ve sadık kadına iftira atmak.";

- "İslam öncesi menfaatle ilgili tüm hususlar ortadan kaldırılmıştır. Öncelikle soyundan Abdulmutallab'ın oğlu Abbas'ın faizini iptal ediyorum. Zaten tüm faiz oranlarını iptal ediyorum.";

- "Unutulmamalıdır ki İslam öncesi tüm faiz oranları kaldırılmıştır. Ana paranız size ait. Yani haksızlık yapmadınız ve haksızlığa uğramadınız";

- "Faiz yemeyen kimsenin kalmadığı bir zamanda insanlar gelecektir." Yemek yemeyenler de etkilenecek";

" Meracda olarken Namaz kılarken Firavun ve arkadaşlarının yolunda karınları ev gibi şişmiş insanlar gördüm. Firavun ve arkadaşları sabah akşam üzerlerinden geçerler. "Bunlar kim ya Gabriel?" diye sordum. "Faiz yiyenlerdi onlar" diye cevap verdi.";

- "Bir dinarı iki dinara, bir dirhemi iki dirheme satmayın.";

- "Altın yerine altın, gümüş yerine gümüş, buğday yerine buğday, arpa yerine arpa, hurma yerine hurma, tuz yerine tuz eşit miktarda ve nakit olarak satılır. Kim daha fazlasını verirse veya alırsa, faize tabii ki girmiştir. Burada veren ile alan eşittir.";

- "Faizle servetini arttıran, neticede (servet) eksilmeyen kimse yoktur.";

"Şüphesiz öyle bir zaman gelecek ki, insanlar helali mi haramı mı kazandılar diye düşünmezler."

- "Allah (c.c.), tefecilik yapanları kıtlıkla, rüşvetle uğraşanları korkuyla cezalandıracaktır." (Aktepe İ. E., 2011).

Platon ve Aristoteles'in faizsiz finans piyasalarına bilimsel yaklaşımı

Platon (MÖ 427-347) - antik Yunan filozofu, klasik Yunan felsefesinin ikinci büyük temsilcisi, Sokrates'in öğrencisi, Aristoteles'in öğretmeni.

Başlıca eserleri şunlardır:

- "Belirtmek, bildirmek";
- "Yasalar";
- "Politikacı".

Ünlü filozof ve bilim adamı Platon faizi ahlaka aykırı bularak reddetmiş ve faizin yasaklanmasını istemiştir. Dolayısıyla ideal bir toplumda bireyler maddi kazanç düşüncesinden uzak yaşamalı, böyle bir toplumda yokluğa aşırı bolluğa fırsat verilmemeli ve para servet edinmenin bir aracı olmalı, kişisel zenginlik değil. Platon, faiz etkinliğini ahlaki ve ahlaksız bir eylem olarak gördü. Bu nedenle Platon'a göre ideal bir durumda eşitsizliğe, kıskançlığa, bencillığe, ahlaksızlığa ve kişisel çekişmelere yol açan çıkar yasaklanmalıdır.

Aristoteles - Peripatetik okulun kurucusu olan Platon'un öğrencisi olan Antik Yunan filozofu ve düşünürü, klasik Yunan felsefesinin Sokrates ve Platon'dan sonra üçüncü büyük temsilcisi olarak kabul edilir. Aristoteles, Spontane Absurte'nin teorisinin temellerini attı. Böylece insanlık tarihinde ilk kez Aristoteles bilimlere sistematik bir yaklaşım getirmiş ve onların sınıflandırmasını vermiştir. Eserleri başlıca şu şekilde sınıflandırılır:

- Mantık (Organon);
- Doğayla ilgili;
- Metafizik;
- Etik ve siyaset.

Platon'un öğrencisi olan Aristoteles (MÖ 384-322) tefeciliğe karşı böyle bir tavır sergileyenlerdendi. Aristoteles ise faizden dolayı zengin olmayı doğal bulmamış ve paranın kendi kendini üretemeyeceğini, paranın bir kazanç veya zenginlik aracı olarak kullanılamayacağını savunmuştur. Yüzdeyi "yumurtasız tavuğa" benzetti. Parayı yumurtlamayan sonsuz bir tavuğa benzeterek "para çiftleşemez" diyen Aristoteles'e göre para bu özelliğinden dolayı insandan, bitkiden, hayvandan çok farklıdır. Politika adlı kitabına olan ilgisi şöyledir: "Faizin en tiksintisi faizdir, çünkü faizden elde edilen kazanç doğrudan paranın varlığından gelir ve paranın doğuşunun nedeni çelişkilidir. Çünkü para mübadele için yaratılmıştır, faiz ise para miktarını arttırır ve bu nedenle para kazanmanın en doğal olmayan yoludur.

Aristoteles (MÖ 384-322) hocası Platon gibi para kazanmayı doğru görmemiştir. Ona göre, esas olarak şunları içeren zenginlik kazanmanın iki yolu vardır:

- Doğal - buna çobanlık, çiftçilik, balıkçılık, avcılık ve diğer doğal yöntemler dahildir.
- Doğal olmayan - bu, yalnızca doğal olmayan yöntemlerle para kazanmak amacıyla yapılan faaliyetleri içerir. Bu yöntemle zengin olmanın doğal olmayan yollarından biri de faizdir. (<https://www.tkbb.org.tr/Documents/Yonetmelikler/Katilim-Finans.pdf>, 2012).

Nizami Gencevi'nin faizsiz finans piyasalarına bilimsel yaklaşımı

Nizami Gencevi (1141-1209), Orta Çağ'ın en büyük romantik şairi ve sanatçısı olan deha Azerbaycan şiirinin bir klasiğidir.

Nizami Gencevi, "Sırlar Hazinesi" ve diğer eserlerinde emeğin bir insan faaliyeti olduğunu, insanın diğer canlılardan farklılığını ve üstünlüğünü, emeği ve mesleki faaliyeti gördüğünü gösterir. Ahlaksızlık yapanları eleştirerek, "ne şehvetin, ne uykunun, ne yemeğin, ne hayatın bir anlamı olmamalı" dedi. Nizami Gencevi, insanları anlamaya, düşünmeye, "hayatın her sırrını ortaya çıkarmakta cesaret göstermeye" çağırırdı.

Nizami Gencevi, eserlerinde üretimin nihai amacının insanın hayatta kalmak için ihtiyaçlarını karşılamak olduğunu göstermiştir: "Her türlü çabanın nihai hedefi yiyecek ve giyecekten başka bir şey değildir." Dolayısıyla emek sürecinin, herkesin kendisi ve başkaları için çalıştığı, herkesin herkese bağımlı olduğu ve herkesin herkese bağımlı olduğu toplumsal bir anlamı vardır: "Dünya tarlasına bakarsak hepimiz birbirimiz için çiftçiyiz." Bu yaklaşım, iş bölümü fikrini ve bunun servetin büyümesi üzerindeki etkisini daha da geliştirir. Nizami Gencevi'nin eserlerinde devlet sanata, zanaata ve çiftçiliğe sahip çıkmazsa, herkes mesleğinin koşullarını yaratmazsa, "herkes mesleğinden yararlanamaz", servet azalır, vergiler ödenmez, hazine boşalacak ve sosyal adalet çiğnenecek.

Büyük Azerbaycanlı şair, filozof ve düşünür Nizami Gencevi'nin sosyo-ekonomik yaklaşımlarından, içinde yaşadığı toplum ve adaletsizlikleriyle aynı fikirde olmadığı, onu "düzenleme" ve "imar" fikirleriyle yaşadığı ve yarattığı sonucuna varılabilir. (Veliyev T. S., 1995).

Muhammed Nasreddin Tusi'nin faizsiz finans piyasalarına bilimsel yaklaşımı

Muhammed Nasreddin Tusi Azerbaycanlı bilim adamı, filozof, astronom, matematikçi, tarihçi, finansçı, ilahiyatçı ve hukukçu, devlet adamıdır.

Muhammad Nasreddin Tusi, İslami finansal ve ekonomik yönetim sistemi hakkında derin bilgiye sahip bir bilim adamı olarak, mevcut durumu ve gelecekteki hedefleri kapsamlı bir şekilde inceledi, etkili yönetim yöntemlerini inceledi ve analiz etti. Ayrıca bilimsel çalışmalarında devletin mutlak monarşiden daha demokratik bir forma geçişine dikkat çekti. Ülkeyi yönetenlerin "ya hizmetlerinden dolayı mutlak hükümdar rütbesine yükseldiklerini ya da astları tarafından seçilerek halkın kaderine terk edildiğini" yazdı. Bu yaklaşımı geliştirerek şöyle diyor: "Hiçbir zaman hükümdara ihtiyaç yoktur. Halk arasında bir düzen varsa, bu onlara uzun süre yeter. Ancak, her zaman bilge bir lidere ve etkinlik organizatörlerine ihtiyaç vardır. Eylem olmadan disiplin kaybolacak ve insan toplumu olması gerektiği gibi gelişmeyecektir." Tusi, tarih boyunca bu tür devlet başkanlarının gelişini ve gidişini göstermektedir. Ancak bunu, "gelecekte, oluşturulacak sosyo-ekonomik yapıda süresiz olarak mümkün olan" tamamen adil "ilkeler temelinde, bilge liderler ve etkinlik sahiplerinin birlikte yönetmesi" iddiasıyla ilişkilendiriyor. Doğu filozofu Farabi'nin "Fazile cemaati" hakkında ileri sürdüğü ütöpik bir yapı oluşturma fikrini destekledi. "Özgürlük Cemaati" adını verdiği bu şehrin insanların birlik ve eşitlik temelinde inşa edildiğini, adil liderler seçildiğini ve özyönetim düzeyine ulaştığını gösterdi. Şöyle yazdı: "Bu şehrin insanları hürriyet içinde yaşar, hürriyet bolluğu dışında aralarında hiçbir fark yoktur...". Tusi, eserinde böyle bir durumda çok sayıda lider ve lider olduğunu ve liderlerin ve liderlerin insanların istediğini yapması gerektiğini belirtiyor... İçlerinde en iyi lider, insanların özgürlüğüne daha fazla önem verendir. 13. yüzyılın kamu yönetimi sisteminin, özgür düşünceli bilgin Muhammed Nasreddin Tusi'nin bu tür meselelere yaklaşmasına izin vermediği ortaya çıktı. Bir bilim insanı olarak, ideal insan, ideal aile, ideal yönetim sistemi ile birlikte yaşayarak geleceğe hep büyük umutlarla baktı. Elbette böyle bir devlet yapısı ancak İslami mali ve ekonomik yönetim sisteminde mümkün olabilirdi. (Veliyev T. S. ve Hasenov A. C., 1996)

SONUÇLAR

Araştırmadan, faizsiz finans piyasalarının yönetiminde kutsal ve klasik kaynakların rolünün araştırıldığı sonucuna varıyoruz. Faizsiz finans piyasalarında klasik Azerbaycan ve dünya alimleri Platon, Aristoteles, Nizami Gencevi, Muhammed Nasreddin Tusi, Kur'an-ı Kerim, Tevrat ve İncil'in bilimsel ve teorik temelleri İncil'de geniş bir şekilde yorumlanmaktadır. Faizsiz finans piyasalarında sürdürülebilir ve sürdürülebilir kalkınma için aşağıdaki sonuçların dikkate alınması uygundur:

- Kur'an-ı Kerim'e göre, - «Ey qövmüm! Ölçüdə və çəkiddə düz (ədalətli) olun. İnsanların heç bir şeydə haqqını əksiltməyin (adamların mallarının dəyərini aşağı salmayın, hər kəsin haqqı nə isə, onu da verin). Yer üzündə dolaşib fitnə-fəsad törətməyin!» (Hud surəsi, 85-ci ayə);

- Tevrat'a göre - «Kim ki müamələ ilə sələmlə var-dövlət yığar,

Onun varı axırda kasıblara səxavət göstərənə qalar.» (Süleymanın məsələləri 28, 8-ci ayə);

- İncil'e göre - "Yeryüzündə hazine biriktirmeyin. Orada, güvələr və pas onları yok eder veya hırsızlar içeri girip çalar. Bunun yerine, kendinize cennette hazineler biriktirin. Onları ne güvələr, ne paslar yok edecek, ne de hırsızlar girip çalacak. Çünkü hazinenin olduğu yerde, kalbin orada olacak. Bedenin lambası gözdür. Gözleriniz sağlıklıysa, tüm vücudunuz ışıltılı olacaktır. Hayır, gözler zayıfsa bütün vücut karanlık olur. İçinizdeki "ışık" karanlıksa, karanlık ne kadar büyüktür! Hiç kimse iki efendiye hizmet edemez. Çünkü ya birinden nefret edip diğerini sevecek ya da birine bağlı kalıp diğerini hor görecektir. Hem Allah'a hem de servete kulluk edemezsiniz." (Matta, Bap 6, 19-24 ayetler).

Hz.Muhammed (s.a.v.)'e göre - "Altın yerine altın, gümüş yerine gümüş, buğday yerine buğday, arpa yerine arpa, hurma yerine hurma, tuz yerine tuz eşit miktarlarda ve nakit olarak satılır. Kim daha fazlasını verirse veya alırsa, faize tabii ki girmiştir. Burada veren, alanla eşittir."

- Platon'a göre faizi etik bularak reddetmiş ve faizin yasaklanmasını istemiştir.

- Aristoteles'e göre faizden dolayı zengin olmayı doğal bulmamış, paranın kendi kendini üretemeyeceğini, paranın bir kazanç veya zenginlik aracı olarak kullanılamayacağını savunmuştur.

- Nizami Gencevi'ye göre - kendi döneminde gördüğü ve gözlemlediği malların mübadelesi, piyasa, fiyat, para ve işlevleri, tefecilik ve faiz konusundaki görüşlerini eserlerinde açıklamış ve yorumlamıştır. İnsanların bir dizi sosyo-ekonomik ve pratik faaliyetlerine, insanın yaşamdaki yeri ve rolüne ilişkin tavsiyeleri, tavsiyeleri ve yorumları bugün hala geçerlidir.

- Muhammad Nasreddin Tusi'ye göre devlet, hükümdar öyle kanunlar çıkarmalıdır ki, bu kanunlar tüm insanlar tarafından benimsenir ve uygulanır. "Eğer (hükümdar) her şeyi söyler de yerlerin valileri aksini yaparsa, o zaman kanun bozulur, kargaşa çıkar, zulüm biter." Bu açıdan Tusi, monarşinin devlet yapısındaki böyle bir durumun sosyal, ekonomik ve politik yönetişimin rasyonel, bilimsel ilkelerine dayandırılmasının önemli olduğunu düşünmüştür. Çalışmalarında "toplumun gücünün krala, kralın gücünün politikaya ve politikanın gücünün bilgelik ve bilime bağlı olması gerektiğini" belirtti.

Sonuç olarak faizsiz finans piyasalarında sürdürülebilir ve sürdürülebilir kalkınma için tüm faaliyetlerde adalet, sosyal adalet, sosyal eşitlik ilkeleri dikkate alınmalı, Platon, Aristoteles, Nizami Gencevi, Muhammad Nasreddin Tusi, Kutsal Kaynaklarda Kuran-ı Kerim, Tevrat ve İncil bu alandaki bilimsel yaklaşımları dikkate alınmalıdır.

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Science for Society: Saga of Science Organisations in Eastern India

Sukalyan Gain

Ph.D. Research Scholar

Department of History

University of Kalyani

sukalyangain1@gmail.com

Orcid - 0000-0001-8065-8408

ABSTRACT

The development of science is related to various aspects of human history. Human society has indeed improved through the use of science, but somewhere there seems to be a lack of a scientific method of experimental observation. That is why a large part of human society is still obsessed with superstition. The main point of the scientific awareness is to verify everything through scientific examinations and logical explanation. Science organizations have a significant role to play in this regard. The publications made by science organizations were of great help for the promotion of the scientific outlook. Several science organizations in India had taken several steps in this regard. Organizational journals and books were the weapons to fight against superstition. These organizations focused on the 'science for society' ideals to make people aware of not only the scientific knowledge but also to develop scientific temper among the people. This role is a significant one in contemporary India.

Keywords: Science For Society, Scientific Temper, Science Movement, Science Organisations



INTRODUCTION:

This paper wants to trace the history of the science movement in the area specificity of Eastern India focusing West Bengal, Assam,. It will try to historicize the activities of different science organisations, like *Bangiya Bijnan Parishad*, *Assam Science Society*, etc. All these science clubs play multiple roles in the expansion of rational and scientific consciousness. It wants to assess the social composition of the activists, associated with these organizations and their objectives and activities in a critical way. It would also try to evaluate its impact on the society. This evaluation is important in framing the future policy of the state. Here lies its significance.

LITERATURE REVIEW:

John Desmond Bernal, wrote *The Social Function of Science* in 1939. That book emphasized on the social responsibility of a scientist. In another book *Science in History*. It is not that the social history of science has not been practiced in India in the national context, but that most of it have been confined to the colonial period. Satapal Sangwan traces the science and technology history of various European companies in the 18th century in his book *Science and Technology and Colonization and the Indian Experience 1857-1858*. He also explained the changes that took place in science and technology in India at the initiative of the British. In addition, Deepak Kumar's book *Science and the Raj* sheds light on the impact of science on society and economics during the colonial period. The book *Western Science in Modern India Metropolitan Methods, Colonial Practice*, by Pratik Chakraborty, aims to address the question of how much Western science influenced the formation of modern India.

In the context of books on history of science in Bengali language, *Bijnaner Itihas* written by Samarendranath Sen, needs to be discussed first. The first volume of that book was published in 1955, and the second volume was published in 1958. The first volume of that book deals with the scientific research of the ancient civilizations of the world. The history of emergence of science in India, Egypt and China etc. was researched by the writer in that volume. In the second volume writer traced the history of evolution of science in the medieval period.

The science writing in bengali language was flourished in the 19th century. Buddadev Bhattacharya traced the development of that trend in his book *Banga Sahitye Bijnan* (1960). Discussing the emergence and expansion of science, that book provides detailed explanation of some kind of science related articles which were written in Bangla. *Science and the Raj*, an important work on the history of science in society, was published in 1995. The author was Deepak Kumar. In 2007, this book was translated by Maitryee Chatterjee in the name of *British Bharate Bijnan*. The scientific research and the environmental research on the colonial period, effects of colonial science on the contemporary society and economy along with the informal and institutional education of science and various types of limitations were highlighted in that book. In 1996, Paschimbanga Itihas Samsad and Bangiya Bijnan Parisad jointly arranged a seminar on 'Science and technology in Indian History'. These was articles of this seminar were published in book on 1997. Name of the book is *Bharater Itihase Bijnan o Prajukti*, edited by Aparajita Basu .

All of those books mentioned above are relation between science and history, but does not mention any kind of information about the science organizations.

SIGNIFICANCE OF THE ARTICLE:

History depends on authentic logical information. Therefore, to study history, suitable material is needed first. The main topic of my discussion was exploring the working history of several scientific organizations in Eastern India. The issue is not very discussed, it goes without saying that there is no opportunity to get government documents in this regard. When I went to do the so-called 'literature survey', I saw that most of the people who have thought about 'science' and 'society' have done so in the world context. It is not that the social history of science has not been practised in India in the national context, but it is all confined to the colonial period. There is a focus on the interrelationship between 'science' and 'history', as well as on the aspects of 'science practice' and 'development of science' during the colonial period. They can lay the theoretical basis for the relationship of history with science. But the history of the work of science organizations will remain undiscussed. Because, in all those texts, the working aspects of the organization are undiscussed. The articles published in various volumes of 'Itihas Anusandhan' from Paschimanga Itihas Samsad deal with the organization of science. There has been an attempt to discover the history of the science movement in India.

After 1947, science organizations were formed in several states in India. The formation of the organization started in Bengal. The workers of the organization joined the movement to spread scientific consciousness. However, the practice of science did not start after 1947. The establishment of the Asiatic Society and Fort William College in 184 and 1800 marked the beginning of science in Bengal. Since the publication of several science books and essays in 19th century Bengali language. In the nineteenth century, the practice of science-in Bengal began with Digidarshan (1818) and Vidyaharabali (1819), a sixteen volume book was published by the School Book Society. Akshay Kumar Datta was the pioneer of science books in Bengali language. As editor of *Tattwabodhini Patrika* (1843-1855), he wrote numerous tracts on Physics, Astronomy, Geography and the social sciences, which were highly admired by the Bengali intelligentsia. Vidyasagar tried his best during 1849-57 to inject scientific principles in Indian vernacular education. In 1949, Ishwar Chandra Vidyasagare wrote *Jiban Charit*, a free translation of the lives of noted European practicing scientists Copernicus, Galileo, Newton, William Herschel, Grotius (Hugo Groot), Carolus Linnaeus, B. J. Duval, William Jones and Thomas Jenkins.

Ishwar Chandra Vidyasagar (1820), Rajendralal Mitra (1822), Mahendralal Sarkar (1833), Jagadish Chandra Bose (1858), Acharya Prafulla Chandra Roy (1861), Ramendra Sundar Tribedi (1864), Meghnad Saha (1893), Satyendranath Bose (1894), and others tried to promote scientific consciousness. On the other hand, there was development of different institutions in India. In this respect mention should be made of Calcutta Medical College (1835), Bose Institute (1917), Indian Institute of Experimental Medicine (1935), now known as Indian Institute of Chemical Biology, etc. In these institutions, various scientific researches were done regularly. But, only science researchers had a place in these institutions. How much do people know about scientific research? Ordinary people could not always be aware of new discoveries or various aspects of science.

To address that issue, Acharya Prafulla Chandra Roy and Meghnad Saha took initiatives to disseminate science among the people in an organised way. On their initiative, the Indian Science News Association (ISNA) was established in 1935. The first meeting of ISNA was held on 9 July 1935 at the Mathematical Society Hall of the College of Science, Calcutta with about 250 people. The organization started to publish the journal *Science and Culture* with the aim of bringing science to the people. Later, others followed the way of the initiators to take that organization forward. Notable among them were Upendranath Brahmachari, Hari Keshab Ghosh, Satyacharan Laha, Sir Ashutosh Mukherjee, and others.

In the 1930s and 40s, Many ingenious people joined the Indian independence movement. The main role of the movement was to spread Bengali nationalism in Bengal. At the same time, initiatives are being taken to spread science in the mother tongue. Bankimchandra Chattopadhyay, Rabindranath Tagore, Acharya Prafulla Chandra Ray, and many others have spoken about this practice. Rajendralal Mitra, Ramendrasundra Trivedi, Jagadish Chandra Bose, and other scholars also spoke about the need to practice science in their mother tongue in various ways. They realized the need for science education in their mother tongue. Only science can remove mankind from the darkness. Satyendranath Bose was their worthy successor. Just as he engaged himself in the freedom movement, he also took a leading role in the study of science in his mother tongue.

At a conference in Hyderabad, he publicly said *ungreze hatao* (go back British). He also realized that Bengalis were being educated in English, while they were not interested in education in their mother tongue. He said the same thing about science education. In 1935, he wrote an article called "Einstein" in the *Parichay* patrika. He said- *Einstein je prabandhe apekshikotabader suchana koren taha padarthabijnaner nutan juger abatarana koriyache. Jarojagater ghatonasamuher bibriti o uhader madhye karrzokaron samondho nirdharaner janya boiganik ze desh o kal rup prakhep-bhumir porikalpana koren, tahe ze darshak nirapekkha noy, shrostar gotir sahit tahar porikalpito desh-kal-dharmer je nikat o nitya samondha ache, eitii ei nutan matabader pradhan katha.* ("The essay in which Einstein introduced relativity has ushered in a new era in physics. The country and time that the scientist plans to project the earth and time to determine the relation of the phenomena of the material world and the causal relationship between them, the viewer is not neutral; this is the new main point of the doctrine. ")

In the forties of the twentieth century, scientists around the world joined in vocal protests against the misapplication of science. Meanwhile, nuclear explosions have occurred in Hiroshima and Nagasaki. Science for people, science for society & science for peace, with these slogans in mind, several scientists from around the world gathered at a conference in London. An organization called world federation of scientific workers was also formed.

Another question arose. Science was being practiced; research was also being done on various aspects of science. But was it understandable to everyone at all? The English language was still understood by a small number of people. So what's the way? Satyendranath Bose spoke about the need of disseminating scientific knowledge in mother tongue. Many people questioned whether would it be possible to practice science in Bengali language at all? If so, how would it be? He replied, "Those who say that science could not be practiced in Bengali, either do not know Bengali or do not understand science. He had been trying for a long time to build an institution, which would disseminate science in the mother tongue of the commoners. In 1947, on the initiative of Satyendranath Bose and Subodhnath Bagchi, a meeting was organized with twenty-four persons at the Science College of Calcutta University. It was decided at the meeting that an institution would be set up for the propagation of science in Bengali. It was decided at the meeting that the institute would be formally established on January 25, 1948, and the new name would be Bangiya Bijnan Parishad. Chemist Sarbani Guha Sarkar presided over the meeting. A few days later another meeting was held, and it was decided that a monthly journal, *Gyan O Bijnan* would be published on the day of the establishment of the Bangiya Bijnan Parishad, The first issue of the magazine will be inaugurated on the same day. On January 25, 1948, the founding day of the Bangiya Bijnan Parishad was held at the Rammohan Library with about 400 eminent persons with the aim of popularisation of science in the mother tongue. Literary Rajshekhar Basu presided over this meeting. Dr. Pramathanath Banerjee, Vice-Chancellor of Calcutta University was present at the meeting as a special guest.

It was the first organization in independent India to take the initiative to promote science in mother tongue.

From the beginning of creation, man has advanced his life and society with the help of knowledge. Man acquired knowledge by mastering the science of that time and establishing it in harmony with life. By the twentieth century, this scope of knowledge had expanded so much that life itself became scientific. Keeping this holistic view of life intact, the main task will be to develop a scientific view among the people. Bangiya Bijnan Parishad had engaged itself in this work. The ideals based on which the work of this council was started are-

1. The content of science must be made acceptable to the public. The content should be easy to read and the subject should not be difficult for the student.
2. Publish text book for schools and colleges in simple language in a scientifically appropriate and intact manner. A special initiative needs to be taken to publish the contents of the text book in Bengali. Moreover, if the content can be expressed beautifully in different ways in different environments, it becomes easy to read and fascinating. Special attention should be paid to make the students mechanically minded in the field of scientific education. Increasing interest in creating exhibitions, workshops, and science models.
3. Always strive to publish scientific text books, standard text books suitable for school and college, so that the terminology of English scientific words and expressions can be found and discussed easily. In this case, to critique and sympathetically criticize the scientific books which are published in the Bengali language especially for the students. Also, keep in mind that the standard of the book published by the Bangiya Bijnan Parishad should be quite high.
4. To enrich folklore and children's literature in all respects with scientific knowledge. Literature is a reflection of the minds and attitudes of the people. Our individual, society, and literature have not been able to keep pace with the rapid pace of the social system. That is why inconsistencies have been observed in many cases. On the basis of the old dilapidated society, the then folk education has in many cases become poor education. Only writers can show new directions to the people through new education. At the same time, the parishad will have the responsibility to make the writers aware and to help them in increasing their scientific knowledge.
5. To convene an annual conference to promote and spread scientific education in the Bengali language and to remove obstacles in its path. As well as arranging exhibitions and lectures on educational and daily necessities at different times of the year. There will be various obstacles and hindrances in the journey; there will be multiple problems in every step. Those need to be addressed well. At the annual conference, the council members will be able to come together to judge each other's opinions and find the right direction. Through the actual acquisition of knowledge, we encounter various direct experiences. But in many cases, this experience gives rise to superstition unless it has a causal relationship. Through experimental knowledge, science was able to break free from the shackles of medieval superstition. This is where the success of the exhibition lies. Through the exhibition, people have come to know the causal relationship of their direct experience. Understand that scientific phenomena are not ghosts at all.

Achieving these objectives of the Council also requires various efforts. First, the Council will need a house of its own. As well as the need for permanent museums, presses, exhibitions, and factories. All these issues require the help of staff and experts to manage well. I need money too. Scholars have a role in taking the nation's thinking and national life in a new direction. Multiple scholars came forward with the Council. They came and took charge of the work of

the Council. They requested all the scholars and deserving people of Bangladesh to join this work. They seek the help of the people to strengthen the foundation of the Council.

Before the establishment of Bangiya Bigyan Parishad, an executive committee was formed with some leading science enthusiasts. After the establishment of Bangiya Bigyan Parishad Satyendranath Bose became the president of this institute, Subodhnath Bagchi was the working secretary and Sukumar Bandyopadhyay was the assistant secretary. Jagannath Gupta was appointed as the treasurer. A number of scientist and science writers were appointed as members of the executive committee.

It was discussed in a meeting that the Dhaka-based magazine *Bijnan Parichay*, which had been shut down, should be published from Calcutta. However, this proposal was later rejected for various reasons. It was decided at a meeting before the establishment of Bangiya Bigyan Parishad that a monthly magazine called *Gyan o Bigyan* would be published by the new organisation. The science magazine *Gyan o Bigyan* was inaugurated on the foundation day of the parishad, i.e. 25th January 1948. Prafulla Chandra Mitra became the editor of the magazine. In 1949, Prafulla Chandra Mitra and Gopal Chandra Bhattacharya became the joint editor of *Gyan o Bigyan* Magazine. Later, Gopal Chandra Bhattacharya became the sole editor of the magazine in 1950. Since then Gopal Chandra Bhattacharya regularly tried to make the magazine informative as well as attractive. He kept a section for children in the magazine, where he wrote funny things about science. After 1950, the section becomes known as 'Kishore Bigyanir Daptar'.

The works of Bangiya Bigyan Parishad was not only confined in publishing *Gyan o Bigyan* magazine and science textbooks, it also took initiative to publish popular science booklets and books in a simple and lucid language. In 1960, Buddhadeb Bhattacharya wrote *Bangasahitye Bigyan*. It portrayed the growth of Bengali science writings in a vast timeframe starting from the writings of the European writers in the early nineteenth century to the development of science writings by the Indians till the twentieth century. Various aspects of science were discussed in this book. Bangiya Bigyan Parishad also took initiative to publish books for school level. Noted scientist Asima Chatterjee was given the responsibility of writing textbooks at school level. In the sixties of the twentieth century, she wrote books on chemistry for the class nine and ten. Apart from these two textbooks a number of popular science books on varied subjects had been published by Parishad. Those publications include the biographies of scientists & their discoveries, aquatic animals, and books propagating against superstitions and miracles.

Beside the dissemination of science in mother tongue, the impact of science movement in West Bengal was particularly noticeable during the seventies of twentieth century. Many science clubs in West Bengal started to play a leading role in that movement. The movement for the donation of posthumous bodies was developed in the eighties of twenties centuries. 'Ganadarpan' (1977) played a pivotal role in that movement. *Paschimbanga Bijnankarmi Sanstha* was established in 1977. The main role of that organization was to make society scientific. On the other hand, that organization highlighted various issues related to environmental movement, public health etc. In 1980 *Utsa Manush* magazine was published. Its aim was to question the blind faith of the human society. Ashok Bandyopadhyay was the editor of that magazine. At first, that magazine was published in the name of *Manush*. Later, the name was changed as *Utsa Manush* for the sake of registration. Varied issues related to blind faith in superstition were addressed in those magazines. Science organizations were also formed in different districts of West Bengal simultaneously with the message of utilizing science for the betterment of society. The workers of that science organization were trying to build a society,

which would be free from superstition. Those aimed to develop rational consciousness in society.

Political parties also engaged themselves to expand the rationalist consciousness. Paschimbanga Bijnan Mancha (1986), Bijnan o Juktibadi Mancha (1994) and Break Through Science Society (1994) were established one after another. All of those organization were connected with the leftist political parties, respectively linked with C.P.I(M), C.P.I and S.U.C.I.

Like West Bengal, a number of science organizations were formed in other states of India, such as Assam, Kerala, Pondicherry, Tamil Nadu, Maharashtra, Delhi etc.

Before independence, the people of Assam lived in isolated groups. Even then, their interest in science was not seen in that way. When the British came to the Brahmaputra in the first half of the nineteenth century, the minds of the people were still bound by various superstitions. Until 1848 there was no newspaper in Assam and no school. The pre-British ruler 'Ahmara' encouraged the teaching of Indian classics like Mahabharata, Ramayana, Upanishads, etc., and later, included subjects like arithmetic, medicine, and astronomy in the curriculum.

A search of the history of science literature in Assam reveals that the first science literature was introduced in Assam in the 15th century. In 1434, Bakul Kayastha translated a mathematics book called *Kitabat Manjuri*, which was the first science book written in Assamese. The British felt the need to create an educated class to consolidate their rule. They encouraged the establishment of schools by private organizations, including christian missionaries and trading companies.

The origins of both popular literary and scientific journals in Assam are linked to missionary efforts. In 1846, the first newspaper of Assam, *Arunodoi*, was published in Shivsagar Mission Press. This newspaper has an important role to play in spreading science awareness among the people of Assam. Multiple science stories were published in this journal. News of scientific discoveries such as printing machines, telegraphs, glassmaking techniques was published on *Arunodoi*. *Arunodoi* was published from 1846 to 1854. In 1889, a magazine called *Jonaki* was published on the initiative of some students who came to Calcutta from Assam to study. Chandrakumar Agarwala was the editor of this magazine. He emphasized publishing science-based articles in this magazine.

In the post-independence period, organizational initiatives were taken to spread science awareness in Assam. The Assam Science Society played a key role in this. Satyendranath Bose established the Bengal Science Council in 1948 to promote the practice of science in Bengali. Later in other states of India also initiatives were taken to practice science in regional languages. That initiative was also taken in Assam. A few years after the independence, a science organization was formed in Guwahati, Assam. The name of the organization was Guwahati Science Society, which was established in 1953. In 1958, five years after its establishment, the Guwahati Science Society has renamed as the Assam Science Society. The organization was formed with the aim of spreading science consciousness, protecting the environment, and building a rational society in several districts of Assam. The aims and objectives of the organization were stted in its constitution. It aimed to promote and advance the cause of science, both in pure and applied branches, to promote education and research in different branches of science and technology, to disseminate scientific knowledge by holding symposia, seminars and discussions on original work and on scientific matters of public interests, to popularize science through various methods, to take all such other steps and measures as may be necessary for the fulfillment of the specified aims and objectives of the society.

Assam Science Society took initiatives to publish several books, pamphlets, and leaflets. It also started to publish magazines to popularize science. At the same time, another initiative was taken by the Society to publish a bi-monthly journal for publishing scientific research

papers in English. Name of that journal was *Journal of Assam Science Society* (1955). In 2011, the name of the journal was changed to *Bulletin of Scientific Research*. Since 1981, an initiative has been taken to publish a bilingual science magazine *Bigyan Jeuti* (Flames of Science) in Assamese which is still published regularly. That organization had taken multiple steps in making people aware of environment, health, agriculture etc. They took the initiative to set up a state-level library, where various science books would be kept. Anyone could come and study in this library at no cost. They did not stop even during the pandemic in 2020; they organized a science session to increase enthusiasm among the students, that include science essay competitions, science cartoon drawing competitions etc. The organization has about 90 branches in different parts of Assam.

The need to set up an institute at the annual discussion meeting of the Assam Science Society in 1974 to unveil and research new aspects of science was discussed. The Assam Science Society though was then busy popularizing science in different parts of Assam. In the late 1960s, the Society proposed the creation of a Museum of Science, a Planetarium, and a Laboratory for Science. The government of Assam also promised to provide land for the organization in Khanapara, Assam. But later on, the Government of India will take the initiative to build these institutions. However, in the meantime, the members of the Assam Science Society have decided that the new institution will be named the Institute of Advanced Study in Science & Technology. The institute was inaugurated on November 3, 1979, by Dr. Dorothy Mary Crowfoot Hodgkin, who won the Nobel Prize in Chemistry in 1964. Dr. Jamini Mohan Chowdhury was the first director of IASST. IASST was launched by the Assam Science Society in Khanapara, Guwahati with a few departments in Plasma Physics, Life Science, Mathematics and Statistics, and Resource Management and Environmental Sciences. In the '90s, the government of Assam provided research grants. Although that Research Grant was irregular. The Assam Science Society played such a pioneering role in spreading science awareness among the people of Assam. On the other hand, the Institute of Advanced Study in Science & Technology (IASST) played an important role in increasing the interest of the youth of Assam in the pursuit of science and increasing interest in new scientific research.

CONCLUSION:

The main point of the scientific temperament is to verify everything through examinations. Science organizations have significant contribution in this regard. The publications made by organizations were of a great help for the promotion of scientific outlook. A number of science organizations in India had taken several steps against superstitions. Organizational journals and books were one of the weapons in the fight against superstition. The organizations focused on the 'science for society' ideals to make people aware of not only the scientific knowledge but the scientific temper, which is more significant in contemporary India

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Nepalis of Sikkim

Asst. Prof. Ms. Reendima GURUNG

Sikkim Government Law College

reendhimagurung@gmail.com

Orcid: 0000-0001-7538-4529

ABSTRACT

The aim of the present paper is about the Nepalis of Sikkim tracing their journey from being outsider to finally getting recognition in Sikkim. The three dominating ethnic communities of Sikkim are Lepchas, Bhutias and Nepalis. Among these three communities the Lepchas are considered as the original inhabitants of Sikkim followed by Bhutias and Nepalis. The establishment of British rule in Sikkim led to the immigration of Nepalis in larger numbers. In the beginning their immigration led to the ethnic animosity among the Lepchas and Bhutias on one side and Nepalis on the other side. During the early stage of immigration, Nepalis were regarded as ‘outsiders’ and were always treated as second-class citizen, but since they played an important role in the development of Sikkim, their presence could not be ignored by the Lepchas and Bhutias and in course of time they were forced to accept the Nepalis as the inhabitants of Sikkim along with them. The merger of Sikkim with the Indian Union further made their position strong in Sikkim. Today Nepalis in Sikkim are known as “Sikkimese” Nepali.

Keywords: Nepalis, Lepchas and Bhutias.

INTRODUCTION

The aim of the present paper is about the Nepalis of Sikkim tracing their journey from being outsider to finally getting recognition in Sikkim. The three dominating ethnic communities of Sikkim are Lepchas, Bhutias and Nepalis. Among these three communities the Lepchas are considered as the original inhabitants of Sikkim followed by Bhutias and Nepalis. In Sikkim today, Nepalis are found in majority as compared to Lepchas and Bhutias. Their presence can be felt in each and every sector of Sikkim today. The establishment of British rule in Sikkim led to immigration of Nepalese in larger numbers. In the beginning their immigration led to the ethnic animosity among the Lepchas and Bhutias on one side and the Nepalis on the other side.

During the early stages of immigration, Nepalis were regarded as ‘outsiders’ and were always treated as second-class citizen, but since they played an important role in the development of Sikkim, their presence could not be ignored by the Lepchas and Bhutias and in course of time they were forced to accept the Nepalis as the inhabitants of Sikkim long with them. The merger with the Indian Union made their position further strong in Sikkim. The identity of Nepali in India as a whole is confusing for people who does not have a proper knowledge as Nepalis residing in different parts of India are often not considered as Indian citizens and are mostly regarded as the citizen of Nepal. The Nepalis in Sikkim enjoys equal status along with Lepchas and Bhutias. However, whenever the issue of immigration of Nepalis in Sikkim starts it is always surrounded by controversies. There were Nepalis who resided along with the Lepchas and Bhutias for generation in Sikkim but were always marginalized as Lepchas were considered as the original inhabitants of Sikkim and Bhutias were the first ruling dynasty of Sikkim. The Sikkim Subject Regulation of 1961 considered Nepalis of Sikkim as the settlers of Sikkim along with Lepchas and Bhutias and the merger of Sikkim with the Indian Union declared all the three communities as the citizens of India. These two identities distinguished Nepalis of Sikkim from the Nepalese of Nepal and also from the Nepalis of other parts of India.

The Nepali community is not a homogenous one and consists of many sub-castes and tribes having their own belief, traditions, dances, festivals, food habitat, dresses, etc. The common festival celebrated by all the Nepalis is Dasain, Tihar and Maghey Sakranti. Nepali people like any other tribal people too believe in traditional doctor. This traditional doctor occupies an important and respectable position in the society. The common dress which denotes Nepali as a whole is daura-surwal for male and guniye cholo for female. Matrimonial ties take place between all this three communities.

Settlement of Nepalis in Sikkim

“There is to the north a king of mountain called ‘Himalayas’, which in reality is a god and which, with it’s two ends dipped in the eastern and western seas, lies a yardstick measuring the earth”

Thus the great classical poet Kalidas describes the Himalayas. The people living in Himalayan region regard Himalayas as their guardian deity and the mighty Himalayas for centuries have stood guard for them. The impact of the Himalayas on the culture and personality of the people is tremendous.¹

The two immigrants Bhutias and Nepalis brought along with them new culture adding to the already existing culture of Lepchas and made Sikkim rich in terms of cultures. Bhutias who

came from Tibet brought along with them the Tibetan culture including religion, language, economic system which was combination of semi-settle agriculture and pastoralism. Nepalis who came from Nepal brought along with them Nepal Nepalese culture, language, Hinduism and introduced settled cultivation especially terraced cultivation. Sikkim became a meeting point for two diverse cultures. Since Lepchas who were residing in Sikkim along before these two immigrants came retreated to the remote valleys and forest-clad mountains, whereas Bhutias who came from dry and cold climate began to settle in much colder parts of Sikkim. The Nepalis began to occupy the warmer regions. However, this pattern of settlement could not last for long and in course of time all communities were scattered in different parts of Sikkim.²

Demography

The population of the state comprises of three ethnic communities Lepchas, Bhutias and Nepalis apart from them plainsmen consisting mostly of business community have settled down in Sikkim. Sikkim is one of the least populated states of India. According to the State-Socio-Economic Census 2006, the population of the state was 581, 546. Male and female population is reported as 302,852 and 278,694. The first authentic information regarding Sikkim's population was the census of 1891 in which the total population was 30,358 including 5,762 Lepchas, 4,894 Bhutias, 3,356 Limbus and 15,458 Nepalis. This was the first Census undertaken in Sikkim during the British rule. The growth of population was 93.76% in 1901 which was the highest growth rate recorded till date. The growth of male population was 95.62% while the female population grew by 91.76%. The latest (2001) growth rate is 33.06 %. The Census of 1921 was the only Census which recorded negative (-7.05%) growth rate in Sikkim.³

Sikkim was much bigger in size then what it is today. It lost much of its considerable territories during the Gorkha and Bhutanese invasion and later during British rule. Sikkim, before the establishment of regular monarchy was divided into number of districts ruled by independent tribes. The Lepchas, Limbu and Magar ruled independently. The territories of Sikkim extended inside the present Nepal and West Bengal; it also included the Limbuana country stretching from right bank of Arun river in the west to Tista river in the east.

The new era of Sikkim history started with the installation of Phuntsog Namgyal as the first Buddhist king in 1642 A.D. The ethnic diversity of Sikkim is represented by the tripartite agreement "Lho-Men-Tsong-Sum" (Lho means Bhutia, Men means Lepchas and Tsing means Limbu) which proves that they were the three original race coexisting in Sikkim since the time of first ruler, but later on it was replaced by Nepalis and in course of time Limbu was also regarded as one of the sub-castes of Nepalis. Lepcha, Bhutia and Nepali became the three ethnic communities of Sikkim.⁴

According to John Claude White (1889-1908) the first Political officer of Sikkim, Lepchas are the original inhabitants of Sikkim and the language they use is Lepcha. He argued that they entered Sikkim from across the east along the foothill from the direction of Assam and Upper Burmah and not from the Himalayas or from Tibet. He describes Lepchas in the following words,

"They are people of a mild, quiet and indolent disposition, loving solitude and their homes are found in most inaccessible places, in the midst of forests if possible, and seldom above an elevation of 4000 feet"

The next race to enter Sikkim was Bhutias who came from Tibet followed by Pharias or Nepalese who came from Nepal who were 50,000 and were Hindus.⁵

The total population of Sikkim was around 80,000 and White estimated Nepalese population as 50,000 which doubled in a single century and outnumbered the original inhabitants of Sikkim.

The early history of Sikkim starts in the 13th century with the signing of a blood brotherhood treaty at Kabi-Long-Tsok (Kabi means Blood, Long means Stones and Tsok means Erect) between the Lepcha Chieftain Thekong Tek and Khye Bumsa, followed by historical visits of three lamas at Yuksam and the installation of Phuntsog Namgyal as the first ruler started the beginning of the Namgyal dynasty in Sikkim. The merger of Sikkim with the Indian Union in 16th May 1975 witnessed the change from monarchy to democracy starting new era of Sikkim history.⁶

British played an important role in the settlement of Nepalis in Sikkim; the oral tradition of Limboo and Rai speaks of their entry into Sikkim much before the 17th century A.D. The early Nepali settlers were brought as a labour to work in the tea gardens of nearby Darjeeling; they were in the beginning sharecroppers who cleared the forests in the hillsides and introduced the concept of terrace farming adding to the scenic beauty of the region. Majority of the Nepali population is concentrated in the East, West and South Sikkim except North Sikkim where the settling of the Nepali population was prohibited by the Government. Prior to the establishment of Nepalis in Sikkim the state was densely forested. In the initial year the waste lands were given to Nepalis to settle down.⁷

The settlement of Nepalis in Sikkim must be seen in the general context of Nepali migration to India. British imperialistic policies were mainly responsible for it. Gorkhas were known for their fighting qualities and British wanted to make use of them by recruiting them in the fast growing Indian army. As a result of it many Gorkhas came down to settle in India especially in hilly areas where the climate and topography were similar to their homes in Nepal. Another reason for the Nepali migration to India was the fast developing Darjeeling hills which was suitable for the cultivation of high tea which required abundant labour resulting in the large scale migration. After British established their supremacy over Sikkim the migration of Nepali to this region began to take place rapidly. The European planters were impressed by the skill, discipline and hardiness of the Nepalis labourers. They came mostly from the neighbouring areas of Eastern Nepal which had been from ancient times a stronghold of the kirats. Limbus and Rais who form the largest group amongst the kirats had settled down in what was called Limbuan and Majkirat and from there they migrated to Sikkim who came to be known as Tsongs.⁸

The reign of Sidkeong Namgyal witnessed the steady growth of Nepalese settlement in Sikkim. In the year 1867, he granted a lease in his state to famous traders, the Laxmi Das brothers. The Laxmi Das brothers belonged to the Newar community in Nepal and their aim in acquiring the lease was to settle down and earn money in Sikkim. It also started a new system of land holding in the country, the system of lessee landlords. The Nepalese settlers in Sikkim introduced the terraced system of cultivation, with which they were well acquainted in their homes in Nepal, they also brought along with them cardamom which soon became an important cash crop resulting in the increase of revenue for the landlords and the state. The copper mines of the country were given on lease to Newar traders which required labour to work resulting in the migration of Nepalese worker from Nepal belonging mostly to Magar tribes. A special caste of blacksmith called Kamis were required to melt the copper, during this time many Kamis

migrated to Sikkim which resulted in the shortfall of Kami population in Nepal. In order to discourage their migration Nepal stopped the import of copper from Sikkim. Immigration of Nepalese in Sikkim led to a faction between two parties one supporting the Nepalese settlement and other trying to prevent it. Prominent amongst the pro-immigration faction were the Khangsa brothers, Khangsa Dewan and Phodong lama. The anti-immigration faction had its leader in Tarching lama.⁹ Even though Nepalis were opposed from settling down but they could not be stopped. In the beginning they were given waste-land but due to their hard work they were able to convert it into fertile land that supported them.

The immigration of Nepalese had tremendous impact in Sikkim. It attracted more attention than the earlier Tibetan infiltration most probably because the immigration of Nepalese took place in the recent years of recorded history. Unlike the Tibetans, Nepalese were hungry for land unlike the Tibetans again; they came in number and being polygamous, quickly multiplied. Sikkim was under populated country of only about 30,000 inhabitants in the last century and manpower was needed for the development of its resources. Construction of roads and pottering of goods provided opportunities for the Nepalese to settle down in Sikkim. The appointment of J.C White as the first political officer of Sikkim was turning point in Sikkim history. The basic aim behind it was to replace the Buddhist prayer-wheel, the symbol of Sikkim population of Tibetan stock, with the kukri (dagger) the badge of the martial Hindu-orientated Gorkha. He laid the foundation and it did not take long before Sikkim's original population of Lepcha and Tibetan stock found itself utterly submerged under the increasing flood of Nepalese.¹⁰

Tsugphud Namgyal the seventh ruler of Sikkim had prohibited the settlement of Nepalis in Sikkim but when Thutob Namgyal became the ninth ruler of Sikkim in 1874 there was violation of this ban and some Nepalese families with the help of some local power got settled in the Sikkim territory. The Nepalese settled along the river Tista were thrice ejected. The first British Political officer Claude White wrote,

“But the country was very sparsely populated and in order to bring more land under cultivation, it was necessary to encourage immigration and this was done by giving land on favourable terms to Nepali's who since they knew it, to be had, come freely in”.

British after establishing their footholds in Sikkim started encouraging the immigration of Nepalese basically to construct roads and extend agriculture.¹¹

Though Nepalese were in majority they were not enjoying the equal status as Lepchas and Bhutias. The feeling of being sideline and the treatment of second-class citizen under the ruling dynasty made the Nepalese more inclined towards India. They understood that they could never reach the highest position of the state and could never get the equal treatment under the monarchical rule urge them to join the agitation fomented by the several Congress parties in the 600 odd princely state of India. It was an opportunity for the Nepalese in Sikkim to break away from the monarchical rule and establish democracy in the state. Though there was opposition from many quarters regarding the merger but since they were in majority ultimately they were able to voice their opinion and express the feeling of merger with Indian Union. 16th May 1975 Sikkim was merged and with this the scenario of Sikkim also changed. Their aim of transforming Sikkim from monarchy to democracy state in which the main voice of the Government would be pronouncedly Nepalese was ultimately fulfilled.¹²

In the middle of the nineteenth century Joseph Hooker visited Sikkim, he noted “Next to the Lepchas the most numerous tribe in Sikkim is that of Limbus”. By the time White left Sikkim he mentioned that “there were about 6,000 Lepchas, 6,000 Bhotias and 50,000 Nepalis”. Limboos were not even mentioned. The British were interested in opening a trade-route to Tibet and for this they required large number of labour to develop the communication network of Sikkim. Moreover the development of the tea estates on the periphery of Bhutan and Sikkim also added to their migration both into Bhutan and Sikkim. British attempted to counter-balance the Tibetan inclinations of the place, by flooding the state with Nepali settlers. The British were very much impressed by the sturdy, industrious, energetic and fearless Nepalis to work as road builders, porters and servant’s in comparison to Lepchas and Bhotias whom they found quiet unsatisfactory for this purpose.¹³

In comparison to Lepcha and Bhutia, Nepalis are a phenomenally fertile people and it was common to find among them families where there are four or five wives and lot of children. The result was that in the course of a single century, the original Bhutia-Lepcha of Sikkim became a minority. This created fear among the local inhabitants that they might be reduced to minority. Maharaja Thotub Namgyal visited Kalimpong in November 1878 to request Sir Asley Eden, the Lieutenant Governor of Bengal to restrict the settlement of Nepalese to south Sikkim. In 1880 there were riots in Rhenock between Bhotiyas and the Nepalese but consequently both the groups were pacified and came to an understanding on April 14th 1880 with the help of British officer A.W Paul.¹⁴

Disturbed by the influx of Nepalese, the king prohibited Nepalese from settling down in north. Nepalese settlers did not had any status and were always regarded as second-class citizens in Sikkim but it all changed with Sikkim Subject Regulation legislation of 1961 which give citizenship to these inhabitants of Nepalese descent. This regulation of 1961 divided the Sikkimese people into three distinct races-Lepcha, Bhutia and Tsong. “Tsong” was the new term used for the people other than Lepcha and Bhutia. The term ”Nepali” denotes the citizens of Nepal so new term was required to distinguish between the Nepal Nepalis and Sikkimese Nepali. This issue once again started a debate between the National party dominated by the Bhutia and the Lepcha, who demanded that the new term be reserved for the people of Tibetan and Bhutanese origin and the Nepali be called Sikkimese Nepali and in the other hand State Congress and the National Congress dominated by the Nepalese favored replacing “Nepali” with “Tsong”.¹⁵

In July 1961, the Sikkim Subject Regulation was promulgated by the Maharaja Tashi Namgyal eleventh ruler of Sikkim, without the consent of the State council to provide citizenship to three categories of Sikkimese.

- 1). all persons of Sikkimese domicile, if born and resident there or if ordinary resident in Sikkim for not less than 15 years prior to the promulgation of the regulation.
- 2). persons not domiciled in Sikkim but of Lepcha, Bhutia or Tsong origin whose father or grand-father was born in Sikkim.
- 3). Persons not domiciled in Sikkim but whose ancestors have deemed to be Sikkimese Subjects before 1880.

There was also provision for naturalization subject to a qualifying residence of 15th years.¹⁶

This Regulation of 1961 referred to Sikkimese Bhutias, Lepchas and Tsongs as among categories of persons entitled to citizenship but excluded Nepalis who form about 70% of the population of Sikkim. This discrimination against their community created amount of apprehension among Nepalis. To allay the fear of the Nepalis all references to the communities was deleted from the Regulation with effect from 16th January 1962.¹⁷

According to the 38th Constitutional Amendment under the article 371F recognized only three communities in Sikkim namely:

- (a). the Lepchas
- (b). the Bhutias
- (c). the Neaplese

Conclusion

This Constitutional Amendment finally recognized Nepalese as one of the ethnic groups of Sikkim along with the Lepchas and the Bhutias. The long wait of being treated as second-class citizen and outsider finally came to an end. Nepalis now became the inhabitants of Sikkim and with the merger of Sikkim with the Indian Union they also became the citizen of India. These two identities of Sikkim Nepali distinguish them from the Nepal Nepalis and also from other Nepalis residing in different parts of India. The merger of Sikkim with the Indian Union started the new era of Sikkim history in which the Nepalis were the dominating community. From being the stateless people to power holding people, the Nepali communities have come a long way in Sikkim. This amendment also ended the special status enjoyed by the Limboos now they became one of the tribes of Nepali community. Limboo enjoys tribal status along with the Lepchas and Bhutias. Even though Nepalis are dominating communities today but if we look at in terms of politics, Sikkim is the only State in the Union, where two ethnic groups Lepchas and Bhutias, have their political representation guaranteed in the State Assembly which is known as BL (Bhutia, Lepcha) seats as well as one seat allotted to the Sangha, the Buddhist monasteries.

The cheerful, tough and hardy Nepalis were responsible for most of the economic development of Sikkim. It was them who cleared the forest, who introduced terraced system of cultivation, who worked as a labour to construct roads. Even today in Sikkim there are Nepali porters but they are basically from Nepal. Prior to their settlement Sikkim was thinly populated country with not much development. The country was divided into number of districts ruled by independent tribes of Lepchas, Limbus and Magars. The establishment of the Namgyal Dynasty with Phuntsog Namgyal becoming the first Buddhist King of Sikkim started a monarchical rule in the country. It has been suggested that the name Sikkim could have been derived from the Limbu word “Sukkim” meaning “New or Happy House”. This proves that along with the Lepchas, Limbu and Magars were also the original inhabitants of Sikkim.

It was not an easy task to reside in the land which was alien to them. British supported their settlement basically for their own purpose but they were also not successful in giving Nepalis equal status and rights. It was in the later phase when the populations of Nepalis were in majority they started to demand for equal rights and status. Job opportunity was tremendous, people were not educated it was during this period new phase of migration started in Sikkim from the neighbouring state of West Bengal (Darjeeling, Kalimpong, Kurseong). Lots of women migration too took place in the form of marriage.



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Cultural Heritage Tourists in the CALABARZON Region Philippines: Basis for Tourism Development Plan

Prof. Dr. Macario G. GAYETA

Philippine Christian University

drmgayeta@gmail.com

Orcid: 0000-0001-8183-5234

ABSTRACT

Cultural heritage tourism is regarded as sustainable in the Philippines; it is especially promising in the CALABARZON Region, as UNESCO demonstrates that cultural heritage has been a part of the legacy of the past focusing on natural and cultural heritage tourism for future generations. This study aimed to propose a basis for a tourism development plan for cultural heritage tourists in the CALABARZON Region. This study also determined to investigate tourist satisfaction, perceived value, and behavioral intention to revisit cultural heritage tourists. A quantitative method and descriptive research design were used with adopted survey questionnaires in different high-impact studies distributed to 296 local and foreign tourists who visited cultural heritage sites. Furthermore, the Statistical test used for the study was based on Shapiro Wilk Test, Kruskal Wallis Test, Mann Whitney U-Test to test the significant differences, while Spearman Rho for the test of a relationship. This study concluded that the majority of respondents are male, age bracket of 25 to 40 years old, single, well-educated domestic tourists, and a travel partner with family who used social media platforms for destination tourists. The findings show that cultural heritage tourists have an unsupported non-significant difference in perceived value in terms of attitudes, pro-tourism, and physical appearance in cultural heritage sites, whereas indicators of behavioral intention show a significant positive relationship. Despite the dissatisfaction, the results show that this study makes an important contribution by reviewing existing literature and examining overall satisfaction, perceived value, and behavioral intentions to revisit cultural heritage tourists. This study had a positive impact on the economy of regional tourist destinations and made more tourism development possible.

Keywords: Tourist Satisfaction, Perceived Value, Revisit Intention, Cultural Heritage Site, CALABARZON, Philippines.

INTRODUCTION

Statistics on tourist arrivals to the Philippines before the pandemic in 2019-2020 could predict the importance of tourism in the Philippines. Global tourism has dropped by 74% as a result of global crises. (UNWTO, 2021). According to Department of Tourism data, the Philippines received over 8.2 million foreign visitors in 2019, with total spending ranging from Php 482.16 billion in 2019 to Php 81.4 billion in 2020 (CNN Philippines, 2021). Furthermore, the influx of tourists has also been reflected in the Department of Tourism Region IV-A in CALABARZON, which has seen a 20 percent increase in foreign tourist arrivals, with 4.83 million overnight staying visitors for domestic tourism and 257,147 overnight foreign tourists in the region (Philippine News Agency, 2017).

According to Richards (2018), the UNWTO confirmed cultural tourism as a significant component of international tourism consumption, accounting for 39 percent of tourism arrivals; thus, same-day arrivals in DOT Region IV-A totaled 25.57 million domestic visitors and 466,255 foreign visitors (PNA, 2017). Similarly, the influx of domestic and foreign tourists is not only for the region's offers of sun, sea, and surf tourism but also for other types of tourism such as cultural heritage tourism, which is among the tourist clamor at the destination.

At the moment, this type of cultural heritage tourism is regarded as sustainable in the Philippines; it is especially promising in the CALABARZON region, as the UNESCO (2019) demonstrates that cultural heritage has been a part of the legacy of the past that we live in today focusing on natural and cultural heritage tourism, as well as holding on to future generations of cultural heritage sites (Bayih & Singh, 2020), where cultural tourists spend an average amount of money (Richards, 2018; Cisneros-Martinez & Fernandez-Morales, 2015). As reported by UNESCO (2019) this type of tourism with a concentration on cultural heritage site have encountered an increase in the tourism industry. Tourist satisfaction with travel resources in a cultural heritage site increases revenue in terms of tourism facilities in the destination, and the tourism environment becomes more strategized as a business hub for many tourists industries (Rahmiati, Othman, et al., 2020); Ginanpala, 2015; Chiu et al., 2016). Furthermore, visitors to cultural heritage sites have been considered culturally and historically inclined in the type of tourism (Castillo, 2015), which is considered a global trend; as it plays an important role in the country's economic development (Manzoor, Wei, Asif, et al., 2019) and as one of the fastest-growing segments of the tourism industry in many years (McLoughlin, Hanrahan, et al., 2019).

Despite the above valuable contributions and research progress made in this study, there is still a need for more knowledge and a more in-depth understanding of the impact of tourist satisfaction. A review of the literature looked at the relationship between satisfaction and perceived value and discovered that customer satisfaction correlates with perceived value in terms of its dimensions such as social value, emotional value, brand value, and functional value, and that satisfaction influences destination loyalty and predicts future intention to participate (Sen, Ling, et al., 2019; Kiage, 2018). Furthermore, customers perceive the brand image as symbolic, and its meaning is associated with a product as a component in tourism when quantifying a country to visit (Becken et al., 2017; Monsour, 2018; Stipanovic, et al., 2015). It is an approach to destination branding theory that culture is a major factor in tourism for taxes, income for the nation, preservation of cultural heritage sites, customs, history, myths, a theater that brings images, art as meaning and value in the market (Lee & Bai, 2016).

Few studies, however, have failed to investigate the issue of the perceived value of a non-significant relationship, and all of the results in numerous studies have shown a positive and significant relationship, while previous studies have also failed to consider the results of dissatisfaction responses toward the visited destination. As a result, this type of information can assist cultural heritage site destinations in better explaining themselves and should be investigated (Akhoondnejad, 2016). This is the first gap addressed in this research.

Several studies have found that cultural heritage tourism can be made more sustainable if participants work closely together (Patwardhan, Ribeiro, et al., 2019; Guevarra & Rodriguez, 2015) and relate to emerging generations of tourists who want to learn from the past and, where appropriate, challenge and change it (Trinh & Ryan, 2017). According to destination theory, cultural heritage travel motivation partakes in a unique experience in the visit of tourists, experience in the destination (Su, Nguyen, et al., 2020).

Cultural heritage tourism, according to Altunel and Erkurt (2015), has passed through many decades because it occupies a market with sustainable development in global tourism. Given that visiting tourist satisfaction has motivations and is related to the various development of cultural heritage sites and it is important for the perceived value of tourism marketing (Asmelash & Kumar, 2018), cultural heritage is an important tourist perspective for the demand for knowledge of places visited, create the experience of tourist visit that allows behavioral revisit intention cultural heritage site (Zhang, Chen, et al., 2020). Furthermore, several studies have found that higher levels of satisfaction with a particular destination do not lead to an increase in the number of people returning because repeat visits cannot guarantee the destination's tourist demand (Zhu, Wang, et al., 2017). However, encouraged to revisit tourist destinations (Rini, Absah, et al., 2021), willing to recommend them (Zeng & Man Li, 2021), and promote the destination as part of their historical experience (Hernandez-Rojas, Del Rio, et al., 2021; Sato, Kim, et al., 2018), and factors encouraging tourists to return to the site, and cultural interaction between tourists and tourist satisfaction (Pai, Liu, et al., 2020) are attributes of tourist satisfaction, perceived values, and intention to revisit.

In this context, satisfied cultural heritage tourists are motivated to return to the destination (Nguyen, Do, et al., 2021; Le, Le, et al., 2020), and perceived value for tourist motivation, involvement, and purchase intention (Liu, 2021; Prebensen, Woo, et al., 2012), and the destination should be revisited for tourism development (Liu, 2021; Prebensen, Woo, et al., 2012; Teo, Khan, et al., 2014; Bandala, 2017). However, more tourists expressed satisfaction with the destination and a desire to return to the CHS (Loi, So et al., 2017; Zhang et al, 2018, Ranjbarian & Pool, 2015). Revisit intention is anchored with the theory of planned behavior and is required to apply to cultural heritage tourism at destinations (Zhang, Chen, et al., 2020) whereas, Zhang, Lee, et al. (2019) used the theory of planned behavior to elucidate the behavioral formation in conflict resolution. Prior research has not looked into how tourists' negative responses to the indicators affect their evaluation of the trip and the cultural heritage sites they visit. This information could assist cultural heritage site destinations in better explaining and anticipating tourist decisions. This study has examined the existing review of literature on cultural heritage sites to fill the gap and propose a development plan for a cultural heritage site. To the best of the proponent's knowledge, this is the first study to analyze the not significant interpretation based on the study's results in overall satisfaction, perceived value, and behavioral intentions to visit cultural heritage sites.

Objectives of the Study

This study aimed to investigate tourist satisfaction at destinations, perceived value, and behavioral intention to revisit cultural heritage sites. It specifically seeks to describe the demographic profile of respondents in terms of age, sex, civil status, highest educational attainment, occupation, type of tourist, frequency of visit to cultural heritage sites before the pandemic; frequency of visits/trips in the destination before pandemic, travel companion, information about the cultural heritage site, type of transportation used, and places to visit in cultural heritage site, to determine the level of tourists satisfaction in terms of travel resources, travel facilities, tourism environment, natural features, satisfaction of visitors, and price perceived, to ascertain perceived value in terms of price value, social value, and quality, to determine the behavioral intention to revisit in terms of attitude towards cultural heritage site, pro-tourism to cultural heritage site, and physical appearance of cultural heritage site, test for a

significant difference between tourist satisfaction and perceived value at destinations, test for a significant difference on satisfaction of tourists when grouped are based on profile, perceived value, and intention to revisit, and test for the significant relationship exist among the three major variables in terms of tourist satisfaction, perceived value and behavioral intention. Finally, based on the findings, this study proposed a development plan for the accrediting government agencies to endure the tourist destination, perceived value, and behavioral intention to revisit cultural heritage sites.

Methods

Research Design. A quantitative method and descriptive research design were used with adapted survey questionnaires in different high-impact studies that visited 35 cultural heritage sites. According to the sampling design and size determination, Sekaran and Bougie (2016) state that a sample size of more than 30 respondents and less than 500 respondents is sufficient to conduct a survey questionnaire. The largest proposed sample size of 384 domestic tourists and foreign tourists plus a 10 percent incomplete and non-return rate (El-Gohary, 2012) is also found the same figure ($n=384$).

Participants. Participants in the study included 396 domestic and foreign tourists, with 35 cultural heritage sites from the CALABARZON Region allocated proportionally for this study. The number of participants has been computed through the Raosoft calculator with a result of 396 domestic and international tourists with a margin error of 5 percent and a confidence level of 95 percent of tourist arrival in the CALABARZON Region.

Instrument. The questionnaire was adapted from three high-impact journals. The first part is the level of satisfaction of tourists at the destinations was measured using the 5-point Likert Scale and 28 attributes (5-Completely Satisfied (CS) and 1-Completely Dissatisfied (CD) questionnaires of Le et al. (2020); Nguyen Van, Do et al. (2021); and Huete-Alcocer, Lopez-Ruiz, et al. (2019a). The second part of the questionnaire on perceived value and its literature were reviewed, with a 5-point Likert Scale with 12 attributes (5-To a Large Extent; 1-No Extent at All) customized by Liu (2021), Del Rio, Hernandez-Rojas, et al. (2020), and Prebensen et al (2012). The third part is the behavioral intention to revisit cultural heritage sites was tailored based on the research of Bayih and Singh (2020); Shen, Geng, et al (2019). It was evaluated using a 5-point Likert scale and 12 attributes (5-Completely Agree and 1-Completely Disagree), such as attitude toward cultural heritage, pro-tourism to cultural heritage sites, and physical appearance of cultural heritage sites. Based on its thematic scope in cultural heritage sites, questions were customized and developed, and others were converted to related terms. Following the development of the research instrument with related questions to the respondents' demographic profile in terms of age, sex, civil status, highest educational attainment, occupation, type of tourist, frequency of visit to cultural heritage sites before the pandemic; travel companion, information about the cultural heritage site, type of transportation used, and places to visit in the cultural heritage site. Industry experts, the research director, a professor of hospitality and tourism management, and the dissertation adviser all attended the questionnaire validation process. The researcher used online grammatical software to ensure that the adapted survey questionnaire was appropriate for both domestic/local and foreign tourists. A plagiarism software was also used to check for grammatical structure and paraphrasing on the part of the study's proponent.

The reliability test Cronbach Alpha for tourist satisfaction is 0.835 indicating that the questionnaire has a good internal consistency; the perceived value of 0.933 obtained a Cronbach's alpha value of 0.933 indicating that the instrument has an excellent internal consistency, and the instrument for behavioral intention has a good internal consistency with a Cronbach's alpha value of 0.784 indicating that the instrument has a good internal consistency.

Forty respondents voluntarily participated in the pre-test run of the reliability and validity analysis, yielding a reliability coefficient of Cronbach Alpha 0.70.

Data Gathering Procedure. The researcher searched the Department of Tourism, the National Historical Institute, a virtual university library, online ebooks and journal resources, and other relevant documents for information on cultural heritage sites. Following final approval from the adviser, the field survey questionnaire was distributed to the selected respondents via Google Forms, social media platforms, and interviews, with an attached letter to conduct the survey and strict adherence to data privacy laws and confidentiality.

Data Analysis. The statistical test used for the study is non-parametric because the nature of data is not normally distributed based on the Shapiro Wilk test with a p-value of less than 0.01. Therefore, Kruskal Wallis Test was used to calculate the differences of variables with three or more categories while Mann Whitney U-test was used to test the differences of the variable with two categories. For the test of a relationship, Spearman Rho was used using the 0.05 alpha level.

Ethical Considerations. The researcher employed several ethical practices under data privacy laws and respondent confidentiality. To ensure the integrity of the data, no names or personal identifiers have been entered into the survey questionnaire. The researcher made the initial contact via a website, followed by a formal visit to the modified enhanced community quarantine, sending a questionnaire via a Google Form, a Facebook messenger with prior approval from the respondent, and a phone call to determine whether the identified participant met the requirements. Before using the survey questionnaire, the researcher requested permission from the following authors. Following the university's ethics committee in the graduate school, permission was granted for the three major variables used in this study.

Results and Discussion

Table 1. Profile of the Respondents

Profile	Category	Frequency	Percent
Age	24 & below	76	19.2
	25-40	210	53.0
	41-56	86	21.7
	57-75	24	6.1
Sex	Male	314	79.3
	Female	82	20.7
Civil Status	Single	273	68.9
	Married/Widowed/Separated	123	31.1
Highest Educational Attainment	HS	181	45.7
	Bachelor	207	52.3
	Master	8	2.0
	Doctor	0	0
Occupation	Government	16	4.0
	Employee	235	59.3
	Private Sector	41	10.4
	Self-Employed	60	15.2
	Retiree	5	1.3
	Student	39	9.8
Tourist Type	Domestic	384	97.0
	Foreign	12	3.0
Frequency Visit	Once a year	253	63.9

	Twice a year	61	15.4
	Thrice a Year	78	19.7
	More than Thrice a Year	4	1.0
Travel mode at destination before the pandemic	Alone	10	2.5
	With My Spouse	2	.5
	With My Family	243	61.4
	With Friends	44	11.1
	With Relatives	154	38.9
	With Business Partner	0	0
	With Tour Group		
Information about the destination	Previous experience/trips	113	28.5
	Social Media Platform	134	33.8
	Family/relatives/friends	168	42.4
	Travel guide books	0	0
	Travel agencies	2	.5
	Travel Information Centers	0	0
	e-Word of mouth	2	.5
	Advertising brochure	2	.5
Type of transportation use at destination	Sea (vessel/motorboat)	4	1.0
	Road (car/van)	396	100.0

Table 1 found that the age bracket was 25–40 years old, 210 (53.0%), followed by 24 and under 76 (19.2%), and half of the respondents reported a bachelor's degree 207 (52.3%) in the university, and high school graduates in reputable government and private institutions 181 (45.7%), indicating that respondents in this study were well-educated. Accordingly, this study is supported that the age of maturity as visitors to World Heritage Sites, according to Adie and Hall (2017), is from a middle-class family, are in their forties, and has a good educational background. According to Chen, Bao et al. (2014) majority of the respondents were below age 25-40 years old is counted as a large group of respondents. The subjects were also from all occupations, with employees 235 (59.3%) and self-employed 60 (15.2%) accounting for a portion of the sample. A significant portion of the subjects went to travel partner family 243 (61.4%) and relatives 154 (38.9%), destination information with family/relatives/friends 168 (42.4%), and social media platforms 134. (33.8 %) The tourist's mode of transportation at the destination was road 395 (100%) and none of the other modes of transportation were used. The profile of the respondents of cultural heritage visitors revealed no significant relationships in terms of age, monthly income, and type of residence when the heritage tourist typology was investigated, whereas individual motivation can be influenced by their age, income level, and civil status (Fan, Qiu, Su et al., 2015).

This study also identified 384 (97.0 %) domestic tourists and 12 (3.0 %) foreign tourists as accounting for a portion of the sample. The mean for visiting cultural heritage sites was (69.3%, implying a frequency of 253, implying that more domestic tourists were able to visit cultural heritage sites than foreign tourists, who were listed at 207.25 when grouped by profile. This study is supported by Bayih and Singh (2020; UNWTO, (2016) that the United Nations World Tourism Organization has identified two types of tourists international and domestic tourism. More specifically, international tourism is preoccupied with the activities of resident tourists. Domestic tourism, on the other hand, is focused on activities that take place in the specific country of residence. With an estimated 5-6 billion tourist arrivals, domestic tourism has been identified as the first form of tourism practiced by people in the early period of civilization.

Table 2. Cultural Heritage Sites in the CALABARZON Region

Cavite	f	%
Monument of Pres. Emilio Aguinaldo	337	85.1
Laguna		
Rizal Shrine	364	91.9
Batangas		
Heritage Town of Taal	273	68.9
Rizal		
Antipolo Church	341	86.1
Quezon		
Church of Sariaya	300	75.8

As shown in Table 2, cultural heritage sites in the Province of Cavite, Philippines have been penetrated by domestic and foreign tourists. The demographic profile of males dominated the destination. It was noted that the Monument of Emilio Aguinaldo, the former first President of the Republic in the Philippines hailed in the Province of Cavite with 337 or 85.1% which attracted them as it unfolds the heroism of President Aguinaldo who fought for the freedom of the country before becoming ahead of the state after the proclamation of the Philippine Independence Day in Kawit, Cavite on June 12, 1898. The most visited cultural heritage site in Cavite was Andres Bonifacio Trial House, which has a frequency of 22 (5.6%), contradicting the findings of Buted, Sevilla, et al. (2014), who found that the most visited cultural heritage sites in Cavite Province are Punzalan House and Bonifacio Trial House while preserving culture, heritage, arts, and environment ranked fourth, indicating that respondents were unable to select the appropriate construct. The cultural heritage sites in Laguna Province, Philippines demonstrated a frequency of 364 or 91.9 percent, a flock of domestic and foreign tourists in Laguna visited the Rizal Shrine, demonstrating that the shrine is still a Spanish colonial house where the national hero was born in 1861. The National Historical Commission of the Philippines designated it as a national shrine in the downtown of Calamba City, Laguna, which was reoccupied during the Philippine Revolution (NHCP, 2021). In terms of domestic and foreign tourists in Batangas Province, the Philippines marked their visits to the Heritage Town of Taal, with the frequency of 273 or 68.9%, followed by St. Martin de Porres or Taal Church in the Municipality of Taal, Batangas with the frequency of 229 or 57.8%. As Buted et al. (2014) supported this finding of the study that the Basilica of St. Martin de Porres ranked first in the survey, while this study ranked second among the most visited cultural heritage destination in Batangas, which is closely related to this study in terms of ranking. Castillo et al. (2015) study supported the cultural heritage sites visitors in Taal Heritage Village conversely it is notable for its national costume, which is Barong Tagalog and Taal embroidery, royal houses, and historical sites, the Church of Martin de Porres Tours, which is culturally and historically famous among tourists. Additionally, there were 341 (86.1%) domestic and foreign tourists in Rizal who visited the Antipolo Church, followed by Bosoboso Church with 56 (14.1%) while the least frequency goes to historical Pamitnan Cave, Rodriguez, Rizal; House of National Artist for Painting Vicente S. Manansala, and historical Claudio Intermediate School, Morong, Rizal with 18 or 4.5%. Aguilar, Limpot, et al. (2020) recommends that tourism planning and development be established to boost the tourism business industry in the Rizal province. The Church of Sariaya is the most visited cultural heritage site in Quezon Province, Philippines according to the results of a demographic survey. It was visited by 300 domestic and foreign tourists, or 75.8 percent, who are interested in rich historical heritage and archeological heritage from the early Spanish era and are fond of cultural heritage sites. Churches and other sacred

objects in public heritage, such as saints and statues, have been well preserved in the community and have served as both public and private property (Nishimura, 2018).

Table 3. Summary of Tourist Satisfaction, Perceived Value, and Behavioral Intention

Satisfaction of tourists at the destination	CM	SD	VI	Rank
Travel Resources	4.29	0.71	MS	1
Tourism Facilities	4.25	0.71	MS	5.5
Tourism Environment	4.27	0.73	MS	2
Natural Features	4.26	0.72	MS	3.5
Satisfaction with Visitors	4.25	0.71	MS	5.5
Price Perceived	4.26	0.71	MS	3.5
Perceived Value				
Price Value	4.38	0.73	GE	1
Social Value	4.35	0.73	GE	3
Quality	4.36	0.73	GE	2
Behavioral intention to revisit cultural heritage				
Attitude towards Cultural Heritage Site	4.41	0.62	MA	1
Pro-Tourism to Cultural Heritage Site	4.38	0.62	MA	3
Physical Appearance of Cultural Heritage Site	4.39	0.62	MA	2

Scale: 4.50-5.00: *Completely Satisfied (CS)*; 3.50-4.49: *Mostly Satisfied (MS)*; 2.50-3.49: *Somewhat Dissatisfied (SDS)*; 1.50-2.49: *Mostly Dissatisfied (MDS)*; 1.0-1.49: *Completely Dissatisfied (CDS)*

Table 3 presents that the level of satisfaction with the destination's tourism facilities was interpreted as “mostly satisfied” with a composite mean of 4.25 where food and cultural heritage are intertwined. Experience can influence tourist satisfaction the image of individuals and their choice of destination for food heritage, particularly in times of crisis like pandemics where media releases and broadcasts news generate fear and panic among people in the community (Hall, Prayag, et al., 2020a; Hall, Fieger, et al., 2021b). Based on the scale, indicators have demonstrated the importance of tourism facilities for the respondents with experience to visit a cultural heritage destination, to predict their behavior, and travel to a destination (Stylidis et al., 2020). This is consistent with the lack of a significant difference in the level of tourist satisfaction when grouped according to demographic profile, namely sex and highest educational attainment; thus, tourist satisfaction is not significant in the visited tourist destinations, which supports the findings of this study, while the higher the quality of services provided, the higher the level of safety and security in cultural heritage sites, (Nagaj & Žuromskaite, 2020) and the lack of emotional solidarity without eliciting experiences in the past and decline the readiness to visit a destination (Rasoolimanesh, et al., 2021b)._The tourists are satisfied with the destination for the tourism environment, with a composite mean of 4.27, indicating that staff in the cultural heritage are welcoming to their visitors. It indicates that the tourism environment as it shows satisfaction in the destination clearly explained that service expectations in the cultural heritage site are very important, thus the concept of satisfaction emerged that a satisfied customer should have a positive feeling towards the service provided and receive services to strengthen tourists' engagement in the destination. It shows that tourist satisfaction is determined by natural features, a composite mean of 4.26, and is interpreted as

“mostly satisfied. The tourism industry is the largest in the world, and cultural heritage travelers are the fastest-growing segment. The three indicators received the same mean (4.25) indicating that tourist satisfaction with natural features met the satisfaction and attributes of cultural beauty, natural landscape, and the structure of the cultural heritage sites. The result has been supported by (Rajesh, 2013) that natural landscape, recreational facilities, destination image, motivation, the behavior of tourists, and even service in the cultural heritage sites are contributing factors that affect tourist satisfaction in the destination. Satisfaction in terms of visitors has been indicated in the composite mean (WM=4.25), interpreted as “mostly satisfied”. The tourist is mostly satisfied with the parking area at the cultural heritage site. Tourists’ satisfaction is achieved with satisfaction with visitors, whereas, the availability of parking areas in the cultural heritage site has an edge among indicators. It is indicating that male respondents are dominant in this study, and the parking area is sufficient for the tourists. Tourist satisfaction is satisfied tourists as repeat customers who provide a good salary without incurring any costs; and satisfied tourists have goals of taking the good word of mouth advertisement, positively influenced by tourist perception, destination image, and developing a comprehensive tourist experience in addition to cultural and heritage visits, should be assessed (Steen, 2016; Ti, Huy, et al., 2020; Puh, 2014; Rajesh, 2013). In terms of price perceived it is indicated as "mostly satisfied" in the composite mean (WM=4.26), which means that the satisfaction of tourists is verified in a tourist destination, destination image, and price perceived in tourist satisfaction which mediates its relationships between destination and loyalty and perceived value and revisit intention. Cultural tourism is all about intrinsic motivation to travel with friends and discover a new culture, those participating in cultural events representing tangible and intangible tourism gains new experience for education, entertainment, and creativity (UNWTO, 2018; Smith, 2016; Du Cros & McKercher, 2015; Matteucci & Zumbusch, 2020).

The perceived value in terms of price value has a CM=4.38, social value (CM=4.35), and quality (CM=4.36) and received an interpretation of “great extent”. Respondents put standing for serious deterioration in the structure of the heritage site in the natural environment, and they have a great concern in terms of authenticity, and they do not want to lose the cultural significance of a heritage site, and restoration in the Spanish houses, and buildings impacted primarily by tourists. This study is supported by an assessment of perceived value, which is offered to customers with the highest value, whereas customers always adhere to low cost but are limited to the exact cost of a price value, lack of information, agility, and net income (Adinegara et al., 2017). Quality has an overall CM=4.36 was interpreted as "great extent." As a result, tourist satisfaction, knowledge, and perceived quality all have a significant impact on tourists' perceived value of a cultural heritage site in terms of quality. Su, Xu, et al. (2021) contention that perceived value is important in the relationship between authenticity and loyalty, which could influence both sides through the direct impact of perceived value, wherein the authenticity of tourism objects and interpersonal communication directly influenced loyalty in terms of authentic restaurants (Chen, Huang, & Hou, 2020). However, the behavioral intention to revisit cultural heritage sites in terms of attitude has a CM= 4.41, pro-tourism CM=4.38; while physical appearance has a CM=4.39 which is interpreted to "mostly agree." Scholars supported and have agreed that visitors with a behavioral intention to return to a cultural site tend to stay for a longer period, are satisfied with the location, and have a high likelihood of using word-of-mouth and requiring less cost for marketing. (Nguyen et al., 2020; Zhang, Wu, & Buhalis, 2018).

Test of differences in Tourist Satisfaction when grouped according to Profile

Table 4 shows the demographic variables demonstrated a relationship between the groups with age, sex, civil status, highest educational attainment, occupation, tourist type, and

frequency of visit. It reveals that there is no significant difference in satisfaction of tourists in the destination when grouped by profile variable, as indicated by computed p-values greater than 0.05 alpha level. Because the computed p-values are significant at p.05., the result indicates the test of differences in satisfaction of tourists in the destination when grouped by profile. The Chi-square test (2.633) confirmed that the profile variables do not show a not significant difference concerning tourist satisfaction (197.9; p-value = 0.001). (.452). This test confirmed that there is no statistically significant relationship between sex and tourist satisfaction (197.15), Chi-square (.638), and p-value (-.471). The test confirmed that there is no significant difference between tourist type and tourist satisfaction when respondents are grouped according to their profile. Huete-Alcocer et al. (2019a) discovered a link between the profile and tourist satisfaction at the destination. This result contradicts the findings of this study, which found a significant relationship between profile and tourist satisfaction, whereas this study found no significant relationship in the test of difference in tourist satisfaction when grouping according to demographic profile. For occupation, the test of the difference between tourist satisfaction is (191.67); Chi-square (1.663); (p-value=0.797). This test confirmed that there was no significant difference between occupation and tourist satisfaction when tourists were grouped by profile. According to Migdadi and Abdel-Rahman (2020), the tourism environment, including decors, furniture, building layout, design, lighting, and color of tourism facilities, could be a major component leading to customer impressions of cultural heritage sites. Tourist type (domestic), Chi-square (-.276); p-value (.783), the test confirmed that there is no significant difference between tourist type and tourist satisfaction when respondents are grouped according to their profile. Rahmiati, et al. (2020) agree that tourist satisfaction in a cultural heritage site with travel resources increases revenue in terms of tourism facilities in the destination, and the tourism environment becomes more strategized as a business hub for many tourists industries (Ginanpala, 2015; Chiu et al., 2016).

Test of differences in Perceived Value when grouped according to Profile

Table 5 shows the results of the Chi-square test (.203), which confirmed that the profile variables do not differ significantly in terms of perceived value (197.13; p-value =0.001), (0.977). This test confirmed that when age and perceived value are grouped, there is no statistically significant relationship between the two. The Chi-square results revealed that the majority of respondents who visited cultural heritage sites in tourist destinations valued cultural heritage site conservation, destination restoration, cultural site information, and cultural activities in the cultural heritage site. This study examines the test statistical significance in perceived value in terms of age ranges ranging from 25 to 40, with males dominating the study rather than females with perceived value (197.13). The computed value of (Chi-square=.203; p=0.001) (p<.977). This test confirmed that there is no relationship exists between age and perceived value when people are grouped based on their demographic profile. It also favored the social value of other people visiting the heritage site, which improved respondents' image, and public image has been accepted as a result of visiting cultural heritage sites. The test for perceived value according to the demographic profile showed that the highest education attainment (bachelor's degree) indicated the highest perceived value=199.29; Chi-square=-.993; and p-value= (.351). This test confirmed that there is no significant difference exists between the highest educational attainment and perceived value (Qu, 2017) when people are grouped according to the demographic profile shown in the table. At the p-value=0.05, the impact of perceived value on social value, price value, and value in quality tested was not

significant. As a result, construct involvement was not a significant moderator of purchase intention in price value (Liu, 2021).

Test of differences in Behavioral intention to revisit cultural heritage when grouped According to Profile

Table 6 presents compare responses on behavioral intention to revisit the cultural heritage site when grouped by profile variables such as age with Chi-square (1.825) and p-value (.609), sex with Chi-square -.399 and p-value of .690, civil status with Chi-square=-1.025 and p-value=.305, highest educational attainment Chi-square=-.177, p-value=.859, occupation turned out with employee with Chi-square=3.570 and p-value=.46. The tourist type indicates a Chi-square=-.735 and p-value=.463, and frequency of visit has received a Chi-square=1.227, p-value=.542. It reveals that there is no significant difference in behavioral intention to revisit cultural heritage sites when grouped by profile variable, as indicated by computed p-values greater than 0.05 alpha level, the computed p-values are significant at $<p.05.$, the test of perceived differences, when grouped by profile, received a verbal interpretation of "Not Significant." This means that the majority of respondents who visited cultural heritage sites in destinations frequented by tourists favored the behavioral intention to revisit in terms of age with (WM=200.05; p-value=.609), interpreted, not significant. No significant differences were found in the experience on satisfaction and revisit intention by visiting groups and demographic profile of tourists (Qu, 2017). Campos, Galvez, Fernandez, et al. (2020) investigate the differences between the four types of tourists, namely alternative tourists, emotional tourists, cultural tourists, and heritage tourists, who visit UNESCO World Heritage Sites (WHS), and there is a direct impact of a heritage building on behavioral intentions. In terms of perceived value rating, which has a significant relationship to satisfaction and intention to revisit a heritage site, perceived quality directly affects satisfaction and intention to revisit a heritage site, whereas satisfaction has a significant relationship with intention to revisit, which is contrary to the results of this study, which were interpreted with no significant difference (Puspitasari et al., 2019).

This study considers the theme in the context of cultural heritage tourism. This study is anchored with a framework of the study for the relationship of three indicators with significant relationships, namely behavioral intention on tourism facilities, pro-tourism to cultural heritage sites, and the physical appearance of cultural heritage sites, to achieve the research objective. The researcher believed that the findings of this study would provide valuable insights to the academic research community and lead to an effective managerial implication for the CALABARZON region's cultural heritage sites in the Philippines.

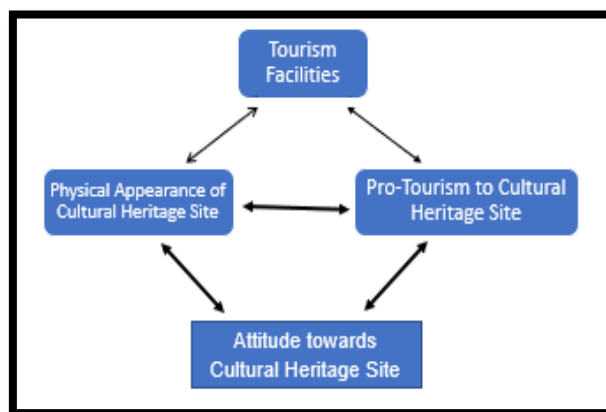


Fig. 1. The framework of the Study

Conclusions and Recommendations

The majority of respondents are male, age bracket of 25 to 40 years old, single, well-educated domestic tourists, and a travel partner with family who used social media platforms for destination tourists. To increase tourist satisfaction, cultural heritage management of hygiene, cleanliness, accessibility, hospitality, structure, cultural beauty, food variety, and entertainment should focus on explaining the superior tourist satisfaction and providing a high value of service standard among tourists in the destination. It has been proven in this study that perceived value has a direct impact on tourist satisfaction because it acts as a mediating role between the quality and satisfaction of tourists in the destination by validating four indicators price value, social value, and quality. A higher level of satisfaction with a cultural heritage site can be verified from a managerial perspective in the conceptualization of tourist intention to return (loyalty), indicating a greater willingness to revisit in the future. When the three indicators are grouped by demographic profile, there is no significant difference; however, from the theoretical perspectives in this study, it represents a cultural segment by validating the overall satisfaction, perceived value, and behavioral intention of tourists. (6) There is no significant relationship exists between the three major variables except for tourism facilities and pro-tourism and the physical appearance of the cultural heritage site.

There is a need to provide dynamic tourist satisfaction, customer perceived value, and authentic cultural heritage experiences to tourists while maintaining the highest possible and highest regard for the tourism environment to the DOT regional office. There is also a need to provide a more comprehensive understanding of customer behavior as a contribution to local government units, it must include customer engagement and heritage brand image. The advancement of the cultural heritage site, maximizes the use of information and communication technology (ICT) to benefit cultural promotion, recreational activities, and communication dissemination, both before and after the revisit. It will be more effective as a cultural heritage site destination for the CALABARZON region if it can capitalize on the region's enduring resources of Filipino culture, giving it greater uniqueness and encouraging creative cultural industries. The management must provide a peaceful cultural heritage experience in the destination environment and under the healthiest conditions for tourists, and visitor overcrowding must be minimized to maximize the dilapidation of cultural heritage infrastructure. Meanwhile, incorporating other variables such as cultural image destination, customer perceived value, and future intentions for future researchers can improve the measure's reliability in explaining changes in the independent variables.

Tourist Development Plan

The amplification of a development plan indicates the different strategies and action plan elements, description of activities, lead responsible and strategic partners, the success indicators, and remarks, as the case may be. The development plan is a synthesized instrument for effectuating management to attract, compete, and put in a dynamic perspective. There is always a dearth to challenge stakeholders in terms of tangible tourism refers to as a part and parcel of fiber tourism symbolizes history, cultural-historical values, and economic booster to uplift the economic sector of the society, as well as help the community to strengthen their willingness to assist the domestic and foreign tourists to safeguard and for investment tourism.

The strategy and action plan elements, description of activities, lead responsible and strategic partners, and success indicators are included for the development such as improving tourist convergence in the development of the region which includes the reinforcement of legal cultural heritage protection and raising public awareness, policies on cleanliness and sanitation. It will equip the provincial, municipal, and city environment and natural resources with logistics

for the long-term cleanliness and sanitation of public restrooms and urinals in cultural heritage sites; expand the modernization of tourism policies, and enable the physical presence of offices in the region that exhibit the potential of cultural heritage destination to domestic and foreign tourist arrivals. There is a need to develop initiatives to increase awareness of cultural heritage tourism to attract tourism investments and improve tourism products in terms of creation of tourism investment, promotion office, and granting incentives, Promoting collaboration briefing, initiatives, and capabilities for Regional Tourism Council in CALABARZON covering tourism investment and recreational facilities, improvement of business establishment in the region for Tourism products must be properly identified, and budgets for DOT-identified projects must be approved in DOT Regional Offices, identify growth markets of cultural heritage tourism in the region and expand major infrastructure in CALABARZON Region IV-A needed to prioritize other projects; formulate major investments in the region to attract investments in 5-star hotels and accelerate major beach resorts to fill the tangible supply of tourism products and to create of the new website page for the promotion of tourism and investment office; launch the tourism investment and promotion office through a virtual communication forum with the chamber of commerce, hotel/resort, and real estate industry and conduct a study/proposal of a bridge infrastructure project connecting three province to enhance nautical tourism in support of tourism circuit development. And finally, product development for cultural heritage tourism destinations and activities will be stepped up to encourage the development of tourism circuits in the developing areas of transport services in regional, provincial and municipal tourism centers of accommodation and services; organize the Tourism Circuit Task Force development in the region including Southern Luzon Tourism Circuit, CALABARZON Tourism Council, and Regional Development Council headed by provincial governors in 5 provinces, evaluate the tour guiding services and ground experience of stakeholders in transit ports identified in the cruising strategy, and initiate a cultural heritage management workshop in the areas identified to design tour programs to increase behavioral intention to revisit 35 destinations in CALABARZON Region IV-A; expand the tourism types of cultural heritage tourism based-products cited as a major contribution in the region's historical markers, and conduct market research to quantify the market segmentations of cultural heritage sites, while updated profiling of cultural heritage tourism in collaboration with local government units.

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The Current State of Practice for Phasing Content And Technology in Continuous Pedagogical Education

Dr. Afat SULEYMANOVA

Leading Adviser of the Ministry of Education of the Republic of Azerbaijan
Doctor of Philosophy in Pedagogy
a.suleymanova@edu.gov.az
Orcid: 0000-0002-7078-5400

ABSTRACT

To be honest, for many years, the teaching of theoretical information was deemed adequate in the training of pedagogical personnel, and the young teacher began his/her educational activity without enough teaching experience. Today, when new demands are being placed on education, the "will learn while working" approach is plainly not warranted. Teachers who learn "while working" might leave behind children who lack the necessary knowledge and skills, as well as unformed personalities and unfulfilled destinies. For just a reason, it is critical for a teacher to have a strong pedagogical belief, social responsibility, vital theoretical knowledge, and practical abilities, as well as appropriate experience, from the first day of joining the classroom. For many years, we have been researching the content and technology of teacher education, led by the stages of "self-determination," "self-organization," "scientific and pedagogical formation," "self-improvement," and "self-realization." In this study, the current situation in the design of teacher education is examined in terms of the above-mentioned stages. The educational programs approved in the 2014 (code 050118) and 2020 (code 050107) for the "Primary school teaching" specialization, also the educational plans for the bachelor's degree in Azerbaijan State Pedagogical University and Khazar University based on the "Primary school teaching" specialization were reviewed. The study were guided by qualitative research methodology, documents on the organization of the content of pedagogical education were the basis for analyzing and interpretation. Data derived from explored documents were analyzed inductively. The results of the analysis lead to the following conclusions: In the legal and normative documents on the content and technologies of continuous pedagogical education in the Republic of Azerbaijan, there are wide opportunities for the gradual organization of content and technologies. However, there is a need to adequately assess and take into account the existing opportunities in the planning of content and technology in higher education institutions. This study successfully presents a model of five-staged planning for content and technology of teacher education.

Keywords: Continuous Pedagogical Education, Stages of Content And Technology, Gradual Organization of The Content, Specialty, Educational Programs.

INTRODUCTION

To be honest, for many years, the teaching of theoretical information was deemed adequate in the training of pedagogical personnel, and the young teacher began his/her educational activity without enough teaching experience. Today, when new demands are being placed on education, the "will learn while working" approach is plainly not warranted. Teachers who learn "while working" might leave behind children who lack the necessary knowledge and skills, as well as unformed personalities and unfulfilled destiny. As just a reason, it is critical for a teacher to have a strong pedagogical belief, social responsibility, vital theoretical knowledge, and practical abilities, as well as appropriate experience, from the first day of joining the classroom. For many years, we have been researching the content and technology of teacher education, led by the stages of "self-determination," "self-organization," "scientific and pedagogical formation," "self-improvement," and "self-realization." The situation of taking these stages into account while designing teacher education was investigated in this study.

The goal of the study is to assess the current situation regarding the use of a phased approach to structuring the content and technology of ongoing pedagogical education at the undergraduate and graduate levels.

Research question:

- 1) To what extent is the problem of progressive content and technological structuring taken into account when planning training at various levels of pedagogical education?
- 2) What issues should be considered in order to achieve a progressive arrangement of pedagogical education?

Methodology. A combination of qualitative and quantitative methods was used to evaluate pedagogical education programs in the study.

Qualitative research has been widely used to analyze important state documents on the content of pedagogical education approved in 2014 and 2020 in terms of the possibility of phased organization of content and technology, to compare the results, to clarify the differences between the documents. At the next stage, the curricula of the teacher education departments of the two higher education institutions at the bachelor's and master's levels were analyzed in terms of the gradual organization of the content, and the results were evaluated.

Quantitative research was used to assess the status of the distribution of educational loans between the stages of content and technology, defined in the curriculum of the specialty.

Relevance of the problem: It is vital to review the current situation and identify strengths and shortcomings by analyzing the situation of a staged approach to the organization of content and technology in pedagogical education to make judgments in the next stage of the study.

The novelty of the problem: It is novel to assess the current state of content and technology organization in pedagogical education in the Republic of Azerbaijan in terms of phasing.

Analysis of results.

The Ministry of Education of the Republic of Azerbaijan authorized all educational programs for all bachelor's degree specialties in higher pedagogical education in 2020. In this regard, the educational program approved in the 2014 year (code 050118) on the "Primary school teaching" specialization was replaced by a new curriculum (code 050107) approved in the 2020 year. Both programs were investigated to see how the content and technology phases' skills are expressed in the new programs and how they differ from the prior ones. The following items are discovered as a result of this inquiry. In previous investigations, we identified features of the content and technologies of pedagogical education (Appendix 1). Advanced educational practices and the work of well-known scientists serve as guides for the research. These features were also used in this study.

Based on the features of the levels of content and technologies of pedagogical education, a comparison analysis was performed between "Graduate competence" in 2014 and "general and professional competencies" in 2020 educational programs. The overarching goal of these investigations was to identify the possibility of gradually organizing pedagogical education content and technologies in these educational programs. The following situation was revealed (Table 1):

Educational program	Sample 2014 (coded 050118)	Sample of 2020 (050107)
Number of competencies	24	28
From them		
Phases of content and technologies of continuous pedagogical education and teacher training		
Self-determination	1	1
Self-organized	9	7
Scientific and pedagogical formation	8	7
Self-improvement	2	6
Self-realization	3	6

According to research, both curricula have competencies that are appropriate for the stages. The classification of each five stages demonstrates that the approved curriculum in 2020 is more favorable due to its balanced nature. Thus, in the example of 2020, 28 competencies were classified according to the characteristics of the stages with 1, 7, 7, 6, 6, whereas this division was observed in the 2014 educational programs as 1, 9, 8, 2, 3. In terms of taking into account the role and importance of each stage in the development of pedagogical content and technology, the 2020 document outperforms the 2014 document. Another distinction between the programs approved in 2014 and 2020 is that the first document includes a section titled "Subject sections, the results of their mastery (in terms of knowledge, skills, and habits)," which aims to specialize the "graduate competencies." The 2020 document contains no such section. These results (from the 2014 program) were also evaluated in terms of the content and technology phases, as shown in the table below:

Educational program	Sample 2014 (coded 050118)
Number of learning outcomes	70
From them	
Self-determination	2
Self-organized	6
Scientific and pedagogical formation	57
Self-improvement	1
Self-realization	6

As the table shows, 81.42 percent of the total 70 learning outcomes correspond to only one stage, while 18.57 percent correspond to the characteristics of the remaining four stages.

We investigated the education plans of higher education institutions involved in pre-service teacher education at the next level, with a focus on the gradual arrangement of content and current experience in its organization. An education plan is a document that specifies the content and scheduling of subjects taught in any educational institution, and it is distributed annually and for the academic year.

Each educational institution covered by the education system has its education plan. Varied types of educational institutions have different tasks and education plans appropriately are different. Although education plans differ based on the type and form of educational institution, they have common characteristics. The commonalities mentioned are as follows: the academic year, quarters, and holidays; a complete list of subjects studied in educational institutions; distribution of subjects by years of study; the number of hours allocated for the study of each subject during the entire training period and in each class; the number of weekly hours allocated for the study of each subject; structure, duration of practicums, etc. determines. (İbrahimov F., Huseynzade R.,2012).

The education plan for the bachelor's degree in specialization 050118 (Primary school teaching), adopted in 2015 at Azerbaijan State Pedagogical University, was reviewed in terms of the content organization from the point of stages of content and technologies of pedagogical education. 210 credits (6,300 hours) are spread out across eight semesters in the 2015 Education plan. We've put together the following table based on the University Education plan for this specialty. *What is the education plan?* The content of the teaching process is determined by the education plan and subject curricula, and it is reflected in textbooks and technological equipment that gathers and saves information.

Table 3. Compilation based on ASPU's Education Plan for the bachelor's degree program in "Primary School Teaching"(2015).

SEMESTER		I	II	III	IV	V	VI	VII	VII I
SUBJECTS	Humanitarian	The foreign language I (Low reading and speaking)	Foreign language 2 (A. white-middle reading and speech)	Foreign language 3 (Reading and speaking)	Foreign language 4 (Reading and speaking)	Foreign language 5 (Upper-middle reading and speech)	Foreign language 6 (High reading and speech)		
			History of Azerbaijan			Speech culture			
	Selected subjects on humanitarian	Philosophy (elective subjects) Sociology and political science (elective subjects)		Economy (elective subjects) Basics of the Constitution and rights of the Republic of Azerbaijan (elective subjects)					
	Specialty and physiology	Child anatomy and physiology	Psychology	General pedagogy	Pedagogy of primary education				
									SCOOOL PRACTICE

		Mother tongue II	Mother tongue II	Mother tongue III		Children's literature	Methodology of teaching mother tongue I	Methodology of teaching mother tongue II
		Theoretical bases of Primary course in Mathematics I	Theoretical bases of elementary course in mathematics II	Theoretical bases of elementary course in mathematics III		Informatics and its teaching methods	Methodology of teaching the elementary course in mathematics I	Methodology of teaching the elementary course in mathematics - II
					ICT in education	Basics of the medical science		Technology and its teaching methods
							Fine arts and its teaching methods	Life knowledge and its teaching methods
							Music and its teaching methods	Physical education and its teaching methods
Elective subjects)on Specialty and career preparation			Fine writing (elective subjects) Methodological bases of spelling and orthoepy training (elective subjects)	The curriculum of primary education (elective subjects) Theoretical pedagogical problems of the content of primary education (elective subjects)	Methods for incorporating the developmental practice into mathematics instruction (grades I-IV) (elective subjects) Ways of formation of mathematical concepts (grades I-IV) (elective subjects)	Modern pedagogical technologies (elective subjects) Active learning technologies (elective subjects) Social pedagogy (elective subjects) History of Azerbaijan school and pedagogical thought (elective subjects)	Introduction to the teaching profession; (elective subjects) Introduction to pedagogy (elective subjects)	
				Use of new learning technologies in mother tongue teaching (elective subjects)				

					Methodology of work on speech development (elective subjects)				
					Basic geometric concepts and suggestions (elective subjects) Formation and development of the concept of number (elective subjects)				

Elective subjects * are determined by the higher education institution. Elective subjects can be expanded depending on the characteristics of the specialty.

The following main characteristics of the stages of content and technology of pedagogical education were used to evaluate the subjects to be taught in the semesters. The subjects that can be referred to the first stage of the content and technologies of pedagogical education have been determined, taking into consideration the subjects' purpose and characteristics of the "self-determination" stage. Previously, we established the following features of the "self-determination" stage (A.Suleymanova, 2022):

- reconstructing human consciousness (gnostic) and achieving real changes in social status (practical);
- determining one's way of life and lifestyle, consciously choosing one's place and position in the socio-cultural space;
- establishing one's history, determining one's identity;
- self-perception as a subject of pedagogical activity;
- establishment of subjective attitudes and professional goals associated with specific labor tasks;
- progressive application of internal training for regulating and implementing development prospects;
- "What?" "Why?" "How?" "In what circumstances?" an emotional and rational approach to major topics based on free-thinking

The following subjects were considered by the characteristics of the "self-identification" stage, according to the investigated Educational Plan: "Philosophy" (elective subject, Humanitarian section, I semester), "History of Azerbaijan" (Humanitarian section, II semester), "History of Azerbaijani school and pedagogical thought" (elective subject, Speciality training section, VI semester), and "Introduction to Teacher Specialization" (elective subject, Speciality training section, VII semester).

As can be seen, the majority of these courses are elective (optional According to the Educational Plan, the student may select one of two alternative elective topics provided on an "either-or" basis. For instance, if a student selects "Introduction to Pedagogy" from the same optional block, he or she forfeits the ability to select "Introduction to the Teaching Profession". It lowers students' chances of passing all content and technological stages of pedagogical education.

However, if the student is expected to choose all of the above subjects, 6 credits on the subject of "History of Azerbaijan", ± 4 credits on the elective subject "Philosophy", ± 4 credits on the elective subject «History of Azerbaijan school and pedagogical thought», ± 2 credits on the elective subject "Introduction to the teaching profession" corresponding to the characteristics of the stage of "self-determination", which is only 6 ± 10 credits.

When analyzing the Educational Plan in terms of the "self-organization" stage of pedagogical content and technology, the following characteristics of that level were considered:

- in a dynamic system, each subsystem adapts to the environment created by all other subsystems;
- identifying the individual's purposeful activities after assessing own potential, environment, and conditions;
- formation of pedagogical labor culture based on independence, purposefulness, and volitional qualities;
- control their actions and behavior;
- regulation of personal situation, quality, and characteristics;
- feeling the problem, penetrating it, flexible thinking;
- conscious organization of regular activities aimed at solving tasks by rational methods of implementation;
- optimizing one's actions, combining one's efforts with the efforts of colleagues, defining the boundaries of professional activity.

The following subjects were considered by the characteristics of the "self-organizing" stage: "Sociology and Political Science" (elective, Humanities, 1st semester), "Speech Culture" (Humanities, fifth semester), "Economics" (third semester), and "Azerbaijan Fundamentals of the Constitution and Rights of the Republic of Azerbaijan" (selection, Humanitarian section, II semester).

As can be seen, three of the four subjects associated with this level are from the elective subject blocks. As previously stated, the elective subject "Philosophy" is vital in terms of "self-determination," while "Sociology and political science" is crucial in terms of "self-organization." And the pupil is required to select one of two steps. As a result, it is compelled to discontinue the development of one of the phases. In this regard, while defining subject blocks, it is critical to group subjects of the same stage in blocks. In this circumstance, regardless of the subject chosen, the student has the chance to gain competencies connected to the stage to which the subject group belongs.

According to the analysis, the number of credits assigned to subjects that correspond to the characteristics of the "self-organization" stage in terms of educational purpose is as follows: 3 credits in "Speech Culture," ± 4 credits in "Sociology and Political Science," ± 2 credits in "Economy" and the alternative «Fundamentals of the Constitution and Rights of the Republic of Azerbaijan» ± 2 credits. As a result, only 3 ± 6 credits were allocated for the teaching of courses deemed adequate in terms of the features of the "self-organization" stage.

The next step of the Educational Plan analysis is based on the following characteristics of the stage of "scientific-pedagogical formation" of pedagogical education content and technology:

- Investigating the dynamics of the link between teacher, learner, and material
- Resolving two interrelated issues: personal social growth and professional development and specialization
- methodical learning supported by scientific advances and best practices gained through observation and experience;
- the new essence of teaching and learning activities: the teacher is a researcher, and the student is a scientific innovator.

4th International CEO Communication, Economics, Organization & Social Sciences Congress

- creating an educational environment that fosters and promotes critical thinking, creativity, cooperation, and problem-solving skills via the use of information technology in the classroom.
- Preparing a pre-service or in-service teacher to feel like a manager, not an executor: a researcher who supervises the learning process in the classroom, the quality of education, and participant connections, and a problem-solver who discovers the reasons, prepares strategies, and then puts them into action.

In terms of aims and objectives, the disciplines proposed in the Educational Plan were thought to be connected to the phases of the content and technology of pedagogical education (Table N):

Table N: Subject classification based on the stage of "Scientific and pedagogical formation" in the ADPU 2015 Educational Plan.

Semester	I	II	III	IV	V	VI	VII
PTMTM							
Scientific-pedagogical-organizational	Child anatomy and physiology Mother tongue-I Theoretical bases of Primary course in Mathematics I The foreign language I (Low reading and speaking)	Foreign language II (Low-middle reading and speech Psychology Mother tongue II Theoretical bases of elementary course in mathematics II	Foreign language III (Intermediate reading and speech) General pedagogy Mother tongue III Theoretical bases of elementary course in mathematics III Calligraphy (optional, block III) Methodological of spelling and orthoepy training (elective, block III)	Foreign language IV (Reading and speaking) Pedagogy of primary education ICT in education Curriculum of primary education (elective, I block) Theoretical pedagogical problems of the content of primary education (sample, I block) Use of new learning technologies in mother tongue teaching (optional, block IV) Methods of work on speech development (sample, block IV) Basic geometric concepts and suggestions (sample, block II) Formation and development of the concept of number (sample, block II)	Foreign language V (Upper-middle reading and speech) Children's literature Informatics and its teaching methods Basics of the medical science Ways to use developmental work in mathematics teaching (grades I-IV) (selection, block V) Ways of formation of mathematical concepts (grades I-IV) (sample, block V)	Methods of teaching the native language I Methods of teaching elementary courses in mathematics I Fine arts and its teaching methods Music and its teaching methods Modern pedagogical technologies (elective, block VI) Active learning methods (elective, block VI) Social pedagogy (elective, block VI)	Methodology of teaching mother tongue II Methodology of teaching an elementary course in mathematics II Technology and methodology of its teaching Life knowledge and methodology of its teaching Physical education and its teaching methods Introduction to pedagogy (elective, block VII)

When analyzing the Educational Plan in terms of the "self-improvement" stage of pedagogical content and technology, the following features were considered:

- to become a better person physically, intellectually, or emotionally;
- learning new information and skills on their own to become a better person;

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- increasing, developing, or enhancing one's knowledge, position, or character via one's efforts: self-development, self-education;
- as living situations, interests, and requirements change, rethinking one's own physical, intellectual; and emotional life, recognizing areas in need of repair and improvement, and reorganizing oneself;
- evaluate own professional training in terms of new needs, appraisal of identified gaps as the need for improvement, and development plans;
- strive to become a person by continually growing morale and effective creative activity;

Learners acquire basic abilities of lifelong learning at all levels of pedagogical education at this stage, via self-assessment, identification of strategies of self-education, and planning.

From this point, the 14-week (1.5 credit per week) active and passive internship phase indicated in the ASPU Educational Plan can be referred to as the "self-improvement" stage. This stage also offers four credits for "Foreign Language VI (High Reading and Speech)."

The following characteristics were considered while evaluating the Educational Plan in terms of the "self-realization" stage of the content and technology of pedagogical education.

Someone's:

- fulfillment of ambitions and objectives relating to their abilities, character, or personality
- taking an active role in their lives to fully realize their potential in action and relationships,
- attain self-actualization in current or newly created circumstances
- Integration into the social community and individual distinction within that community
- Participate in groups with a feeling of interdependence, collaboration, belonging, and honesty;
- contribute to the growth of society as an autonomous, self-confident, free, and responsible citizen;
- raising psychological and pedagogical moral literacy; perception value and ideological position in terms of subject knowledge; competitiveness in terms of methodological environment, as well as creative originality in terms of synergetics;

Based on the aforementioned characteristics, a total of 21 credits were assigned to the "self-realization" stage, including the period of active internship, which is not included in the total of 210 credits.

Semester Stage	I	II	III	IV	V	VI	VII	VIII
Self-determination	X	X	X	X	X	X		
Self-organization				X	X	X	X	X
Scientific-pedagogical formation	X	X	X	X	X	X	X	X
Self-improvement							X	X
Self-realization							X	X

The great majority of courses covered in the Educational Plan, as shown in the table, pertain to the stage of "scientific and pedagogical formation." According to the findings, 13±16 credits out of 210 were distributed among "self-determination," "self-organization," and "self-improvement." The remaining credits were assigned to disciplines related to the "scientific and pedagogical formation" stage. Thus, based on the most simple calculations, 13.8 percent of the

total credit belongs to the three aforementioned stages, with the remaining 86.2 percent to the stage of "scientific-pedagogical formation."

Applying the same logic, Khazar University's Educational Plan for the relevant specialization was evaluated based on the aforementioned factors. The findings of the analysis are shown in the table below:

Table № Classification of courses outlined in Khazar University's "Primary School Teaching" specialty's Educational Plan in terms of content and technology of pedagogical education.

Semester	I	II	III	IV	V	VI	VII	VIII
PTMTM								
Self-determination	Azerbaijani culture	history of Azerbaijan	Introduction to philosophy	Philosophy of culture	Introduction to education	Historical and philosophical bases of education		
Self-organized				Basics of speech culture	Human rights	Organizational behavior	Social sciences and its teaching (elective)	Right to education (optional) Class management (selection) Education management (selection)
Scientific and pedagogical organization	Basics of English-1 Introduction to computer science Introduction to the article Modern Azerbaijani language-1	Basics of English-2 Curriculum and assessment strategies Modern Azerbaijani language-2 Azerbaijani literature	Introduction to psychology. Child psychology. Earth and space sciences Modern Azerbaijani language-3	Methods of teaching English in primary school Children's literature Special education (elective) Geography of Azerbaijan (selection)	Basics of educational psychology Mathematics for primary school teachers-1 Basics of civil defense and medical knowledge Music and its teaching methods (elective) Technology and its teaching methods (elective)	Fine arts and its teaching Life knowledge and its teaching methods Mathematics for primary school teachers-2 Health and physical education (optional) World regional geography (sample)	Methods of teaching elementary mathematics Methods of teaching mother tongue Teaching methods of literature (optional)	ICT in education Training methods (selection) Informatics and its teaching methods (elective) Pediatric anatomy, physiology, and hygiene (optional)
Self-improvement			Academic English				Pedagogical experience (passive)	Experience
Be yourself							Pedagogical experience (active)	Experience

As shown in the table, subjects that are close or related in terms of purpose and essence to the characteristics of the self-determination stage have been continuously included in the Educational Plan for six semesters. These are "Azerbaijani culture", "Azerbaijani history", "Introduction to philosophy", "Philosophy of culture", "Introduction to education", "History and philosophical foundations of education", none of which are electives. It means all students have mastered the knowledge and skills provided in this subject.

Courses are planned to be taught from the fourth to the eighth semesters that correspond to the characteristics of the "self-organizing" stage in terms of aims and objectives. These disciplines include "Social sciences and its teaching (elective)," "Fundamentals of speech culture," "Human rights," "Organizational behavior," "Educational legislation (elective)," "Classroom management (elective)," and "Education management (elective)."

Table N. The state of stepwise content and technology arrangement in the Educational Plan

Semester Stages	I	II	III	IV	V	VI	VII	VIII
Self-determination	X	X	X	X	X	X		
Self-organizatio				X	X	X	X	X
Self-formation	X	X	X	X	X	X	X	X
Self-improvement							X	X
Self-realization							X	X

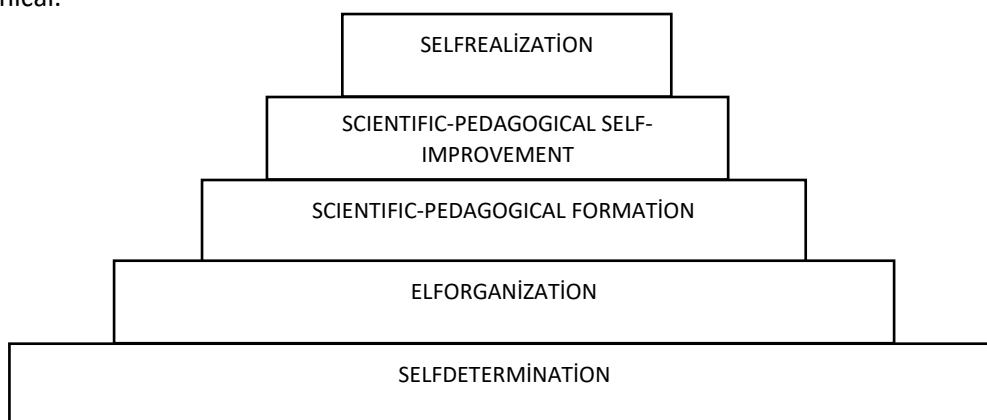
Thus, 36 of the 264 credits defined for subject instruction were distributed to the teaching of six core subjects linked to the "self-determination" stage, and 24 ± 6 credits were assigned to the teaching of four core and one elective subject related to the "self-organization" stage. In addition, 12 credits for passive practice were referred to as "self-improvement" stages, while 12 credits for active practice were referred to as "self-realization" stages. During the investigation, it was discovered that 180 ± 6 credits were allotted for teaching courses relevant to the stage of "scientific and pedagogical formation." That is, 68.2 percent of the total credits for the specialty were assigned to courses connected to the "scientific and pedagogical development" stage, with the remaining 31.8 percent given to the other four stages.

The findings of a comparative analysis of the Educational Plans of ARSPU and Khazar University for the specialty "Primary School Teaching" in terms of the stage of content and technology of pedagogical education revealed that ASPU allocated 86.2 percent of credits to the "scientific and pedagogical formation" stage and Khazar University allocated 68.2 percent to the same stage.

Aside from the vertical sequence, the horizontal sequence was studied while analyzing the Khazar University curriculum in terms of content phasedness. Observations suggest that six semesters of the Educational Plan included subjects relevant to the features of the "self-determination" stage. Since the fourth semester, important subjects in the self-organization (second) stage have been inserted into the educational plan. Courses related to the third stage "scientific and pedagogical formation" were supposed to be taught throughout the first through eighth semesters. The stages of self-improvement and self-realization correspond to the Educational plan's periods of passive and active practice. As a result, creating a systematic organization of courses for all phases in each semester is both difficult and complex. Such horizontal content design in terms of phasing necessitates the promotion of one essence in each semester, as well as the anticipation of the sequencing of its philosophy, legal backing, scientific and pedagogical theory, and practice. Additional study is required for the systematic construction of an educational plan in this regard. Consequently, despite the benefits of the Educational plan in terms of horizontally anticipating the stage, there is a critical necessity to

study the key aspects in terms of the problem. When assessing the Educational Plan based on the vertical structure, the systematic sequence of content and technological stages from semester to semester was not recognized.

The investigation reveals that the phased structure of content and technology established at Khazar University for the Primary School Teaching specialty is closer to the horizontal design concept in several ways. Although horizontal anticipation of the stage is considered effective in certain areas, no research into the value of such a stage in bachelor's and master's degrees has been undertaken. This topic might be the subject of separate research. The vertical hierarchy of content and technological design is the basis of this research. Because these levels are, in essence, hierarchical.



Several investigations have revealed that these stages are constant and interrelated. It is significant from this perspective that each higher level comprises a level or levels below it and has a taxonomic feature. The capacity of a person to realize himself in any profession should be evaluated based on the individual's successful completion of the preceding four phases. Based on the concerns raised above, it is reasonable to anticipate a vertical stage in the arrangement of pedagogical content and technology. If the optional course "Special Education" is scheduled for the fourth semester and the topic "Philosophy of Special and Inclusive Education" is scheduled for the same semester, the horizontal phase may be regarded as beneficial. When a student learns about the issues and methods of arranging special education, he can understand the philosophy of both special and inclusive education at the same time. Also, the inclusion of the philosophy of the main specialty (for example, "Philosophy of Biology" in the specialty "Biology Teaching") in the curriculum helps to love the subject, increase the desire to learn by determining the value of the subject, its function in life, its direct connection to real life. As a result, it is obvious from the research that focuses on the horizontal stage while also considering the vertical stage can improve the overall quality of teacher education.

The following are the most important development trends in continuous pedagogical education and teacher preparation in developed nations, as shown in "Conception and Strategy of Continuous Pedagogical Education and Teacher Preparation in the Republic of Azerbaijan": Reduce contact with the student and give them more time to think and act independently; develop effective training programs that reflect all scientific achievements to improve pedagogical education; increase pedagogical practice time and provide practical training to future teachers, strengthening the focus on developing independence and activism as abilities are acquired.

It is important to emphasize that these are "international development patterns." It is neither right nor correct to apply all of the world's innovations to the country's education system; however, applying the experience gained in the Azerbaijani education system, which creates

truly effective and achievable opportunities and is successfully implemented in many countries, could be beneficial in terms of improving quality. International consultants who were performing an examination of pedagogical education in the country thought it would be beneficial to modify the current practice for the better. Rob McBride (2002) focused on the 14-week pedagogical practice in the Educational Plan's fourth year. The expert believed that prospective teachers should contact the school beginning with their first year of teacher training, and he designed a work plan and recommendations for its execution (Table 11).

Table 11. Recommendation of Rob McBride, an international consultant who worked in Azerbaijan in 2002 on the effective division of teaching time between the audience and pedagogical practice

Period	Time spent in schools,%	Time spent at universities,%
First-year	10	90
Second-year	20	80
Third-year	35	65
Fourth-year	60	40

As can be seen from the table, the time allotted for pedagogical education at the undergraduate level is divided between university study and school observation or practice throughout four years. During the study period, the quantity of time spent at university decreases while the amount of time spent at school increases. It is advised that students visit the university only when absolutely essential in their fourth year of study [McBride, 2002].

There is also an example of dividing pedagogical experience time across four years as part of the UNESCO initiative to promote elementary teacher training in Myanmar (STEM) [UNESCO, 2016]. (Table 12).

Table 12. UNESCO initiative to promote elementary teacher training in Myanmar (STEM)

Teaching and learning experience				
Period Type of Practice Day Week				
The first year	Semester - 1	School observations, work with a student	5	Within 5 months
		Work with a group of students	10	2 separate weeks
	Semester - 2	Work with a group of students	15	3 separate weeks
Second-year	Semester - 3	Partially independent activity	25	5 consecutive weeks
	Semester - 4	Partially independent activity	25	5 consecutive weeks
Third-year	Semester - 5	Fully independent operation	15	3 consecutive weeks
	Semester - 6	Fully independent operation	15	3 consecutive weeks
Fourth-year	Semester - 7	Fully independent operation	40	Half semester (7 weeks)
	Semester - 8	Work with student groups	20	4 consecutive weeks

Total			170 days	32 weeks
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The four-year internship duration for the UNESCO Primary Teacher Training Project in Myanmar is 18 weeks longer than the ADPU approved Educational plan in 2015.

The preceding is significant in terms of a balanced and purposeful distribution of teaching time in the specialty between stages of content and technology of pedagogical education. The recommendations and experiences offered above can assist to enhance the efficiency of activities in the "self-improvement" and "self-realization" stages.

To ensure the comprehensiveness of study on the gradual arrangement of the content and technology of continuing pedagogical education, the curriculum of Khazar University's Master's Degree Program in "Theory and History of Pedagogy" (060119) was assessed using the aforementioned parameters. The analysis findings are also shown in Table NN:

Semester	I	II	III	IV
Levels of the content and technologies				
Self-determination	Modern philosophy of education Education systems around the world	History of education		
Self-organization	ICT in education	Education policy and strategy	The right to education Educational economics and planning	
Scientific and pedagogical organization	Basics of English -1 Development and evaluation of educational programs	Basics of English -2 Educational psychology Pedagogy: Teaching and learning Classroom management and leadership in the teaching process Development and learning theories	Research methods Measurement and evaluation in education Education management Training strategies	Quality assurance in education
Self-improvement			Academic English	Thesis
Self-realization				

According to the categorization, 22 out of 120 credits in the speciality "Theory and history of pedagogy" may be assigned to "self-determination," which is the first stage of the content and technology of pedagogical education. These credits are divided into three disciplines, which are shown below: "Modern Education Philosophy" (8 credits), "Education Systems in the World" (6 credits), and "History of Education" (8 credits). It was discovered that 24 credits were allotted for the second stage of "self-organization" in four disciplines matching to the objective and characteristics. These include "Right to Education" (8 credits), "Education Policy and Strategy" (6 credits), "ICT in Education" (6 credits), and "Education Economics and Planning" (6 credits). Third, 9 ±2 disciplines can be classified as being in the "Scientific and pedagogical formation" stage. "Research Methods" (6 credits), "Curriculum Development and Evaluation" (8 credits), "Educational Psychology" (6 credits), "Pedagogy: Teaching and Learning" (6 credits), "Measurement and Evaluation in Education" (6 credits), "Development and Learning Theories" (6 credits), "Training Strategies" (6 credits), and "Quality Assurance in Education" (6 credits) are among them. As can be seen, 9 subjects were incorporated in the third stage, totaling 50 credits. The topics "Classroom Management and Leadership in the Teaching Process" (6 credits) and "Education Management" (6 credits) correspond to the stage of "self-improvement" if taught in a real school setting, and to the stage of "scientific and pedagogical formation" if taught in an auditorium. From this perspective, if 12 credits are referred to the stage of "self-improvement" with the condition, the loan distribution may be envisaged as shown in the table below:

Stages of content and technologies of continuous pedagogical education	The number of credits		Percentage	
Self-determination	22		18,33%	
Self-organization	24		20%	
Scientific-pedagogical formation	50 (±12)		41,66% (±10%)	
Self-improvement	(±12)	24	(±10%)	20%
Self-realization				

Thus, 41.66 percent (±10%) of the 120 credits designated at the master's level in the specialty "Theory and History of Pedagogy" relate to the third stage of "scientific-pedagogical formation." The remaining 49.33 percent (±10%) was divided across the other four stages. This can be considered a successful distribution in terms of establishing the necessary foundations in terms of professionalism in the organization of pedagogical education's content and technology, as well as maintaining a balance in the distribution of loans for its improvement after the initial formation and application of acquired knowledge and skills. Despite the fact that credits were distributed evenly across the stages, the following sequence of stages was observed:

- Subjects related to the "self-determination" stage are taught in the first and second semesters;
- Self-organized subjects are taught in the first, second, and third semesters;
- Subjects related to the "scientific-pedagogical formation" stage are taught in the first, second, third, and fourth semesters;
- Subjects (if taught in a real school environment) related to the "self-improvement" stage are taught in the second and third semesters. Also, thesis writing is partially assigned to this stage as a scientific activity;
- Thesis writing connected to the fifth stage corresponds to the stage of "self-realization."

Taking all of this into consideration, we recommend developing the program in terms of the progressive structuring of pedagogical content and technology, as shown in Table N:

Semesters	I	II	III	IV
Stages				
Self-determination	Modern Education Philosophy, Education Systems in the World History of Education			
Self-organization	Fundamentals of English -1 Right to Education	Fundamentals of English -2 ICT in Education Educational policy and strategy Education Economics and Planning		
Scientific-pedagogical formation		Educational Psychology Development and Learning Theories Pedagogy: Teaching and Learning	Research Methods Measurement and Evaluation in Education Training Strategies Curriculum Development and	

			Evaluation Quality Assurance in Education		
Self-improvement			Academic English Education Management (in the real-school environment)	Classroom Management and Leadership in the Teaching Process	Theses
Self-realization					Theses

As stated in Table N, 120 credits for four semesters at the master's level in the specialty "Theory and History of Pedagogy" are divided as follows:

- Teaching subjects in the first semester that form competencies for the "self-determination" stage;
- Teaching subjects in the first and second semesters that are important in terms of the goals and objectives of the "self-organization" phase;
- Teaching relevant subjects in the second and third semesters in terms of the characteristics of the "scientific and pedagogical formation" stage;
- Teaching subjects covering activities related to the "self-improvement" stage in the third and fourth semesters;
- Application of activities related to the "self-realization" stage in the final semester.

This approach was tested in three higher education institutions of the Republic of Azerbaijan in the frame of one subject which acquire four semesters and the results were highly appreciated by experts.

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The educational program was approved in the 2014 year (code 050118) on the "Primary school teaching" specialization new curriculum (code 050107) approved in the 2020 year.
UNESCO initiative to promote elementary teacher training in Myanmar (STEM) [UNESCO, 2016].
Khazar University's Master's Degree Program in "Theory and History of Pedagogy" (060119)
UNESCO initiative to promote elementary teacher training in Myanmar (STEM) [UNESCO, 2016]

Appendix 1

<p>Self-determination</p>	<ul style="list-style-type: none"> - rebuilding one's consciousness (gnostic) and effecting real changes in one's social situation (practical); - a deliberate choice of one's place, position in life, and professional goals; - defining one's "way of life"; - ensuring that one's decisions are based on free-thinking; - self-perception as a subject of pedagogical activity; - formation of a "subjective attitude toward specific labor activities" - gradual internal training in the regulation and implementation of development prospects; - emphasis on innovative types of education and innovative teaching materials; - to identify oneself with values and define one's position in the socio-cultural space; - "what should I teach?" "Why should I teach?" "How should I teach?" "Under what conditions should I teach?" a combination of emotional and rational responses to these questions
<p>Self-organization</p>	<ul style="list-style-type: none"> - the formation of the order in a system as a result of internal processes rather than external constraints or forces - in a dynamic system, each subsystem adapts to the environment created by all other subsystems. - establish a specific goal - once an individual has identified his or her potential and assessed the environment and conditions, he or she should engage in goal-oriented activities free of outside interference. - the cultivation of a culture of pedagogical labor, independence, purposefulness, and volitional qualities based on an active position - self-control, self-stimulation, and command of their actions and behavior to advance professionally - command of natural, mental, and personal situations, qualities, and traits - overcoming stereotypes, sensing and penetrating the problem, and thinking creatively - conscious organization of routine activities aimed at task completion via rational execution methods - to optimize one's actions, combine one's efforts with those of colleagues, and define professional activity boundaries - multidimensional, multidisciplinary, and multifunctional
<p>Scientific and pedagogical formation</p>	<ul style="list-style-type: none"> - investigating the internal dynamics of the teacher-learner-content relationship; - focusing on two interrelated issues, such as social development, professional development, and specialization; - systematic learning based on scientific achievements and best practices through observation and experience; - learning based on intellectual and practical activities - to cover abilities that are tightly linked to a variety of complex qualities and personal mental characteristics; - new teaching-learning activity content in which the teacher acts as a researcher and the student acts as a scientific innovator; - preparation of pre-service or in-service teachers for dynamic processes such as self-analysis, self-development, and continuous change; - the creation of an educational environment that supports and develops critical thinking, creativity, collaboration, and problem-solving through the use of information technology in the teaching process; - Making a future or active teacher feel like a manager, not an executor: a researcher who manages the learning process in the classroom, educational quality, participant relationships, investigates problems in any direction, identifies causes, and plans and implements teacher training.
<p>Scientific and pedagogical self-improvement</p>	<ul style="list-style-type: none"> - to improve oneself physically, intellectually, or emotionally - learning new knowledge and skills on one's own to become a more capable one - increase their knowledge and skills through their efforts, raise their status, and improve their character -Self-development, self-education; -A person's self-development and education; -to strive for perfection without stopping; -self-organization reconstruction; -reconsidering oneself, one's physical, intellectual, and emotional existence, identifying areas that need to be corrected and developed;



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	<ul style="list-style-type: none"> -reorganizing oneself as living situations, interests, and requirements change - evaluate their professional training against state-approved criteria, identify gaps that need to be filled, and design a development plan. -man's desire to grow as a person through the ongoing development of his knowledge, habits, abilities, will, responsibility, morality, and, as a result, effective creative activity, "maximizes the efficiency of his energy and reduces entropy - inefficient energy to zero." - spiritual self-improvement, in addition to physical and voluntary self-improvement
Self-realization	<ul style="list-style-type: none"> - to achieve one's wishes and objectives about oneself, one's abilities, one's character, or one's personality; - an active life position in which a person's potential is embodied in actions and relationships; - self-actualization under existing or freshly generated circumstances; -self-realization in a closed system (conventional scientific path) and an open system (synergetics-self-regulation, self-organization) - preserving the individuality of a person with a desire to integrate into the social community, to stand out as an individual in that community; - the product of one's actualization of one's skills, as well as the process; - the individual's contribution to the growth of society as an independent, self-assured, free, and responsible citizen; - active participation with a sense of interdependence, cooperation, and belonging; - self-confidence and self-actualization in learners; - continuous and active group participation and discussions, accompanied by a sense of responsibility and honesty; - the development of a person's psychological-pedagogical, moral-ethical, and academic abilities, as well as their understanding of values and ideological positions, methodological competence, and synergetics, to the level of "creative originality."



Empowering the Specially-abled through Skill Development Education

Dr. Charuta Gajbhiye
LAD&SRP College, Nagpur
charushambharkar@gmail.com

ABSTRACT

India has been promoting the Skill Development Education for creating employability amongst the youth .However this program is being planned for the people in general .It is not taking along the marginalize sections of the society. .Census in the year 2011, counted 121cr disabled population . It is important to note that 33 percent of these population falls in the age group of 10 years to 29 years .If these large number of people are deprived of education, training ,then where do we stand in the movement of sustainable development.

It is time for the all experts from the education field to pay attention to this clarion call and step forward to empower the specially abled through skill education .Designing training program for the special abled has to be strategically planned as per type of disability ,analyzing their potential ,limitations, learning abilities .

This study focuses on creation of skill development program for the Hearing impaired in Hospitality .The study deals designing of the curriculum and identifying the teaching pedagogy to be used ,after analysis of hotel areas where the hearing impaired could be placed .From this experimental study which was carried out in for three months and the placement records ,it is evident that an educationist can design many such skill development program in various field to empower the specially abled youth.

Keywords: Skill Development, Specially Abled, Hospitality, Education.

INTRODUCTION:

India has been bringing about drastic changes in its educational system and is marching towards skill education so as to equip the youth with the power of employment. Numerous initiatives have been in this regards be it the “Badhte Kadam” or “Hunar Se Rozgaar Tak”. It has also introduced various vocational graduation programs at the university level. However if one takes a look in a cathartic view, one can easily notice that very few physically challenged pupils are a part of this Skill India Project. The picture in higher education is getting dimmer day by day as the AICTE enrollment has seen a fall of physically challenged students in the past few years. Although AICTE has introduced a scheme “SAKSHAM” for physically challenged people. To educate the physically challenged it is important that each type of disability is understood with their attitudinal issues, natural skills and imitations. (Hetu R, Getty L & Warindel S, 1994). As per these factors specific skill development programs need to formulated for the specially abled. The researcher in this study has designed a skill training program pertaining to hospitality for the hearing impaired. It has been observed that in many parts on India there are no provisions made for hearing impaired in the higher education and thus their education halts after their high school. This is more evident in the second tier cities of India. Hence this project is being carried out for the hearing impaired of the city of Nagpur.

Aim: To design and develop a Hospitality Training Program for hearing Impaired pupil and implementation of the program in the departments of Hotel Management & Catering Technology as a part of extension activity.

Objectives:

- To train the hearing impaired to be a part of society whereby they earn their livelihood by developing skills working with pride.
- To be part of nation’s scheme developing skill India”
- Social responsibility of the institute – to motivate Physically Challenge to monetarily independent.

Scope:

The scope of this project is vast from national level to local community to the college to individual level. In the developed world the government have various schemes to bring the specially-abled in to the main stream. However, the scenario in in India is very dim. They are isolated from the rest of the humane race, be it education or employment,

National survey has established that though MHRD ,AICTE & UGC have come up with various financial assistance scheme ,there is hardly any admission of specially abled students. In fact there is a fall in enrolment of differently abled in higher education. At present there are 5.16 per cent of hearing impaired in higher education.

On the local level ,in the city of Nagpur, though there are schools for the hearing Impaired but beyond xii standard there are no special courses in the city and regular colleges are not equipped to train these students along with normal students (Like for a Blind there is braille and helper writer), hence there is a urgent need for institutions to come forward and develop education program. This particular program will open gates in employment in hospitality sector. At the same time the college will be benefitted from this philanthropic activity and will establish itself as a Hospitality Training Centre in Central India.

Limitations:

This type of program being introduced for the first time, the guardian of the participants were not fully prepared. They had apprehension about working in hotels as the hospitality industry

is not looked upon as a respectable career option. This was also the reason for less participation of women in this program.

Theoretical Framework of the study

The study formed its basis on the various literature carried out in this area. An extensive research was conducted on the attitude. (Hetu R, Getty L & Warindel S, 1994). Teaching pedagogy. (Riddell S, Tinklin T, Wilson A, 2005). And disability employment avenues were studied in depth. (Salehuddin M, 2010).

Origin of construct

Traits of hearing impaired	Attitude towards co-workers affected by occupational hearing loss	R. Hettu, L Getty, S. Waridel
Teaching pedagogy used for teaching specially abled pupil	Disabled students in Higher Education	Sheila Riddell, Teresa Tinklin and Alastair Wilson
Employability factors of specially abled pupil	The Employability of the Hearing-impaired Graduates in Malaysia Hospitality Industry	Mohd Salehuddin

Variables selected for the study

Variable	Sub factors
Traits of hearing impaired	Mental attitude
	Special skills
	Ways of communication
Teaching Methodology	ITC
	Sign language
	Total communication
Employability factors of specially abled pupil	Area of working preferred Correlation with skill and job demand Acceptance by guest

Methodology

Research design:

Looking into the need and the specific nature of this project the research design was exploratory and descriptive both in nature. The sample design was non probability and as this was the first experiment in this area so the operational procedures were not fixed and a flexible approach was kept open. The questionnaire though was well structured but had lot of open ended questions. So in totality the research design was mix of methods.

Area of Study: City of Nagpur

The area was stratified into East, West, South and North and data was collected from the various hotels in these areas.

Sample Selection:

The method of sample selection was non probability. The staff of hotels were interviewed to collect their opinion in regards to the training and its implications. The deaf and mute (hearing impaired) pupil opinions and expectations were collected with the help of the interpreter from the NGO (Shri. Gangadharrao Chitnavis Centre).

Total number of samples selected: 30 pupils(Deaf and Mute), 30 staff(Hotel)

Data Collection:

Primary Source: the primary source of gathering information was done with the help of questionnaire. Two set off questionnaire were prepared; one set of questionnaires was for the hearing-impaired pupil. The first section of this questionnaire section of the questionnaire collected demographic information, followed by sections pertaining to their opinion on hospitality training followed by their choice of method of teaching.

Tool for data collection

The questionnaire was divided into different sections which included the above sections and the first section was related to demographic information. This questionnaire was executed up by the interpreter with help of sign language at various community centers for hearing impaired. The questionnaire was framed in Hindi language.

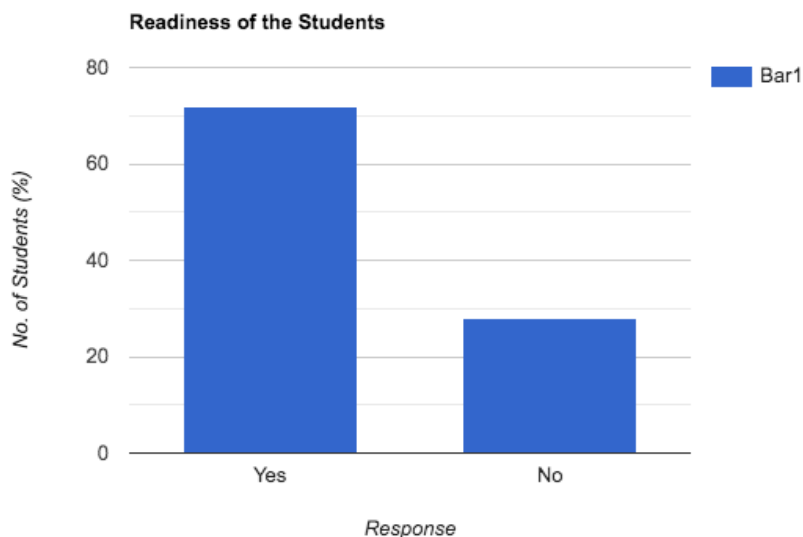
The second set of questionnaire was designed for the staff of the hotel. The first section of the questionnaire had questions pertaining to the demographic information of office staff. The next section was on the opinion of the training of hearing impaired followed by question regarding the acceptance hearing impaired as an employee of the hotel in various department of the hotel. The information collected from the two-questionnaire helped in planning training program and framing the curriculum.

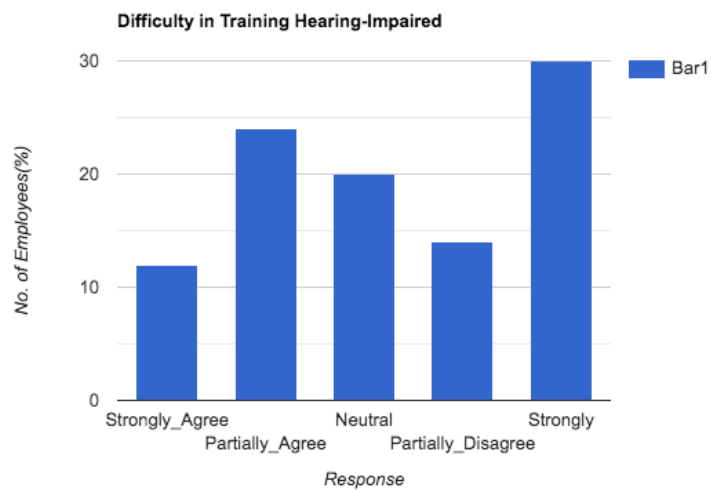
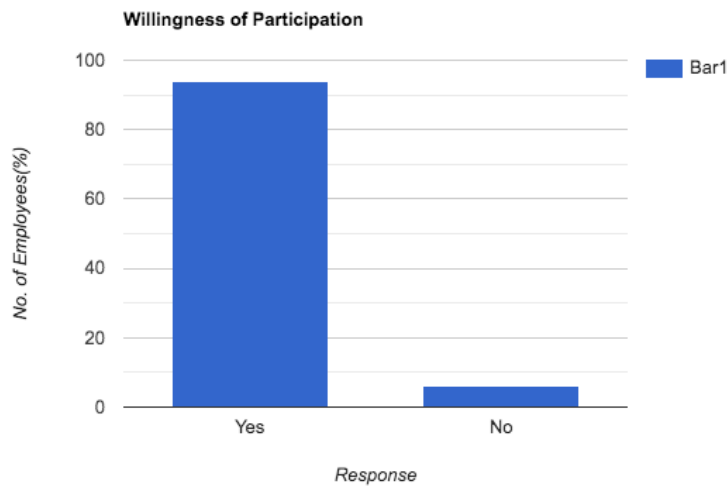
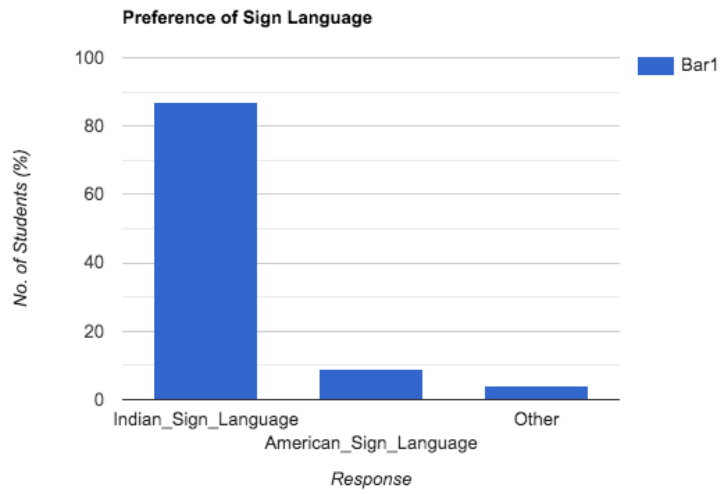
Secondary Source of Information: Based on the origin construct selected for the study and variables selected for the study literature was reviewed from various sources such as books, research general, government documents.

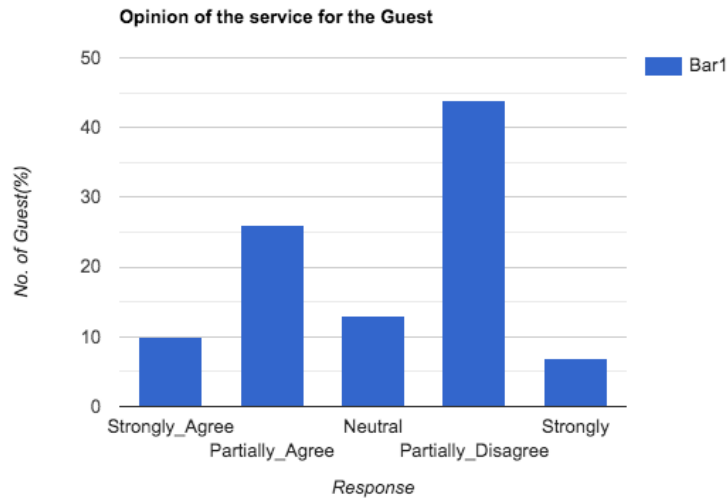
For this project both primary and secondary data was collected before designing the curriculum, teaching pedagogy, etc.

DATA ANALYSIS:

The information collected from the various sources was compiled to form the basis of development of this project. The information collected from the survey was tabulated and percentile was calculated for further actions and implementation of program.

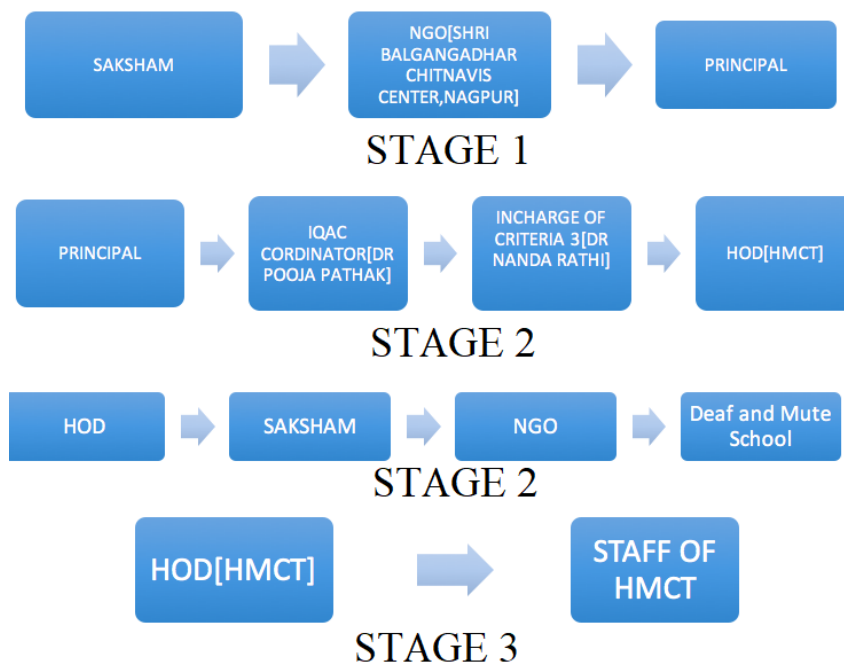






On the basis of analysis further action were planned by the delegate.

2.6 PROJECT PLAN



Analyses and discussion

After analyzing the results of the survey and personal interactions with the stake holders, the operation procedure started.

Skill development training program.

1. Students were admitted
 - Total number of students admitted 13
2. Framing of curriculum based on data collected from the industry and the students
 - The following subject areas were included for training – Food & Beverage service, Housekeeping, bakery, concierge.

3. Along with these technical areas grooming and motivational subject areas were also a part of curriculum
4. Industrial visits and training too formed an integral part of training.

Teaching Schedule and Pedagogy

- The teaching staff had a demonstration for three days with the help of interpreter on how to teach the hearing-impaired student.
- The course started with orientation program at Zinea Restaurant of the NGO at Chitnavis center
- Motivational speakers were invited on behalf of the center.
- After one week the students started visiting the department for regular classes.
- The classes were assigned as per the weightage and content of each subject. Housekeeping and Food & Beverages form the major portion of the training, concierge (Front Office) was allotted led classes. Bakery products were only prepared through demonstrations and were limited to basics of cakes, pastry and pizza due to budget constraints.
- Students were given grooming sessions and soft skills.
- During the course, the students were given ample opportunity to interact with the regular students. In fact, grooming, mocktail and cocktail demonstrations, flower arrangement classes were held together with regular students.
- The students were issued a set of uniform (Sponsored by Lord's Uniforms) which elevated the confidence of students and slowly started building confidence in the pupil.
- The students during the course were also given practice for day to day etiquettes and manners to be adopted by them like greeting of the day, smile, thank you, sorry, goodbye, eye contact, shake hands, etc.

Industrial Visit

During the course the students were taken to visits –

- Hotel Le Meridien,
- Dinshaw Ice-cream factory,
- Subway outlet, etc.

Teaching Methodology

This being the first time the teachers were involved in teaching hearing impaired; a certain set methodology was designed.

- The topic selected was explained with help of interpreter with sign language (Indian Sign Language)
 - Videos on the topic were shown from YouTube .
 - The same was practically demonstrated by the faculty
 - Then the students actually performed the practical and practiced in repeatedly
 - In order to make them use writing practice, the students were given exercises which involved classroom work and homework
-
- It was observed by faculties that writing was their weak point as many of them had left schooling long time back.
 - It was also observed that they were very creative in imaginations, creative work and designing .

- Video calling on their mobile phones helped to connect to them while they were not in the college.
- The researcher, took up personal classes to learn sign language and also the other faculties tried learning sign language through videos on YouTube (**Video- Basics of Sign Language**)

Hurdles faced in the project-

- Low attendance of students due to no proper public transport.
- Mismatch of public holidays of college and Chitnavis center.
- Availability of interpreter.
- Funds was a great constraint.

Present Status

- At present stage with proper motivation and organization the teaching staff is participating in the program wholeheartedly as it gives them the sense of joy and pride at the same time to be associated with this noble social cause.
- The Chitnavis center being attached to restaurant Zinea, Zinea Café and many banqueting outlets have proved to be boon for giving hands-on job training.
- On the other hand, the students are feeling elevated to be part of a prestigious institute. The survey for this study was carried out in hotels of the Nagpur city.
- Total number student enrolled=13
- Dropout number of students=1
- Number of students successfully completing the course=12
- Number of students placed in job=12
- All stakeholders are happy on the success of the project Undertaken
- The trust is feeling satisfied with this task and would like to collaborate further with more number of students and with two batches.
- SAKSHAM, an organisation for employment for people with disability are finding it easier to place the trained pupil.
- Department of HMCT college- The college is already being recognised as as training centre for hearing impaired by the hotel industry and have lauded the efforts by the department.

Future Recommendation

After completing this project, certain gaps were noticed to be fulfilled like identification of funding agencies. Hiring of interpreter for regular programs or training the regular faculty in sign language and teaching pedagogy. Provision of suitable classroom environment for hearing-impaired students is recommended for practical purposes. The delegate also wishes to recommend further academic research work in the area of employability, teaching of hearing-impaired.

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The Legal and Political Implications Over Resources Which Transcend Borders and Spill Over in Conflicts

Msc. Rakela ISMAILAJ NONA

Law Department
TBU University of Tirana
rakelanona@yahoo.com

Prof. Dr. Ismail ZEJNELI

Law Facult
SEEW University Tetobo
i.zejneli@seeu.edu.mk

Prof. Dr. Alba DUMI

Vice Dean of Management Faculty
TBU University of Tirana
"Management Department, Albania
alba.besi12@gmail.com

ABSTRACT

In this research, even though truth be told it was started way back before any insight of a foreseeable conflict in European Continent which would disrupt supply chain, the aim was to take a dive into political and economic connection of Energy sector of deplorable sources and power shifts in international relations. In light of these conflicts it becomes even more evident that such research was more than needed in order to understand the implications, at least of two democratic entities the U.S and EU, within this tangled conundrum of power plays. I will try to dive into the position of the US as a powerhouse of consumption and producer of alternative energy sources, such as LNG, while it keeps somewhat fragile relations with monopolies such as OPEC while navigating troubled waters with non-member, aggressor countries as Russia. Furthermore, a dedicated analysis will be given to directly affect supranational entities, such as the EU, which have legally binding contracts for their supply, and more political involvement, in the case of Germany, which make EU very precocious towards any steps taken. In the case of the EU, a deeper look and analysis will be underway by taking a closer look, be that from the legal and political view of Nord Stream 2 as the halo of European Energy, which is a soaring thumb in today's political climate, how it came to be, what are the results, how it could have been avoided and what can the EU do, in my point of view, politically and legally towards an energy independency which subsequently would mean political independence dealing with hostile countries. Not to be mistaken, as we will see, this is a result of a well thought coordinated plan set up from years to come, which lead Europe's powerhouse on the hook that lead to a vacuum of power from Germany due to its dependence , which was later on corrected and dealt with properly.

Keywords: OPEC Relations, Human Rights Violations, Political Involvement, Europe Political Involvement.

1. GENERAL INTRODUCTION

While, on the other side of the Atlantic, we will take a dive into US with its Truman doctrine, the hunger of US economy which nearly led into collapse due to rise of oil price for political reasons, and how the search for new sources led to the US securing a multi-billion deal to replace Russian oil and become main exporters of LNG into EU. Its own struggle with OPEC, while trying to maintain a dictatorship in the Middle East in order to provide a steady stream of crude, while pretending to have a blind eye towards human rights violations just so can create a stream of income from weapon's trade and creating a buffer zone in case of another cold war repeating itself.

As such, we can see that both superpowers, EU and US, have had to fight their own fights but with two different political means which subsequently led to two different results, but I will give my insight as in how these two outcomes could have come differently or with a more preferable result, and steps should have been taken ahead especially in light of recent events in today's troubled Europe. In the last two years, the stock market has seen a shock going through the non-renewable resources such as oil, which have fallen with more than 68% in the span of two months. The fluctuations have been drastic, with an oil barrel dropping by more than 40\$, the biggest decline in the last decades. This was followed by even harsher political decision from exporting countries such as Russia which refused to cut down production of oil, which would have balanced and normalized the prices. This brought tensions even to the negotiating table of OPEC, with the "de-facto" leader of it Saudi Arabia, which followed Russia suit and led to a crash of the price of Oil. Countries such as the US, took advantage of such moves, when Trump trumpeted the achievement of fulfilling their countries oil reserve due to the price of oil being so cheap. Nonetheless, being one of the biggest exporters, side by side with Canada and Venezuela, the US could not stand aside in this oil war, due to its protectionist policies and maintaining a status quo in its internal markets. Having a stable price and sustainable supply of crude oil is crucial for the survival of the US economy, as such the US has to pull all its strings in the Middle Eastern region in order to keep fueling its economic machinery. How can a balance be achieved between the needs of its internal economy and geopolitical actors, and what makes it such a challenge?

2. LITERATURE REVIEW

Countries which have a oil-exporting economy such as Kuwait, Iran, Saudi Arabia, Russia and so on have come to understand the principle of comparative advantage and sell the product that they have the most of, in exchange for the western goods. As such these countries have gotten their hands into a wide range of technological goods, including extremely advanced military equipment. But with the establishment of OPEC, these countries got more powerful in the world arena due to the dominant control on such important resource. At its worst point, OPEC, has used its leverage to cause crisis within countries through price machinations, nonetheless most economists believe that this cartel is slowly in decline. As a starter, when Russia entered the exporting scene, it did such as juggernaut which meant that even OPEC had to try an cooperate with them. Truth be told these meetings, were beneficial for both Russia and OPEC, but distrust is an issue they all have to deal with, especially when Russia has proven to break the signed deal just for its own interest. Secondly, most economic experts see the oil export as wave which is fading day by day due to renewable advancing at such a pace, which will eventually lead to big oil exporters influence reduce or eve crumble.

In 2017, the Trump administration has announced "The American First Energy Plan", trying to revive its oil industry, thus creating jobs for people and most importantly, reducing the

dependence of America on other oil-exporting countries. Eventually, the United States has become one of the biggest oil producers in the world, along with Saudi Arabia, Russia, and Iran. Having too many big players in the same market will eventually lead to conflicts and fluctuations on pricing. Behind every country is a certain national agenda that needs to be achieved, with controversial results to others and as such a consensus is impossible to be achieved. We will try to divulge on the reasons why the US never leaves way for other countries on formulating an oil pricing policy, but rather implementing and pushing their own policies and sometimes forcing it to other oil-exporting countries. We will explore how the US has used oil-export as a mean to reinforce its world dominance power, which has seen a decrease in the recent years, and creating difficulties in cooperation with other countries in the process which has resulted in huge disruptions on the oil market.

Same instability hit the European market in February of 2022, when Russia launched what it called “Special Operations” in Ukraine, which sent the markets tumbling. Countries like Poland, France and other EU members were quick to react against a Russian aggression, but one country in particular was hesitant. The German Chancellor was still to react, even when he did his messages were tamed, the first true reaction came with the cancellation of Nord Stream 2, which throughout the world was seen as a sign of Germany going against Russia for the first time. But what is Nord Stream 2 to Germany and Russia?

The Nord Stream pipeline is an initiative that started years ago as a means to provide the European Union with more fuel security. However, a simple pipeline has turned an energy issue into one of geopolitics, security, and even human rights. With Russian Federation starting to express its imperialistic tendencies in the surrounding territories and becoming more and more authoritative in internal politics, the European Union has become reluctant to cooperate with a country that does not seem to share its liberal values. Nevertheless, the reliance on Russian gas remains. Slow progress in the renewable energy field and the ever-growing demand for fuel, make Nord Stream 2 as needed as ever. The debate within the European Union continues, and a non-unified Europe on the issue just makes the problem harder to deal with. While Germany is trying to defend the pipeline, the Commission and other member states worry about the dependence on Russia and the geopolitical implications of supporting an aggressive country. EU reputation is suffering the eyes of the foreign partners, who are openly against the project, the European Union is just seen as indecisive and disorganized.

3. METHODOLOGY

Construction of Nord Stream Pipeline has been agreed on since its signing back in 2005, by three companies: Gazprom, BASF, and E.ON Ruhrgas AG in Berlin in the presence of President Vladimir Putin and the German Chancellor Gerhard Schroeder. The first string of the pipeline was officially opened in November 2011, and the laying of the second was completed in April 2012 – several months ahead of schedule. Thanks to Nord Stream the Russian gas, flowing along the bottom of the Baltic Sea, falls directly into Germany, through Russia, and seas of Finland, Sweden, and the Baltic countries. Therefore, the recognition of Nord Stream as one of the key energy projects does not seem unexpected. The gas pipeline is estimated to improve the energy security of the European Union for at least 50 years and become a permanent connection of the European gas network with the world's largest natural gas reserves in Russia. Nord Stream is transmission line through which the European Union will receive 55 billion cubic meters of gas per year thus increasing the energy safety of the whole Union. Two lines will be able to cover a significant part of the deficit in imports of natural gas, estimated at 110 billion cubic meters. This pipeline, on the one hand, is a technically sound solution for gas supply

security. On the other hand, it raises many objections, primarily of a political nature, but also economic and ecological.

Past Divergences

Before discussing the main issues that the construction of the Nord Stream 2 pipeline has created for the EU, it is important to understand that the environment for the peaceful and fair collaboration between the Union and Russian Federation was undermined long before. Many factors predetermine the level of EU cooperation with Russia before even it had time to fully establish itself. Among them are:

H1: Different political nature of the actors in the EU-Russia relations. While the European Union is a structure of 27 states, Russia is a unitary part of international relations. This different nature of the subjects has led to different priorities of the forms of relations between them. EU relations with Russia were more often built on a bilateral basis than at the supranational level, and since the deterioration of the relations began, this problem has become more and more evident.

H2: In the past, after the fall of the Soviet Union, the EU tried to build relations with the countries of the post-Soviet space on the principles of democracy and European norms and values.

When it came to Russia, however, after asserting its sovereignty, it was gradually moving to a post-imperial type of international policy based on geopolitical interests and geographical location. The two partners simply shared a different vision for the priorities of the future world.

H3: There is a clear divergence of the goals and interests of both parties. Since it follows the dogmas of neorealism, Russia sees the world as a zero-sum game, therefore it tries to gain as much as possible with little effort. For EU the world should be built on fair cooperation with either equal or proportional level of contributions. Moreover, Russia's main interests are in the economic and security field, while main goals of the EU are to spread democratic values and assist countries worldwide.

Only after considering all the aforementioned factors, it would be possible to understand the reasons behind the unfortunate fate of Nord Stream 2.

One of the most evident challenges that the Nord Stream 2 pipeline poses for the European Union is the dependence on the Russian Federation. Today, 50% of the natural gas in the EU comes from its enemy in values and fifteen of the member states import more than 40% of all of their fuel from Russia. The problem is not necessarily in the increase of the volume of gas that will be imported, in fact, it will remain the same because other pipelines will make up the difference. However, it is the overall dependence that any pipeline that connects two countries presents. The more the Union is dependent on this gas, the more influence does the Russian Federation has on it. Many economists indeed believe that Vladimir Putin needs the construction of the pipeline more than Germany and the EU since he has put much more resources into it and it is in his interest to stop the transit through Ukraine. However, German companies have been invested in this for a few decades as well and do not want to see their effort be wasted. In the end, if the issue gets out of hand and ordinary people start to suffer, there will not be time for a constructive debate on whose fault is this.

In Such positions, what to do next?

Being a global power always requires a huge amount of effort and resources to maintain this position. The USA has always considered itself a world leader and has been doing everything to help the countries in need since 1947 when it adopted the Truman Doctrine. However,

American economic growth has been in decline for almost a decade. Rising countries like India, Russia and especially China have doubled in their GDP numbers leaving the US far on the background. This situation made the US reconsider its position in the global arena, and the government decided to turn to the oil market, trying to establish American power by having more influence the oil pricing. Exporting more oil has created many advantages for the US, both economic and political. However, the USA is not the only one who understands the power that comes with the impact on oil pricing. OPEC countries, being in charge of 79.4% of the world oil reserves, have always enjoyed their power over the world oil prices and the influence the latter has over all of the oil-importing countries. Russia, just like the US, has always been trying to improve its global position by exporting more oil and when America became the oil exporter, it actually took the title of the world's largest exporter of oil from Russia, "stealing" its power. Such facts contribute greatly to the difficulties OPEC, Russia and US have in the oil price negotiation, as oil prices stopped being just about the oil, they became more of the tool that the countries use in order to have more geopolitical and economic power.

DATA ANALYSIS

The key players in the oil export have always used the leverage of oil pricing to their advantage, to either pressure or use it as leverage. Which has always led to understand oil pricing mainly by political relations between the big three, Russia, US and OPEC. What this means is, that decision making is not only based on economic advantage but rather how it can be used as leverage for political gain, in terms of support or even influence. Such case can be taken with the US and their Support towards the Kingdom Of Saudi Arabia, starting from the Gulf War, up to the human rights abuses. It was necessary for the US to keep good relations with the Kingdom and even buying oil from them as long as they had a military ally in the Middle East to fight the Soviet Union. Even when the Gulf Countries, turned on the US because of their decision to stand by Israel in the "3 day war" and onwards, a deal was reached between the Kingdom and the US by exchanging military support for more crude oil to satisfied the US hunger. Such policies, are also believed by some experts to have pushed economies to the brink of collapse, case in point would be the price drop in the 90's which is believed that led to the crumble of USSR.

Furthermore, such relations are never stable when they are based on core economic contributors for a country's GDP, case in point would be Russia exciting OPEC Plus after it being signed and then leading the oil stock market to a collapse. Moreover, as we established, big countries use oil not only for economic gain, but also for political gain, Russia on the other hand uses it as proxy warfare also. Russia is a well-known supporter of Iran, which is an ideological nemesis of Saudi Arabia. Since the overthrowing of the Shah, in 1978, the House of Saud has seen Iran as a threat for destabilizing the middle eastern region, especially their autocracy. As such, we see that is a convoluted web of relations that countries try to fuel with economic and political means. On the other hand, Iran sees Saudi Arabia as betrayer of the Muslim Ideology due to its relation with the US and the latter supports Israel. If it was only contained in the region, we would say that shuttle diplomacy could solve it, but rather they have spilled the conflict over to other countries, by fueling wars in Iraq, Yemen, Syria and each backing different militias or regimes. This leads to insecurity in the world wide oil market, when the biggest exporters sit on the table of OPEC and the lines of diplomacy, economy and influence get shifted, and no agreement can be reached in such conditions.

When looking at the EU consensus on this issue, this project might have been doomed since its inception. Germany has announced that it will continue working on Nord Stream 2 one year after the annexation of Crimea, while the Union was trying to offset the damage done by Russia in Ukraine. At that time, the German government tried to frame it as an economic issue even

though it was never seen as one by the Commission another member states. The situation deteriorated even more when some of the EU investors withdrew from the project following the pressure from Polish Antitrust authorities and US sanctions on the pipeline. However, gas production in the EU has fallen drastically since then. Netherlands and Denmark have cut production by more than half and will close most of their gas fields by 2022. So the gas is quite needed. Nevertheless, few countries want to side with Germany and most consider that an even harsher stance has to be taken against Russia. However, the Russian gas is still flowing, through countries like Bulgaria, the Czech Republic, and Greece

Ukraine, which is sometimes seen as the main victim of Russian gas manipulations, has started relying on gas that goes through Poland and Slovakia, slowly becoming a part of the Eastern-Central European Gas market. Different energy blocks are forming within the EU, and all of them have varying interests and goals. Some still want the gas to flow through their territory, but they will not openly support Moscow. It seems like Germany is the only one going against the EU, even though Russian gas is economically beneficial for all member states.

The Need to Become Greener

The fossil fuel prices rose drastically in 2021, and since the EU does not have green affordable energy for everyone yet, it was hit by this surge quite hard. Some member states, like Poland and Hungary, have tried to tie the raise to Putin's manipulative policies, however, it seems like the problem has to do with high demand caused by both economic and weather issues. Nonetheless, this highlights the fact that European Union should rely on renewable energy more than on gas and oil. If the EU fails to satisfy its needs in other ways, it will continue to suffer from the highly volatile fossil fuel prices. Moreover, the pipeline is distracting the Union from a more important and urgent issue of green energy development. The EU's progress in this area is vital for encouraging other countries to pursue renewable sources of energy. Even though it is ahead of the curve with its 100 billion commitment, as long as other countries remain active polluters, the EU's contributions will be simply canceled out. As such, the EU's green agenda has to also spread to others, especially the US and China, to have any effect.

Harmed Reputation

The Constitution of the Russian Federation proclaims that Russia is a democratic country, following the rule of law and ensuring the protection of basic human rights. However, when looking at the situation closer, not everything is as good as it seems. Vladimir Putin has repeatedly shown autocratic tendencies in his governance and they do not only affect the citizens of the federation but also spread abroad. Restricted freedom of speech, rigged elections, constant persecutions of the "enemies of the regime" and a violent reaction to any form of dissent show complete disregard of human rights and democratic values. Cooperation with Russia is seen by many countries as harmful for the reputation of the EU since it undermines the credibility of the EU mission to promote peace and liberty. If it has been created to protect human rights and democratic values, how can it continue to cooperate with a country that openly violates them? In the future, whenever the EU will try to promote democracy again, its relationship with Russia will be a constant reminder that some rules can be omitted as long as there is gas involved.

A Security Threat

Russian violations of human rights are not restricted to the territory of the country. Vladimir Putin has been expressing imperialistic tendencies in his foreign policy as well and the neighboring countries have been suffering extensively. Russia has been involved or even at the center of many land disputes. Ukraine, Georgia, Moldova, Azerbaijan, South Ossetia, are just some of the territories where Russia meddled in the internal politics of a sovereign body. At the moment the most prominent conflict related to the Nord Stream pipeline is that of Ukraine. In

the past, when Ukrainian regime was compliant with Russian demands, the gas used to flow without any obstacles. However, as soon as Ukraine decided to detach itself from the influence of Moscow and turn to NATO and EU, Russia started to threaten the total halt of gas transit through this country. In this case, the gas is an evident tool of political pressure that Russia is not hesitant to use. And it will continue to rely on such a method. At this moment the remainder of the gas that still flows through Ukraine is considered by many a guarantee of Moscow's good behavior. The EU is trying to make the continued functioning of the Ukrainian pipeline one of the conditions for Nord Stream 2. However, in the past, the EU, and especially Germany were shown to waiver some conditions to please Russia. In addition, Vladimir Putin does not respond well to pressure. Therefore, there is a big chance that issues surrounding the pipeline will fuel the military conflict in the East of Ukraine even more becoming a security threat for the whole region. It will also serve as a reminder of the failure of the European Union.

ANALYSIS AND FINDINGS

But there is also a caveat, differently from the US which is an ocean apart from other conflictual neighbors, the EU has security and policy taking such steps, they would come as a economical sledgehammer due to the fact that 50% of EU gas imports are from Russia. However, Russia is quite dependent as well, since the EU makes up 70% of its gas exports. This creates a balance that cannot be broken even with the sky-rocketing prices, due to the lack of alternatives. Azerbaijani Pipeline can relieve the dependence to some extent, but the volumes are nowhere near as substantial as Russia's. Liquefied gas is neither a viable nor a reliable solution at the moment since the technology is not yet developed to produce at big levels. Nuclear and coal-based energy is being decreased day by day. Therefore, the process of separation from the Russian gas is going to be extremely complicated for both sides and that is why it is not always wanted.

Moreover, the variety of divergent interests that are involved, complicate the situation dramatically. At this point, it seems that both Nord Stream Pipelines are only backed by Germany and Austria, with a range of opponents in the Baltic Sea, Poland, and Ukraine. The US is a firm believer that the EU is compromising its security, so it is against the pipeline as well, not to mention the fact that it wants the EU to import American LNG. Many believe that the main purpose of this pipeline is not solely supplying the EU, but rather cutting Ukraine out of the picture and establishing Russia as the only energy power.

However, if the Nord Stream project fails, it will leave the EU stranded. Instead of four supply routes, which are especially needed in this period of high demand, it will have only three: two of them controlled by Russia and one by the Turkish government. The EU is trying to keep both of them at arm's length because of the democratic issues in these countries. This concern is shared by the US which has warned of the possible issues in 1981. Back then, Richard Perle, stated that the EU would eventually end up listening more to the "kings" who hold gas, rather than to its allies. This was also brought up by the Polish Minister of Defense who compared the Nord Stream project to the Nazi Germany Pact with the Soviet Union. The whole situation threatens to just become a new way by which Russia will force itself onto the EU. However, there does not seem to be a clear way out, unless some drastic changes are implemented within the Union.

As a result

Crude oil has become a key element to the economy of almost every country. It is a non-renewable resource which finds more use than any other refined product on earth. Being so necessary, and intertwined in today's economy is a commodity which enjoys high demand, as such requires a high price, but with oil is much more complicated than that. As few other

tradable products, oil is a much more complicated raw material, the value of which might depend from war, country relation, stability or absence of it, under the table deals and so on, and the most important of them all, the ability of the supplier to extract, refine and sell it as an end product. Taking all of the aforementioned into consideration, the US is the country with the least favorable conditions of them all, compared to Saudi Arabia or even Russia for that matter. As a result, the US benefits from plummeting oil prices, due to the ratio of profit of oil-extraction to oil-export. Nonetheless, no country on earth can compare, or even come close to the reserves of OPEC, which in turns means running a deficit on oil profits if needed, maybe even in years. This fact makes the oil market and the economy very volatile for the end consumer, especially in the US. This makes US vulnerable, especially in the negotiating table with countries such as Russia and China which are also seen as political nemesis of the US. Running such low numbers on oil price can eventually lead the US to back from political decisions, such as oil embargos or even nuclear embargos towards countries which are allied to Russia for instance. This turns the political and economic sphere into a prisoner's dilemma, where countries try to achieve their own goals while trying to maintain healthy relations in the international sphere. But in the case of the US is a bit of uncomfortable situation due to the size of the economy and the usage of oil, which means that a big economy needs to be fed no matter the price. Thus, a good relation with Saudi Arabia, for instance, means a sphere of influence outside of US reach but also an antagonistic relation with Russian and Iranian forces. The only solution to such price wars would be, an agreement or a total collapse of economies which would be a zero-sum game. What we can do is sit and see it unfold.

For EU

The recommendation towards political steps that can be taken, which would be a ladder to be followed by the US, in my humble opinion also, would be a going back to a full scale "shuttle" diplomacy followed and developed by Kissinger, seeing yourself as an intermediary in a conflict rather than refusal to recognize the problem and spiraling it down. As such simple steps that can be take, further than sanctions, in order for EU and US to see themselves not in such positions again in the near future might be.

Diversifying the Sources. This is the fastest way in which the EU can decrease Russian influence. Currently, all eyes in the EU are towards the LNG imports, which are set to grow substantially since multiple terminals are currently under construction. Such determination towards this source of energy was already established by the visit of US Secretary of Energy Dan Brouillette to the office of the German Minister of Economy in 2019. There, in the presence of representatives of German LNG projects, they discussed future collaboration between them, since the US at that time was set to be the lead producer in the LNG production technology. The usage of LNG is expected to grow in the EU from the current 25% to as much as 80% by 2050. It is important to invest into the development of the field. Also establishing new import lines from countries like Norway, Algeria and Qatar will relieve the dependence on Russia. However, it is not just about gas and pipelines. The need for renewable energy is still evident. The EU needs to live up to the promises it made with the Green Deal and take decisive action to reduce emissions and invest in renewable sources.

Preventing Favoritism. It is important to remember that a lot of leeway was given to Germany for Nord Stream 2 to succeed. Under the 2009 Gas Directive this pipeline should have never gone through, but, by standing aside in 2017, the European Commission concluded that Nord Stream 2 was outside of the scope of EU law. The construction has started, but then legal issues came along, while the pipeline was well underway. A situation like this should not occur anymore, otherwise, the EU is simply not following its own rules and norms. Nevertheless, it did happen, and it seems like Russian pipeline received preferential treatment, because of

Germany's influence in Brussels. It has also set a precedent, which will not be beneficial in future deals with other countries. Member states to be on the same page when conducting bilateral negotiations with Russia so that the European Union seems more coherent and pragmatic. It should conduct its policies without exceptions and there should be no special treatment of specific partners by separate member states, who are biased in one way or another. Becoming a Leader. The European Union needs to rebuild its harmed reputation in the eyes of partners and competitors. It must create a strong message of a united Europe, standing for the protection of liberal values, peace and freedom. The undemocratic issues should be raised more frequently when making deals with Russia. It is important to not let Moscow cloud the EU judgment or distract it from what is important- the lives of the citizens. As claimed in common statements by the US and Germany, the EU has to also support the democratic countries affected by the issue at hand, such as Ukraine. This has to be done to show that the European Union does not only worry about its own economic and energy interests but also about the countries that share its values. The EU should also lead by example, not just by words. Steps should be taken to support the energy security of its partners and itself while including key principles enshrined in the EU Third Energy Package of diversity. Establishing Green Fund Plans for struggling countries will be very beneficial for tackling climate issues as well.

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Cities, Migrants, and Their Inclusion in the Urban Development

Dr. Namrata Singh PANWAR

Assistant Professor Economics
GDC Chaubattakhal
Government of Uttarakhand
panwar.namrata@gmail.com
Orcid: 0000-0002-8916-9931

ABSTRACT

The concept of over-urbanization and the negative view of rural-urban migration influencing policy perspectives on rural and urban development is a carryover from the colonial period. Rural-Urban Migration in developing countries like India has always been seen as a burden on the existing infrastructure of the destination city and it was proved in practice by the Great Indian Exodus during the first wave of COVID-19. Keeping this situation in mind, this paper has tried to explore the past literature on migration and public policy in developing countries, the failure of flagship urban development schemes like JNNURM in addressing the issue of inclusion of migrants in city development and provide solutions to the problems of rural-urban migrants in the cities.

Keywords: Rural-Urban Migration, JNNURM, Public Policy, Developing Countries, Infrastructure, Agglomeration Externalities.

INTRODUCTION

In the era of globalization, the migration of people and technology is not something new. To maximize the gains from international trade, countries form specific policies to attract talented workforce from other countries. But whereas international migration is encouraged by governments across the globe, its internal counterpart i.e. rural-urban migration has never received the same attention and in many cases even been neglected by policymakers. The past literature in this context has clearly illustrated that the concept of over-urbanization and negative development has been carried over in the policy circle since colonial times. Rural-Urban Migration in developing countries like India has always been seen as a burden on the existing infrastructure of the destination city and it was proved in practice by the Great Indian Exodus during the first wave of COVID-19. None of the urban development programs of India was able to explain why millions of the people who were the backbone of the urban lifestyle, suddenly felt unwanted in the metro and megapolis.

Keeping this situation in mind, this paper explores the various aspects of the problem of migration and public policy in India. The paper covers four basic dimensions:

1. How rural-urban migration was approached in the past literature with special focus on the celebrated Harris Todaro Model which shaped the thinking of many policymakers.
2. Analysis of public policy towards internal migration of various developing countries.
3. The critical evaluation of policies and schemes for urban development in India and how they failed to understand the problems of migrants.
4. Ways to adjust the rural-urban migration in cities.

1. APPROACHES TOWARD MIGRATION

According to Census of India 2011 data, internal migration is responsible for 20.6 percent of the growth in the urban population. The number is quite large and when, rural-urban migration, combined with the annexation of rural areas to cities and in situ transformation of the villages into towns, it signifies the role of the rural economy in India's urbanization. Migration is expected to increase in the coming decades due to economic growth in cities and the lack of capacity in agriculture and allied activities to engage the rural residents in productive jobs. However, the issues of migration have not received the attention they deserve from the policymakers and planners in developing countries. Policies to manage internal migration effectively, with due recognition of the positive contribution of migrants to urban as well as rural economies are lagging. A key reason for this can be traced to the theoretical misconnections regarding the reasons why rural residents migrate to cities and the impacts of migration on the urban and rural economies. In particular, the Harris-Todaro (1970) model, popular in development economics postulated that migrants respond to expected urban wage differential and flood cities leading to excessive or over-migration and increase in unemployment, mushrooming of slums, and deterioration in the living conditions in urban areas. The model articulated a negative view of migration and led to absurd policy conclusions which are not only impractical but also undesirable.

A review of the literature on migration shows that the views of researchers on migration have been mixed, not always negative. The period of the 1950s witnessed positive reviews on the role of migrants, followed by negative views. Positive reviews have returned at the close of the century. In this background, we split the whole literature regarding migration models into three periods: early optimism, middle pessimistic era, and post-1990 return of optimism. The early optimism era includes the renowned works of Arthur Lewis (1954), John Fei, and Gustav Ranis (1961). The two models refer to the beneficial role of migration in both rural development and industrial development occurring in urban areas primarily. They refer to the migration of

surplus labor with zero marginal productivity from the agriculture sector to industries. The migrant laborers complement the extra capital in urban areas and hence increase production over there. At the same time, the wages in the agriculture sector also increase due to the removal of extra labor in agriculture. Therefore, migration was defined as the process that equalizes the wage levels at origin and destination points (Massey et al 1998). The Fei-Ranis formulation predicted that once rural and urban-industrial wages are equal, migration will cease automatically. In the early optimism era, neo-classical theorists asserted that migrants bring knowledge resources and become agents of change at the origin point. They gave significant importance to remittances which later on gave rise to the MIRAB model of development in the mid-80s. MIRAB [Migration (M), remittance (R) and foreign aid (A) and public bureaucracy (B)] model was adopted by some Asian and Pacific countries to develop them with the help of migration, and remittances, aid, and borrowing (Bertram & Watters 1985).

The Harris-Todaro model of 1970 started the waves of pessimistic thoughts about rural-urban migration (Harris and Todaro 1970). According to it, the rural migrants migrate to the urban sector in response to the expected wage rate. The model was presented in a two-sector framework to explain the apparent paradox of continuing rural-urban migration in the face of large unemployment in cities in developing countries. The authors assumed that rural-urban migration proceeds in response to rural-urban differences in expected rather than actual earnings. Rural migrants are sensitive to expected urban wage which is equal to the product of the probability of securing a formal urban job and urban wage. It is assumed that urban wages are “pegged” at levels higher than rural wages because of institutional rigidities such as government wage policy, trade union action, etc (Panwar & Mishra 2020). Accordingly, migration, through sensitivity to rural-urban wage differential is not able to achieve equalization between urban and rural wages. Migration takes place until urban expected wage is equated to rural wage (Mohanty 2014)

The Harris-Todaro model, which dominated thinking on migration and urbanization in developing countries for a long time made suggestions that a combination of urban wage subsidy plus migration restrictions would eliminate the queuing and enable reaching the unique market-clearing outcome. It may be noted that the model rested on a questionable assumption that rural-urban migrants are risk-neutral. It did not incorporate a fundamental feature of the production function in cities, i.e. the presence of agglomeration externalities due to urbanization and provision of local public goods, infrastructure in particular (ibid)

Johnson (1971) extended the Harris Todaro model, adding two conditions and two more variables. He considered the possibilities of labor turnover and sharing of income of urban employed with the urban unemployed (Johnson 1971). Bhagwati and Srinivasan produced a positive critique of the Harris-Todaro model. They advocated the uniform subsidy, regardless of the sector of employment. It means that a wage subsidy should be given to the manufacturing sector and a production subsidy to the agriculture sector to ensure the equal development of both sectors. This would generate an optimal solution without the need for physical restrictions on migration (Bhagwati and Srinivasan 1974). Fields incorporated four factors in the Harris-Todaro model. These four factors are the positive probability of finding urban jobs without migrating first, underemployment making it worse to find a job than being fully unemployed, higher probability of getting hired if the migrant is educated, and the likelihood of differential attitude towards risk aversion among different migrants (Fields 1975). He suggested three additional policies: establishment of employment exchanges in rural areas, providing education to people, and simply the urban centers should not grow so fast. The Harris-Todaro model was extended by Basu in 1980. He completed the work of Bhagwati and Srinivasan by solving the problem of the informational gap regarding the amount of subsidy by arguing that any subsidy

above the optimal uniform wage subsidy will also yield the same socially optimal result (Basu 1980). Apart from the Harris Todaro type models, the pessimistic era led to several other models which directly or indirectly showed migration in a bad light. They talked about brain and resource drain from rural areas, growing dependency of rural areas on urban areas, low agriculture productivity, lost labor in rural areas, migrant syndrome or vicious circle of migration, and so-called ‘development of underdevelopment due to migration (Frank 1966; Baldwin 1970; Lipton 1980; Reichert 1981; Taylor 1984; Lewis 1986; Rubenstein 1992). This era of pessimism towards migration had generated much stronger negative thoughts than obtaining today in developing countries which blame rural-urban migrants for under-performance in cities.

The failure of migration restriction policies and the strong development of some economies which adopted the MIRAB model in the 1990s attracted the attention of researchers on rural-urban migration. This led to empirical research on the effects of migration on society which gave quite different results from the models of migration-pessimist. An entirely new branch of economics emerged known as New Economics of Labour Migration (NELM). NELM investigated the matters like motives of migration and identifying who is likely to migrate. The Harris Todaro type of model looked at migration as the decision made by ‘individual’ but in the new research, ‘family’ became the decision-maker. The family decides about migration weighing and taking into account three motives. The first is to secure, diversify and potentially improve their livelihoods (Stark 1991; Foresight 2011; Keshri & Bhagat 2013; Bhagat 2017). The second is to overcome the development constraints in imperfect markets (Taylor 1999). The third is to be averse to the risk in the fluctuating economy (ibid). So according to NELM, the basic motive behind migration is to overcome constraints raised by imperfect market and structural blockages. The question that who will migrate is answered by the literature which refers to rural-urban migration as characterized by “migrant selectivity bias” (Massey et al., 1999; Dubey, Palmer-Jones & Sen 2004; McKenzie & Rapaport 2004; Kundu 2009; IOM 2015). Migrants are the better skilled and young male persons who belong to the upper rungs of the rural society. Thus, they are more likely to get absorbed in the urban sector, at least the urban informal sector, rather than getting unemployed. Some empirical studies were also conducted that confirmed the positive effect of migration on both origin and destination points. These studies highlight the positive role of migration. They suggest that migration reduces poverty and inequality in rural areas, helps in human capital formation, proper utilization of resources in urban areas, generates agglomeration economies, supplies unskilled and semi-skilled labor to capitalists and middle-class society in cities, and increases rural productivity by reducing stress on land (Williamson 1990; Massey et al 1998; McKenzie and Rapaport 2004; Epifani & Gancia 2004; Pritchett 2006; Lall, Selod and Shalizi 2006; Deshingkar & Akter 2009; Adams 2006; Yang 2011; Deshingkar and Sandi 2012; Brauw, Mueller & Lee 2014; Mohanty 2014; Kumar & Bhagat 2017).

A key problem with the literature articulating a negative view of migration is that it fails to properly characterize the urban and rural economies and gauge their economic impacts. In particular, it neglects the agglomeration externalities of cities that result in enhanced productivity in urban locations compared to rural areas. But even after these shortcomings, these policies were able to influence the thinking of policymakers in developing countries for the longest period.

2. MIGRATION AND PUBLIC POLICY

As stated above, the pessimistic views toward rural-urban migration have dictated the policy-making scenarios in developing countries for a very long period. In India, rural-urban migration

was not restricted directly but net rural-urban migration in India was much less than expected from the given state of the economy and its performance. The Government introduced many rural development programs to contain the migration to cities and generate employment opportunities in rural areas. Apart from these, the harsh living conditions in cities and policy responses towards the encroachment of land in cities make the life of the poor rural-urban migrants miserable in cities. Measures like slum clearance and city modernization drives, often taken up on the demand of resident welfare associations have led to unauthorized structures being bulldozed to clean or sanitize the city. In India, migration is not restricted by the reactionary policies of the state but by the functioning of the market for basic services like land, combined with a feeling of being alienated that has become the major barrier to rural-urban migration (Kundu 2009). This in turn results in the under exploitation of agglomeration economies and human resources in the urban premises (IOM 2015).

Employment and residential controls, along with the Hukou system were the major methods to control population movement in pre-reform China (Deshingkar & Grimm 2004). Introduced in 1951, it becomes more severe in the 1960s (IOM 2015). This system hindered the urban development process in China. Studies reveal that this has led to huge first-order productivity and GDP losses due to the non-exploitation of agglomeration economies. Insufficient agglomeration resulted in inefficiency in economic activities in both rural and urban sectors (Au and Henderson 2004). Even after liberalizing the migration restrictions, a major part of policy for the development of cities in China tends to restrict migration in one or another way. The government of China has initiated many rural development programs to check and reduce the urban-rural growth gaps. The government has promoted investment in the rural areas, cut down the fees and taxes for farmers, initiated favorable medical care systems, and strengthened the protection of farmers' land rights. As per the Central Leading Group on Rural Work officers, the central government is raising its rural budget every year. This whole mechanism is indirectly reducing rural-urban migration in Chinese cities. At the same time, the local governments in cities have adopted policies that aim at reducing competition from rural migrant workers through a serial publication of preferential policies.

The same conclusions apply to Vietnam, which has recently shifted to open-door policies to kick off its development. But still, the concern of flooding of cities with migrants has resulted in various migration-restrictive policies. The government of Vietnam has promoted urban to rural and rural to rural migration through strict measures such as the household registration system. These are an integral part of the population and labor relocation policy of the country which is aimed at controlling population movements and urban growth (Anh 2003). This registration system works as an incentive. Under it, a person registered in the district of birth is entitled to all government facilities. Those registered in a district other than that of origin and those with temporary registration (a) for six months and more and (b) for less than six months are placed in different categories and receive lower levels of facilities (Kundu 2009).

Indonesia has somewhat similar to China, but the overall system is less restrictive. According to Munir (2001), who studied population and its diversification in Indonesia, the government has undertaken several measures to discourage prospective migrants from entering the large cities and re-direct them to rural areas or provinces that have labor shortages. Hugo (2003) has found the prevalence of heavy circular migration and commutation from rural to urban areas which have decreased permanent migration into the cities. Also due to many city-level initiatives, it has been difficult for the migrants to become legal residents of the cities. For example, migrants in Jakarta, are required to show evidence of employment and housing before being issued a residence permit under the "closed city" policy (Kundu 2009). Furthermore, they must deposit with the city government for six months the equivalent of the return fare to the

point of origin. In September 2007, a new law has been passed forbidding giving money to beggars and roadside workers and banning squatter settlements on river banks and highways (ibid). The government of Indonesia has taken this as the national goal and undertaken efforts to promote reverse migration.

While acting intensively to work out the options for international migration, Thailand has viewed internal migration with a biased perspective. Policies have been created by the government to encourage the development of industrial areas away from Bangkok in order to reduce migration to the capital city (Anh 2003). Preliminary attempts at migration process tracing have revealed that the formulation of migration policy in Thailand is heavily influenced by business interests and is subject to the competing priorities of different government agencies (Hickey et al. 2014)

Blockages to migration exist throughout Africa in the form of discouraging “permits”, fees, fines, roadblocks, and harassment (Turok &McGranahan 2013). The most outright and direct policy to restrict rural -urban migration was pursued in South Africa by the Apartheid regime—with its infamous “pass laws”. This policy came to the end in the late 1980s. Internal migration – by both sexes – has increased since and also the development opportunities of the countries (Deshingkar and Grimm 2005).

The theoretical model of migration presented by Harris-Todaro and its extensions enjoyed the limelight for a long period because it tallied the perception of governments of various developing countries. The policymakers relied on the explanation of this model which explained the co-existence of migration and unemployment in cities. This resulted in the shaping of flagship schemes for urban development in developing countries like India which ignored the presence of migrants in the city. The next section of the paper critically evaluates such schemes in India with a special focus on JNNURM because it was the first grand level initiative launched by the government of India for the wholesome development of urban areas.

3. URBAN INITIATIVES WITH A SPECIAL FOCUS ON JNNURM: AN APPRAISAL

To appraise the urban development policies and programs in India in the post-independence era, we divide the whole period into three parts. This division is borrowed from the papers by Mahadevia (2003) and Batra (2009). The appraisal divides the era into three parts – from the First Five Year Plan to the Third Five Year Plan, from the Fourth Five Year Plan to the Sixth Five Year Plan, and from the Seventh Five Year Plan to the present policies.

The first period which covered the first, second and third five-year plan was defined by the lack of a complete vision toward urbanization or urban process in India. The policies formulated during this period had an ad-hoc approach toward urban issues. Although from the second five-year plan onwards, master plans became the foundation stone of planned development in urban areas, little attempt was made to reconcile the technocratic blueprints of master plans to the labyrinthine realities of the urban poor. These master plans were uncritically imported from the town planning schemes of the United Kingdom and the United States to solve urban problems and issues in India. The master planning system in these countries was considered the tool to achieve the goals of planned and orderly constructed cities. These cities have spatial segregation of functions like residential, commercial, industries, and others whereas Indian cities have mixed land use as the norm. The geographies of the Indian cities don't comply with the idealized forms of the city embalmed by the master plans. Therefore, master plans in Indian cities were implemented in violation than in compliance (Batra 2009). Because of their obsession with technocratic master plans, urban policymakers tended to develop cities like Chandigarh which were highly expensive for people to live in and municipalities to maintain (Siviramkrishnan 2011). Also during the first three five-year plans, government agencies were seized in the fetish to clean the cities by removing the slums. Even

some master plans tended to create slum-free cities by constructing low-income housing on a large scale. In some cities like Delhi and Mumbai, development authorities were given unrestricted power to acquire land, plan cities and construct housing for the poor. But very soon, it was seen that the housing agencies and development authorities were magnifying their profit by constructing luxury housing units and selling them to affluents (Das 1981).

The second period which covers the fourth, fifth and sixth five plans aimed to achieve balanced urban growth by dispersing the growing urban population to smaller and medium-sized cities. It also moved from the removal of slum strategy to upgrading the slums through site and service schemes. During this period only, to check the spiral rise in land prices, the Urban land (Ceiling and Regulation) Act (ULCRA), 1976 was initiated. The primary purpose of the enactment was to check speculation in and profiteering from land by preventing the concentration of urban land in the hands of a few. This was to guarantee equality in the distribution of land resources to several divisions or classes to establish a more just urban environment. ULCRA which was propagated as pro-poor legislation had too many loopholes. It was not surprising then that only about 8 percent of 1,66,162 hectares of surplus land identified was acquired and only 2 percent was physically taken possession of (Batra 2009). Moreover, only 0.37 percent of the total surplus land was used for the construction of low-income housing which was ostensibly the main reason given for the enactment of the Act (ibid). While the aim of redistribution of land was not achieved by ULCRA, it created the artificial scarcity of land inside the city and increased the land prices at the fringes.

Although all the plans during the era defended the discontinuation of the slum eviction strategy, nobody was able to stop the large-scale demolition of slums initiated in Delhi during the emergency. In it, nearly 7 lakh people were uprooted from the core of the cities (their workplaces) and resettled in the periphery of Delhi without any infrastructural or basic facilities (Mahadevia 2003).

Besides, the dispersion of industrial and economic activities to small and medium-sized towns deprived the metropolitan cities of all the benefits of agglomeration economies and concentration of knowledge. However, the growing migration into the cities and externalities related to them failed all these attempts to contain the growth of metropolitan cities (Kundu 2003).

The third period covers the years from 1986 to the present. Some of the important policies and programs of this period are the National Commission on Urbanisation Report 1988, the liberalization of the economy, the announcement of the first National Housing Policy, 74th Amendment Act, the Indian Infrastructure (Rakesh Mohan Committee) Report, the announcement of Nehru Rozgar Yojana (NRY), JNNURM, Smart Cities Mission, AMRUT and Housing for All Mission. The initiatives under these programs include strengthening the role ULBs in urban development, encouraging the role of the private sector, transforming the role of the public sector from 'provider' to 'facilitator', recognizing the necessity of better infrastructure, repealing the ULCRA, and allowing 100 percent FDI in the real estate sector. A critical analysis of these initiatives puts forward some important aspects.

- (1) These policies have nothing new in their framework. They repeat themselves and no judgment of past policies has been included in them. Instead, a common belief is found that if a huge amount of money is thrown into the problem, it will go away (Patel 2016).
- (2) These programs adopted an ad-hoc or quick approach to the problems of urbanization. Before initiating the development, they don't look into the future growth and trends of urbanization. Migration which has the power to change the outlook of future cities is absent from all the policy considerations toward sustainable urbanization. Migration has

two-way effects on cities. On one hand, it helps to support economic growth by providing cheap unskilled and semi-skilled labor in sectors such as construction, transport, and retail; it leads to agglomeration economies by supporting high-end workers and capital in cities and expanding labor markets. On the other hand, migration, by increasing the number of people in cities, especially in central areas, creates adverse impacts on the existing infrastructure and basic services leading to strains on the capacity of cities to deliver services. But the important aspect to notice is that it is not the migration but the mismanagement of migration and cities that is posing problems for the city planners and policy-makers. It will be very unfair to blame migrants when they are facing major problems such as identification, the lack of which in long run excludes them from any type of social security benefits, political interests, and financial services, issues related to their housing, tenure security and basic services, and protection to their informal workplaces.

Documentation and identity constitute one of the core issues faced by poor migrants in urban areas. Proper identification ensures a secure citizenship status and benefits which the poor can get from the state. But due to a lack of identity proof, migrants are deprived of their legal rights to lead a decent life in cities. These identity proofs are very much necessary for access to many public services like health and education, and formal employment. Moreover, other essential services like telephone connections, bank accounts, etc. are also linked with these proofs. Migrants are entangled in a web of exclusion and poverty when they do not have a legal identity. Not only JNNURM but also other urban development and poverty alleviation programs did not try to understand the key problems of migrants: what are their needs and what kind of policy support they deserve. Ironically, inclusive governance on the part of ULBs and other authorities, a rightful place for the urban poor in the strategy of urban planning and development, and a proper database on migrants can help them address many of the problems faced by them.

Housing is an important need for the low-income end migrants in the cities. Most of the time, they end up in slums and are labeled as pioneers of illegal settlements, which is actually not true. It is the urban development strategy that is at fault. Cities need the poor but do not give them a place in the master planning process. JNNURM, under the two sub-missions of BSUP and IHSDP, tried to provide affordable housing to the urban poor, including migrants but their success was limited as they did not link housing to workplaces. Houses given to the EWS/poor/migrants were not useful for them as in most cases they were very much away from the main city centers. The type and nature of construction also did not give them enough space to work from home or sell in street. A key issue in this context is that while research on migration highlights the importance of networking of migrants with poorer residents of cities, such networking was not given due recognition in many cities under JNNURM.

- (3) Reforms under JNNURM like repealing of the Urban Land Ceiling and Regulation Act (ULCRA) and rent control laws generated the hope to free some stock of land and housing for the urban poor, but in practice, most of the benefits were reaped by developers and high-income groups through “*unearned rents*”. Also, the way in which BSUP and IHSDP tried to solve the problem of housing for migrants was not appropriate; it did not consider the basic nature of the need of migrants. Authorities focused on providing permanent and new housing whereas a large part of the migration to cities is temporary in nature. JNNURM failed to recognize the importance of rental housing in the affordable housing market. There are large sections of society who cannot

afford or do not want to own a house even if they are offered at very low prices. Some poor sections with very low income and non-fixed places of working need affordable rental houses rather than own houses. Also, a large population of migrants, who are seasonal or who came to the cities for specific purposes, demand houses on rent, that too on affordable rentals. Studies have proved that the availability of rental housing increases density, reduces urban sprawl, and cuts some of the demand for expensive infrastructure in peri-urban areas. It facilitates housing options near to workplace which promotes productivity and entrepreneurship. It decreases the dependency of the population on modes of transport, basically private transport. From the vast European experiences in public social rental housing, it is clear that this kind of housing creates more opportunities for the poor and eventually helps them to move to the private or non-subsidized housing market (Gandhi, et al.2014). But even after all these pros, not much attention has been given to rental housing in India. In fact in India due to some anti-developmental legislation such as the obsolete rent control law and development control regulations, rental housing stock has decreased from 54 percent in 1961 to 27.4 percent in 2011 (KPMG 2014). It is quite puzzling that JNNURM did not include rental housing in its affordable housing program portfolio.

- (4) These urban development programs use subsidies as a weapon to deal with urban problems like lack of housing and poverty. This not only results in a heavy burden on the exchequer but also nourishes corruption through various leakages. There is in fact no need for these kinds of subsidies, especially in large cities. It is possible to design complexes of mixed-income housing such that all income groups get housing at a cost of four years' annual income (Patel 2016). The principle is that the higher income groups cross-subsidize the cost of land for the lower-income groups (LIGs). The number of houses provided in each income group corresponds to the income distribution across all groups. The land is differentially priced within the same project, according to the desirability of location and building control regulations. In this case, no one needs a subsidy. Central government funds would then be far better spent on extending transport networks into new peri-urban areas to access new lands for such development (ibid).
- (5) The success of these schemes depends on the capacity of the local bodies to implement them and it is already well researched that ULBs are not capable enough to support the programs on their own.

CONCLUSION & WAY FORWARD

Rural-urban migration is closely connected with economic growth in secondary and tertiary sectors leading to agglomeration economies due to collocation and networking of economic agents on one hand and weak holding capacity in agriculture, on the other, is a key factor in the structural transformation of any developing country. The pace of such transformation depends on how productively the huge numbers of poor, including rural-urban migrants, are engaged in value-creating urban economic activities. Whether one likes it or not, rural-urban migration, the annexation of rural areas to cities, and in situ transformation of villages into towns will escalate as the Urban Revolution proceeds. Thus, the issues of rural poverty will continue to be closely connected with the urbanization process in India.

While urbanization is inevitable, rural-urban migration also benefits both urban and rural economies. It is also a practical and cost-effective way to accelerate rural development and foster inclusive economic growth when a country is in development transition. However, an influential section of the theoretical literature in development economics has been unduly negative about the role of migrants in urban and national development. The standard migration-

urbanization models have focused on the motives behind rural-urban migration and derived the conditions characterizing rural-urban migration or population distribution equilibrium where the flow of migrants from rural areas to cities stops. They are, however, silent about the forces that produce a surge in rural-urban migration from a point where migration is non-existent. But the implicit scenario is one where modern production technology and innovation in cities lead to increasing worker productivity and higher wages offered by urban sector firms. This creates a large gap between urban and rural living standards and attracts migrants to the city. It should be recognized that to reach migration equilibrium, rural-urban population flow must close this gap between the living standards. However, theories differ in their characterization of the mechanisms to bridge the gap. Some possible ways to do it are:

1. There is the crucial importance of agglomeration externalities and core urban infrastructure facilities such as public transport in catalyzing such externalities and supporting economic growth during a country's urban transition. This was shown and explained clearly in the model presented by Panwar and Mishra 2020 (Panwar & Mishra 2020). Their model incorporating agglomeration economies is justified given the pervasive empirical finding that as the level of urbanization of a country increases by 10 percent; its per capita output rises by 30 percent. Per capita incomes are 4 times higher in countries where the major chunk of the population resides in urban areas compared to those in which the majority live in rural areas (Glaeser 2011). The urban economics literature also reveals that small market towns create scale economies in the marketing and distribution of agricultural inputs and outputs. Medium-sized cities generate localization economies of manufacturing and specialization, acting as technological enclaves. Large cities present urbanization economies associated with market size, backward and forward linkages, sharing of infrastructure, diversity in the economy, and innovation. Metropolitan city regions catalyse benefits of specialization, diversity, competition, and networking. Therefore, scale, localization, and agglomeration economies can act as important factors to adjust migrants in the cities.
2. Urban infrastructure, especially transportation, plays a critical role in catalyzing agglomeration economies, by expanding labor markets and enhancing access to the economic mass. Cities in developing countries like India have been languishing and are failing to create formal sector jobs due to their poor infrastructure and inability to attract agglomerating economic activities in the secondary and tertiary sectors, among other things (Panwar & Mishra 2020)
3. The urban informal sector if integrally included in the economy, can alter the Harris-Todaro conclusion that migrants remain unemployed, being in a queue, searching for formal sector jobs. The migrants get their feet grounded in the urban informal sector which derives its vitality from the strength of the urban formal sector. Migrants find jobs when formal sector employment growth leads to agglomeration economies in the informal sector (ibid)
4. The introduction of a rich formulation of urban economics into the model of migration-urbanization leads to the importance of policies to augment agglomeration economies, including the provision of infrastructure and housing, and mitigate congestion diseconomies manifesting in sprawl, slums, poverty, congestion, etc. It avoids recommendations such as stopping migration or wage subsidy to the urban producer which is unrealistic, undesirable, and also myopic. Such recommendations are not useful to developing countries like India. Cities should adopt pro-migration policies and use agglomeration as a resource to provide infrastructure and services, including those to migrants. (ibid)

In the conclusion, it asserted that any approach to deal with urbanization issues in India must consider the constructive role played by migrants & urban poor. Their needs should be addressed while profiting rural areas. The migrants-urban poor do not need mercy or pity. They are capable enough to work as partners in the growth of cities and thus deserve “right to the city” on their own merit. The urban planning and governance processes which failed to recognize the urban poor migrants need to be reformed and made inclusive of all the aspects of migration into the cities.

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Appreciation of Gender Inequality in the Republic of Azerbaijan

Prof. Dr. Sevda Alieva

Azerbaijan University of Languages – Azerbaijan

Doctor of Sciences in Political Sciences

ahadova-sevda@mail.ru

ABSTRACT

At present the gender equality is regarded in the whole world not as a spiritual imperative, but also as a political strategy aimed at a necessary and far reaching future political strategy. The present article generalizes and analyzes the existing situation in the sphere of gender equality in the Republic of Azerbaijan in the context of international experience and standards, enlightens the existing positive tendencies and problems, suggests the author's recommendations and proposals.

While conducting the analysis the official statistic materials of the Republic of Azerbaijan are taken along with the global indicators of the Development Program of of the Organization of the United Nations, account reports of McKinsey Global Institute and the World Economic Forum. The comparison of these indicators revealed important achievements in the sphere of implementation of gender policy along with serious problems waiting their solution.

Keywords: Republic of Azerbaijan, Gender Inequality, International Indicators, Gender Policy.

Introduction

At present the gender equality is regarded in the whole world not as a spiritual imperative, but also as a political strategy aimed at a necessary and far reaching future political strategy. The present article generalizes and analyzes the existing situation in the sphere of gender equality in the Republic of Azerbaijan in the context of international experience and standards, enlightens the existing positive tendencies and problems, suggests the author's recommendations and proposals.

While conducting the analysis the official statistic materials of the Republic of Azerbaijan are taken along with the global indicators of the Development Program of of the Organization of the United Nations, account reports of McKinsey Global Institute and the World Economic Forum. The comparison of these indicators revealed important achievements in the sphere of implementation of gender policy along with serious problems waiting their solution.

The main part of the article

The indicators of international institutions create the general view of gender inequality in the world countries and reflect the global development features. The main goal of these account reports is to attract the attention of the states to the development of economy by removing the gender inequality in the world countries and manage the change of manner of thinking.

The United Nations Gender Inequality Index demonstrates the indicators of the participation of women in the sphere of education, labour market, mother and child mortality and representation of women in parliaments. The said Index reflects also the protection of reproductive health of human development, civil rights and opportunities, economic activity and opportunities in the labour market, equality of sexes in the labour market from the point of view of the equality of sexes [21].

According to this index ten European countries (Switzerland, Denmark, Sweden, the Netherlands, Belgium, Norway, Finland, France, Iceland, Slovenia) occupy the first ten places in the rating of the world countries. According to this index, Azerbaijan is 74 among 162 world countries.

Gender paritet is the indicator of how close are the women to this equality. According to the paritet, in 2020 Azerbaijan occupied the 68th place in the access to the worthy jobs, 81st place in the access to the main services. It means that in the Republic of Azerbaijan from the point of an access to jobs women have 68 per cent of an access to the jobs, which men have, and 81 per cent of an access to the main services.

According to the World Economic Forum Global Gender Gap Index (WEF GGGI), it is one of the global indicators, which determines the equality of sexes. Irrespective of the level of development it determines the gender differences in the world countries. The index determines the gender differences by proceeding from four categories (participation in economic activities and opportunities, level of education, health and survival, political rights and extension of opportunities), they determine the gender inequality (35). We must note that there are certain differences in gender indicators in the Development Program of the Organization of the United Nations and in the World Economic Forum. For instance, in the Gender Inequality Index of the United Nations the rating of Azerbaijan was 70 with 0.321 value [34], according to the Index of Global Gender Inequality of World Economic Forum it was in the 94th place [33].

It is over 15 years that the Gender Inequality Index has been the main factor helping to reduce the gender inequality between men and women in health service, education, economy, policy and other spheres. In the account reports of the World Economic Forum of Global Gender Inequality occupies the 100th place, in the world rating in gender inequality, in economic participation and opportunities the Republic of Azerbaijan occupies the 36th place for

economic participation and subindex of opportunities, the 62nd place for education, the 154th place for health service, the 141st place for political subindex of political representation [19]. The Global Gender Gap Index rankings by region of 2021 Azerbaijan was included into the Eastern and Central Asian region, where there are 26 countries. Among the states of the region Azerbaijan occupies the 23rd place with 0.688 scores. In general, in comparison with other regions of the Eastern Europe and the Central Asia the difference in gender inequality is very small. The average scores of 20 countries out of 26 have been lower than 70 per cent [19, p.24]. The region of the Eastern Europe, which includes Azerbaijan, though there are common conformities with the law, there are also certain differences among these countries. Some of the countries of the region (Serbia, Lithuania, Albania, Latvia, Bosnia and Herzegovina) have been able to overcome the gender inequality over 30 per cent. The representation of women in the Russian Federation (8,5 per cent) and in Azerbaijan (6,9 per cent) is lower than 10 per cent. According to this indicator Azerbaijan occupies one of the lowest places. The rating of the Southern Caucasian countries in 2021 according to the index of the Gender Inequality Index of the World Economic Forum.

Countries	Index of global gender inequality	Economic participation and opportunities	Level of education	Medical service and recovery	Political opportunities
Azerbaijan	100th place, 0.688 scores	36th place, 0.748 scores	62th place, 0.996 scores	154th place, 0.939 scores	141st place, 0.069 scores
Georgia	49th place, 0.732 scores	64th place, 0.705 scores	30th place, 1.000 scores	50th place, 0.977 scores	60th place, 0.245 scores
Armenia	114th place, 0.673 scores	96 place, 0.655	46 place, 0.998 scores	150th place, 0.950 scores	132nd place, 0.091 scores

In the global rating among the Community of Independent States the highest place is occupied by Belorussia (29), Ukraine (59), Kazakhstan (72), Russia occupies the 81st place, one of the lowest places among the post-soviet countries. Though the gender equality index in the sphere of education is high, but under the influence of the market women are forced to leave the labour market, and it influences negatively to their ratings. As a result, differentiation in gender in the sphere of business moves the situation in the sphere of education to the background.

In Global Gender Gap Report of World Economic Forum of 2021 the first five places were by the Northern European countries (Iceland, Finland, Norway, Sweden (the fifth place) and New Zealand (the fourth place). (Index 0.892 – 0.823) [19, p.18]. Iceland has been leading already for 12 years in the reduction of inequality between men and women. This country has reached the total gender equality to 89.2 per cent and has left behind the results of the previous years (in 2020- it was 87.7 per cent. As it was noted, Azerbaijan with 0.688 index occupied the 100th place. (If we demonstrate the complete equality with 100, then it will show that in Azerbaijan women have approximately 31 per cent less opportunities than men. And depending on the sphere of activity this inequality changes. In 2014 in the Global Gender Inequality Index Azerbaijan was the 100th with 0.6754 scores among 143 countries and number 94 in the list [35], in 2020 with 0.687 scores was again 94th.

It is necessary to admit that in the humanitarian spheres (education, public health, culture) the gender equality in Azerbaijan was high (even in some cases in favour of the women, for instance, they formed the majority in the spheres of culture, pre-school education). It was

connected with the employment of a big number of women in the public life in the period of the soviet power.

The factor of gender in the sphere of education in Azerbaijan has a number of characteristic peculiarities. In conformity with the information developed by the International Standard Classification of Education (ISCE 2011) the factor of gender in the Republic of Azerbaijan conforms the world standards. So that according to the International Standard Classification of Education (ISCE 2011) in the first stage (primary education) 47 per cent of the pupils were of feminine gender, 53 per cent masculine gender, in the second and third stages (secondary education) the number of pupils were 46 (feminine) and 54 (masculine), in the third level of education (higher and secondary-professional education) the number female students formed 49 per cent and male students 51 per cent [10, p. 107].

As it is seen, though in the gender structure of the population women form priority (51 per cent), in all the stages of education this balance changed in the favour of men. The legislation of the country ensures the gender equality in education. Azerbaijan is among the leader countries of the world because of the level of education. The number of population at the age of fifteen and over depending on the age and degree of illiterateness the coefficient of population is 0,3 per cent among the women, 0,1 per cent among the men, the coefficient of literacy among the youth: among the female in the country - 0.1 per cent, among the male - 0.0 per cent [10, p. 99]. This is a sufficiently high indicator in the world where ten per cent of the girls at the age between 15 and 24 are illiterate. According to these indicators Azerbaijan surpasses Greece, which is a member of the European Union (here the mentioned indicators in Greece are 2.6, 1.5 and 0.9, 0.7 per cent).

At the beginning of the academic year of 2019-2020 the number of pupils and students in schools of general education according to their gender the number of females was 46.7 per cent, in vocational schools - 45, 5 per cent, in secondary vocational schools - 64, 1 per cent, in higher schools and in education for doctoral degrees - 48, 8 per cent [10, p. 102]. At the beginning of 2019-2020 academic year the net weight of the female students was 48, 5 per cent, that of the male students - 51, 5 per cent. The women were mostly engaged in the spheres of education, culture and art, as well as gave priority to the work in the sphere of natural sciences [10, p. 106]. The gender equality in education in 2019 was 0,878, in general education - 0,876, in secondary vocational schools - 1,783, in higher education - 0,949 [10, p. 101]. We can say that the access of women and girls to education and vocational education has been ensured. But along with it, as in the majority of the MARIΘ countries, the number of females and those who study in higher technical and natural institutions is rather few, and on the contrary, the number of students form priority who wants to become teachers in elementary schools.

One can easily feel that women form the majority, who work in the sphere of education. They form 99,8 per cent of employees working in pre-school institutions, 93, 4 per cent of the teachers in general and high schools are women, 76, 4 per cent of the teachers in secondary and high schools are women, taken totally women form 87.7 per cent of the employees who work in the sphere of education [10, p.115]. The last indicator of the world in this sphere is 65,4 per cent. At present 81 per cent of teachers in visually teaching state schools, 79 per cent of higher school teachers, 55 per cent of higher school teachers are women [10, s.24]. Women forms the majority of in the sphere of education, it is connected with the stereotype formed in the period that "teaching is not the profession of a man", on one hand, it is connected with the meagre wages of teachers, therefore, there is a stereotype that "teaching is not the profession for a man", on the other hand. Therefore teaching is not attractive for men. In reality the few number of male teachers in schools exerts a negative impact on the spiritual education of the male pupils, on their psychological world outlook, on the formation of their ego. Though the gender relation

is in favour of the women in the sphere education, in the administration of schools “the rule of the men” is still going on. And it is evident in all the stages of education. At the beginning of 2019-2020 teaching year only 38.1 per cent of the women were school mistresses. In the state higher schools 90,2 per cent of rectorors were men, vice-rectors and 81, 1 per cent of the directors of filials, 73,5 per cent faculty deans, 73,3 per cent of the chairs, 79, 2 per cent of professors, 51,7 per cent of associate-professors (dosents) were men. As it was noted above, men form totally 19 per cent of the teaching staff in schools of general education, 45 per cent of the professors and teachers in higher schools. Approximately the same situation is in private higher schools [10, s.24, 112]. The same situation is in the sphere of public health and social services, in insurance of pensions, in which women form the majority. It shows that mainly men work in the spheres, where there are high wages and salaries. If the gender factor is taken into consideration in the last thirty years, great changes are taking place. Women work shoulder-to-shoulder with men in research institutes of the country and are engaged in active researches. Taken wholly, women form 53 per cent of the research workers in research institutes, which is close to the level existing in a number of countries.

Healthy Life Expectancy Index is the average life expectancy in the world countries. This index characterized more exactly the general state of health and quality of life of the population in countries, characterizes more exactly the state of efficiency of the national public health and the level of efficiency of the social policy [36]. In the studies conducted by the World Health Organization for measuring Healthy Life Expectancy Index in 2018 the highest rating belonged to Singapore (average length of life 76.2 years, for men - 74.7 years, for women – 77,6 years) and to Japan where the average length of life was for men - 76.2, for women - 74.7, 77.6 years. According to this index in Azerbaijan life expectancy for men is 64.9, 62.8 years, for women - 66.9 years, it occupies the 92nd place in the world rating, in Georgia it is 64.9, 61.5, 68.4, which is one step below Azerbaijan. In that rating Armenia occupied the 71st place (66.3, 63,6, 68.7) [36]. As in the whole world the life expectancy of women is longer than men, it leads to much number of women pensioners than men. So that at the beginning of 2020 women pensioners formed 60,7 per cent of all the pensioners in Azerbaijan. The average monthly sum of pensions formed 41,5 per cent of nominal salaries and wages [10, s.177].

From the point of view of the gender equality Azerbaijan occupies one of the important places because of the analysis of the gender equality.

One of the important indicators of the situation in the sphere of gender is life expectancy, in which Azerbaijan lags behind the European countries. In 2020 this figure for women was 76,5 years, for men 70,1 years. Although in the majority of the European countries these figures were 76.5 years for women, 70,1 years for men. Though in the majority of the European countries these figures for the women reach to 86 years, for the men to 79 years.

Mother mortality is also one of the indicators of the gender policy. For each 100 000 live births mother mortality in Azerbaijan was 28,6, in 1990 it was 9,3 (the least), in 1995 it was 44,1 (the highest), in 2019 it was 14,9. The level of mother mortality has increased in urban places 1, 1 times, in rural areas - 1, 4 times. Taken totally mother mortality in comparison with 2018 has increased 2,1 per cent in 2019. [10, p. 59]. As it is seen, in the Republic of Azerbaijan the indicator for each 100 000 live birth mother mortality indicator is higher in comparison with the developed countries. In the Western European countries this figure is between 2 and 5. But in comparison with the Countries of Independent States Azerbaijan has made an important progress in this sphere. It is true that Byelorussia (1.0) is even ahead of the Western European countries. But in other Countries of Independent States the indicator of infant mortality (in Armenia - 33,3, in Kirghizia - 25, in Uzbekistan-20,2, in Ukraine - 17) is rather high [38]. The Azerbaijani government regularly implements into life projects together with

UNFPA and UNICEF aimed at the reduction of mother mortality cases. The Cabinet of Ministers of Azerbaijan approved “The National Strategy on Reproductive Health” (2009-2015), on the prevention of HIV/AIDs and propagation of reproductive health, development of mother health standards [3].

Though the Republic of Azerbaijan has gained successes in prevention of infant mortality in comparison with the developing countries, but lags rather behind the European countries in this coefficient. In the recent fifty years Azerbaijan has made serious successes, yet the situation in sphere is not satisfactory. In 1960 in each 1 000 live birth there were 41,7 female and 42, 7 male infants, in 1990 it was 20,6 male and 25,1 female infants, in 2000 15,5 female and 17,2 male infants were dead. In the recent ten years this indicator has improved in some degree (in 2019 they were 9.1 and 12.7 respectively), yet it lags rather behind the world indicators. Taken wholly male infant mortality in the world is relatively higher than that of female infants. It concerns the indicators of infant mortality under five years of age. In 1990 number of mortality among the five-years-old male infants was 37.2, among female infants - 45, 5, in 2000 it was 29.1 and 31.7 respectively, in 2010 it was 13.7 and 14.6, in 2019 it was 10.9 and 14.8 [10, p. 60].

2010-cu ildə 13.7 və 14.6, 2019-cu ildə 10.9 və 14.8 təşkil etmişdir [10, s.60]. Among each 1000 live birth in Azerbaijan in 2020 there were 8,6 dead female infants and 10, 9 dead male infants, which is rather below Byelorussia, which leads the CIS countries (respectively 2.1 and 2, 7). The reason of the mother and infant mortality is the low level of the quality of the medical assistance.

For many years there was observed a coefficient of reduction of generation of population in the country. But in comparison with the previous years this indicator increased considerably (between 2.3-2.3) in 2004-2014. But in the last three years the coefficient of generating capacity is remaining on the level of 1.8. [10, s.48]. It shows that a fertile woman gives birth to 1.8 children, which is below the generation breeding indicator (2.1). In other words, for the repeated increase of the population there must be born at least 2,1 children in the family. Because of this indicator Azerbaijan is ahead of the European countries, Russia, Byelorussia, Ukraine, Georgia and Armenia, but lags behind the countries of the Central Asia. We must note that from 2014 till 2021 in Europe the common coefficient of fertility was 1.61. This figure (2.68) is rather low in comparison with the fifties of the past century [39]. By the end of 2019 the number of doctors (physicians) in the republic was 31829 and it was in average 32 doctors for 10 000 persons. The number of the women doctors (20980) formed 65,9 per cent of all the doctors. [10, p. 90].

By the end of 2019 the number of doctors in the republic was 31829 and in average for each 10 000 population there were 32 doctors.

Protection of the reproductive health of the women is one of the important directions of the social policy in the country. To ensure the reproductive health of the women in the country the Cabinet of Ministers of the Republic of Azerbaijan approved “The program of measures of protection of the health of mothers and children in 2006” [2, p. 2053-2056]. The state program of the Republic of Azerbaijan “ The state program of the Republic of Azerbaijan on the reduction of poverty and sustainable development state program in “2008-2015” and after the adoption of the law “On the compulsory dispensarization of the children” important changes took place in the republic in the protection of the health of mothers and children. One of the serious figures is also the increase of the number women consultations and medical institutions from 214 to 131 with their own consultations for the women in 2010 and 99,9 per cent of births were taken by professional medical personal, which reduced the mortality of mothers and children [10, s.90].

Another disturbing problem is the violation of the proportion of genders between the infants. The big number of the birth of male infants in the Republic of Azerbaijan (the number of them born till the first of August of 2021 was 53,2 per cent) [37] demonstrates the increase of selective births. According to the statistic information of 2020 in the share of each 1 000 women at the age of 15-49 there were 7,8 abortions in Azerbaijan, in 2010 it was 9,9, in 2019 it was 14,2 abortions

[10, s.22]. Though it is a positive factor that women are allowed abortions from the point of view of gender equality, but the cease of pregnancy is explained by such a factor that the parents give preference to the birth of male infants. As a result there emerged the priority of male births in gender relations. To each 100 female infants there fell 106 male infants in 1991, 117 in 2001, 114 in 2019 [10, s.53]. If this tendency continues, it may lead to serious demographic, social and economic damages. But at the same time it is necessary to stress that if even the male births acquire priority, the probability of remaining alive is much higher. And it allows keep the gender balance between men and women in the gender structure of the population. Women lack information about the use of contraceptives and sexual education in the country and they have negative impact on their reproductive health. And it leads to the lowest indicators of Azerbaijan in the international ratings.

The economic factors play an important role in the estimation of the gender inequality in different countries. The economic activity of the population in Azerbaijan is 63 per cent in women and 69,7 per cent in men. For instance, in Germany this figure is 46, in the United States of America, Austria, Belgium 47, In Byelorussia and Kazakhstan 49, in Armenia 49, in Turkey totally 33 per cent. But the specific weight of the women engaged in economic activities in Azerbaijan in comparison with men is 6,4 per cent, including, in towns 6,7 per cent, in rurals lower than 5,8 per cent [10, s.126]. In 2019 women formed 48,2 per cent, men formed 51, 8 per cent of the population engaged in economic activities. The level of unemployment among the women was 57,4 per cent, among the men - 42, 6 per cent. The level of unemployment among the women was 5.7 per cent, among the men - 4.0 (total unemployment - 4,8 per cent) [10, s.152]. In total women employment structure in the Republic of Azerbaijan there is a reduction in the specific weight of women working in the state enterprises and an increase in the number of the women working private enterprises, offices and organizations. It may be the result of the increase of the role of market mechanisms connected with the ongoing changes in the structure of the economy of the country. According to the official statistics the women get twice less wages and salaries than men, which is connected with their employment in lower positions. As in the majority of countries, the sum of average monthly nominal wages and salaries of the women are lower than of men, it is mostly connected with the employment of the women in less paid spheres [10, p.131-133]. Over 40 per cent of the employed women in Azerbaijan work in the sphere of agriculture, this figure for men is a little above 30 per cent [30]. Taken wholly women form 21,4 per cent of the agricultural workers in the world. In the last decades the majority of migrants from Azerbaijan are mostly men. Therefore the participation of women in the work in the agricultural works has increased. But they produce fewer wages, the access of the women to the spheres of production, land and water is lower, their number among the farmers is very few.

In 2019 women formed 40, 1 per cent of the hired workers engaged in different economic spheres. These figures formed 73, 8 per cent in education, 77, 4 per cent in public health and social services. The number of women was more than of the men in three kinds of activities - in rendering public health and social services (54,8 per cent), in education (47,6 per cent) and in entertainment, art and rest services (23,8 per cent) [10, s.127]. For the sake of comparison let us demonstrate that the share of the women in the works in sectors in public

health and social services is 75 per cent, in education - 65,4 per cent, in the sphere of culture and entertainment - 48,1 per cent, in administration and public sector - 38,6 per cent, information, telecommunication and publication sector - 30,3 per cent, in processing industry - 29,9 per cent, in agriculture - 21,4 per cent [19, p.50].

The access of women to economic opportunities is low. In comparison with men women face much difficulties in comparison with men (lack of access to financial sources, limited business opportunities, etc.). If we pay attention to private entrepreneurs in the country (for instance, in agriculture, forestry and fishing 31,5 per cent, in trade - 23 per cent, in the spheres of service - 22 per cent) the specific weight of women in the rest of spheres is less than 2 per cent [10, p.143].

“In the State Program of the Republic of Azerbaijan on the “Reduction of Poverty and sustainable development in 2008-2015” one of the priority directions connected with women was the development of entrepreneurship and self- businesses, development of the plan of measures of re-training, organization of their own business-instruction re-training [17, p. 22]. There are 83 per cent of physical persons are engaged in entrepreneurship without creating a legal person in Azerbaijan are men, 17 per cent - women. The number of families, who have got their own shares of lands is over 850 000. There are the following reasons why the women abstain of creating their own business, they are mainly the low level of property ownership, lack of initial capital, lack of sufficient information on the registration of property, difficulties in finding financial markets, lack of necessary and sufficient for the registration of the created enterprises,, difficulties in finding markets of finance, lack of necessary knowledge and skills, lack of training programs and trainings for persons eager to begin their own business. Along with these reasons, there are socio-economic obstacles (credits and finance), corresponding markets, business opportunities make it difficult for them to use high technologies. Such existing stereotypes in society as the traditional role of women in the family, their responsibility for the education and care for children, lack of confidence in their own selves reduce the opportunities of the women to be engaged in business[13, p.5-6]. Propagation of women entrepreneurship is one of the important priorities and components of the economic strategy of the the Azerbaijani government, which has been particularly indicated in the State Program of the Republic of Azerbaijan on the reduction of poverty and sustainable development in 2008-2015”. A number of important measures have been taken and different mechanisms have been created for the women entrepreneurship. To be engaged more actively with the problems of women entrepreneurs the Association of Women Entrepreneurs was founded [5, p.41]. A number of activities are implemented into life for lending concessive credits to the women, for the attraction of housewives to entrepreneurial activities, as well as to implement measures into life for the women living in the remote and mountainous regions of the republic, in territories densely settled by the internally displaced persons and refugees, for creating their own businesses and agrarian farms. As a result in the recent years an increase is observed in the number of enterprises owned by women.

The participation of women in the adoption of decisions is still low. The women in Azerbaijan have the right to take part in the life of the republic and occupy official government and state posts. But their participation in the political life is very low. The number of the women in leading posts in Azerbaijan is 33 per cent totally. It allows us claim that in Azerbaijan the access of women and girls information-communication technologies is high. According to the official statistics 78,4 per cent of the women (83,9 per cent of the men) are making use of internet in the Republic of Azerbaijan, 72,1 per cent of the women, 77,5 per cent of the men, 74,8 per cent of the whole population have their own mobile telephones

[10, p.178-179]. The facts show that the gender equality in the use of IKT the gender inequality is the lowest. In the recent years better development of infrastructure and state services in Azerbaijan have influenced the reduction of the gender inequality. Along with it in the mentioned years the gender inequality demonstrates itself conspicuously. According to statistic information men have more personal private cars and use them in comparison with men. For instance, in 2019 women form only 6.9 per cent (16800 persons) of the persons who got driver's certificates [10, p.178-179]. Women give preference to public transport. Less employment of women leads to less use of public transport and to their own mobility.

Extention of the application of electron services and creation of services like ASAN (easy service), DOST (friend), development of electron government system function as one of the important means of ensurance of the equality of the gender equality.

According to gender paritet idicator in 2020 Azerbaijan took the 81st place in the access to the main services, which is the highest indicator among the countries of the region.

The steps undertaken for supplying the pooulation in the country with electricity, gas, water led to the improvement of consumer services of the women. At present in Azerbaijan electricity supply is 100 per cent, gas supply - 96-97 per cent, which are the highest indicators in the world. The said also concerns the water supply, which helps to ease the work of women at home. Access to modern and reliable water supply in houses is increasing, though there are still serious differences between the urbans and ruarals.

The national legislation of the Republic of Azerbaijan expresses completely the gender equality in all the spheres of life. In 1995 the Republic of Azerbaijan joined the Convention on the liquidation of all kinds of segregation against the women, as well as adopted the main international documents on human rights and joined them.

All this creates sound grounds for the liquidation of the gender inequality in the country and for the development of the balanced gender policy. Among these documents the Convention of the United Nations Organization "On the liquidation of all forms of discrimination against the women" is of special importance. In 2000 the Republic of Azerbaijan signed the Optional Protocolo of the Convention "On the liquidation of all forms of discrimination against the women" [6, s.29].

The member countries of the Council of Europe held their VII conference on May 24-25 of 2010 in Baku, which was devoted to the gender equality. It demonstrated that gender equality in the Republic of Azerbaijan is one of the striking priorities of the development of democratic society and protection of human rights. The most important step in the direction of ensurance of gender relations was taken on February 6, 2006. On the basis of the State Committee on the Problems of Women a new institution - the State Committee on the Problems of Family, Women and Children, was organized [4, s.248]. About 150 acts of legislation have been adopted in the Republic of Azerbaijan connected with ensuranance of the rights of the women and provision of the gender equality. The law of the Republic of Azerbaijan "On the provisions of guarantees of gender equality of men and women", which was adopted on October 10,2006 [14, p. 2315-2319], is considered an important step taken on the level of supreme state legislation level in the direction of propagation of gender equality. The adoption of this law created the necessity of adaption of certain spheres of acts of national legislation to this law, taking it into consideration a number of additions were and changes were made to the national legislation acts [15, p. 2737-2741]. In 2010 the Republic of Azerbaijan adopted the law "On the prevention of the family violence" [18, p.2097-2107]. The law provided preventive legal, social measures against the family violence. Along with the adoption of law a number of normative legal acts were also adopted [7, s. 61-83].

One of the regretting moments is that in the years of independence the cases divorce have increased speedily and the number of the official marriages has decreased. We must note that the number of divorces for each 1000 persons was registered in 1990 (2,0), in 2000 this figure in average was 0.7-0.9, in 2010 it again began to increase ((in 2010 from 1.0 to 1.7 in 2019). In 2019 the number of marriages to 1000 persons was 6,4 marriages, and 1,7 divorces [10, p. 68]. Though the relative per cent between the marriages and divorces is low in comparison with with other countries, in the recent years the increase in the number of divorces causes anxiety. If we take into account that in 2020-2021 in connection with pandemia the number of marriages have lowered greatly, it is not difficult to imagine to which grave demographic consequences it will lead in future.

Another serious socio-demographic problem which Azerbaijan is facing is the early marriage of the girls in some regions. At the beginning of 2010s the marriages of the girls till the age of 18 were 5,8- 6, 17 per cent [12,p..30]. The main reason of the reduction in the number of the early marriages is that the marriage age for male and feminine genders has been determined the age of 18. Nevertheless, there are still the cases of early marriages of girls. In such cases only after gaining the age of 18 their marriages are officially registered.

The reports of international organizations on gender inequality a progress is observed in the extension of the political rights of women in many countries, it is the result of the increase of the participation of women in the organs of state administration. The national legislation of the Republic of Azerbaijan has been aimed at ensuring the gender equality and prohibition of gender discrimination. Along with it, the national statistics of the country and international gender reports confirm that there are certain problems in Azerbaijan in the sphere of economic opportunities and political representation. Just because of this factor Azerbaijan in the world rating of two-third countries. The Gender Equality Index of the United Nations Organization recently includes Azerbaijan into the group of the countries to the rank of countries in which the human development is the highest, high and medium. In the parliament of of the Republic of Azerbaijan the specific weight of women is 18, 2 per cent (22 members of parliament)[10, p. 27, 183].

Though women are sufficiently represented in the central and local executive organs of the Republic of Azerbaijan, this representation does not meet the demands of gender equality. It is true that the second supreme leading positions of the state (the first vice president and chairwoman of the National Assembly) are occupied by women, but there are not ministers among the women. The representatives on human rights (ombudsmen) of the Republic of Azerbaijan and of Nakhchivan Autonomous Republic are women.

While the number of women in the ministries of Public Health, Education, Labour and Social Maintenance are 79,5 per cent 68 per cent and 60,8 per cent respectively, the number of women in leading positions is 37 per cent, 41,3 per cent and 24,8 per cent [8, p..247]. At present the number of the women working in the state bodies in the Republic of Azerbaijan is 28,5 per cent out of 30108 persons [11].

Hazırda Azərbaycan Respublikasının dövlət qurumlarında çalsan 30 min 108 nəfərin 28,5 faizi qadınlardır Qadınların idarəçiliyə cəlb olunmaları sahəsində mühüm uğurlar əldə edilsə də qeyd olunmalıdır ki, ölkə əhalisinin təqribən 51%-ini təşkil edən qadınlar hələ də hakimiyyət orqanlarında və rəhbər vəzifələrdə öz saylarına proporsional şəkildə təmsil olunmamışlar. Azərbaycan Respublikasında 85 rayon icra hakimiyyəti başçısından cəmi biri qadındır.

The increase of the participation of women in the local self-administration organs occupies a special place in reducing the gender inequality. Though the women take an active part in the elections held in Azerbaijan, but they demonstrate passiveness as candidates. One of the main reasons of low participation of the women in municipality elections is that they are less

informed about these local self-administran institutions[16, s. 66]. In the last municipality elections, which was held in 2019, 5882 women (38,81 per cent) were elected as members of the municipality [41]. This very fact may be considered the next success of the women participation in the state policy.

The male majority in the number of judges shows that gender inequality has deep roots in Azerbaijan. And this problem has been remaining from the soviet period. In2019 there were totally 78 women judges (14 per cent of all the judges) in Azerbaijan. It also creates uneaseness that there are only 40 women among the notary publics. Though an increase of women is observed among the judges, lawyers, public prosecutors, the existing situation is not consistent with the gender ratio. The same thing may be referred to the sphere of diplomacy, too. In the mids of 2000 there were 271 diplomats in the Ministry of Foreign Affairs of the Republic of Azerbaijan, there were only 91 women among them. The Republic of Azerbaijan has 56 diplomatic representations abroad b(embassies, consulates and permanent representations). Two out of 55 ambassadors, one of the heads of the permanent representations, seven out 55 couellors are women [31, p.24-25]. Traditionally men work in the sphere of diplomatic service, at present there are 181 work in the sphere of diplomatic service , but only one of them is an ambassador.

From this point of view the solution of the problem depends not on the adoption of special laws, but on the change of the mental thinking of the population.

Human Development Index by taking into account the gender factor in the Republic of Azerbaijan in 2000s (The indices has been taken from the information of the State Statistics Committe of the Republic of Azerbaijan

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0,827	0,843	0,824	0,826	0,839	0,840	0,897	0,916	0,927	0,934

Index of increasing the authorities of women

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0,450	0,514	0,576	0,581	0,593	0,597	0,548	0,487	0,409	0,427

Index of gender inequality

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
0,346	0,340	0,336	0,325	0,340	0,342	0,301	0,285	0,269	0,264

The COVID-19 pandemia, which has been continuing already for two years, has been demonstrating its negative inflence on deepening the gender inequality. The respective document of the United Nations Organization [29], the studies of the Organization of Economic Cooperation and Development [30] reflect the indicators of COVID-19 which has influenced the gender inequality. As in many countries the number of the cases of family violences have increased in Azerbaijan, too, women are forced to do works, for which nothing is paid. The obligations of women have increased at home, in households, on the contrary, their presence in the labour market has decreased. The studies show that in the period of pandemia the highly paid hours of women at work have been reduced, they have faced unemployment.

Summary:

At present the main goals and objectives in the sphere of ensuring the gender equality in Azerbaijan are the followings: protection and strengthening the rights of women and men, creation of equal conditions for them in administration and adoption of decisions, improvement and development of democratic representation; granting equality in the sphere of business and finance, ensuring their economic independence.

The followings require the solution of the below mentioned issues of gender problems which are priorities in the national policy: raising the longevity of both sexes, reduction of infant and mother mortality, improvement of the reproductive thealth of the women and men, protection

of the not sufficiently provided layer of the population; creation of equal participation of men and women in the system of education; creation of opportunities for the study of boys and girls together.

Acquaintance with the real situation of gender equality in the sphere of education and science allows say that despite certain disproportionalities in these spheres, as well as in the registration of cases of vertical gender segregation, positive dynamics is being observed in them in the recent years.

The reforms conducted recently in the sphere of public health, improvement of a number of medical indicators display their positive impact in gender relations. The analysis of these indicators shows that in health and life quality index the country lags behind the European countries, but is ahead of the majority of the regional countries.

The majority of indicators reflecting the health of the population in Azerbaijan are below the world indicators, it means that the quality of the medical service is not satisfactory. Therefore, one of the most important directions of the conducted reforms in the conducted country must be the protection of the health of population.

The analysis of international and national indicators of gender inequality demands that the economic factors must be taken into consideration in ensuring the gender equality in the countries. Particularly, development of economic activities of women, propagation of the women entrepreneurship, access of women to worthy jobs and creation of conditions for their participation in economic life of the country, reduction of the level of unemployment among them must be one of the main goals of the economic policy of the government conducted in the country. This creates conditions for the reduction of gender inequality in the sphere of career opportunities and in participation in economic activities.

In the recent years a number of demographic indicators in the country (reduction in the number of births, increase in the number of divorces and abortions, violation of sexes in the cases of births, etc.) lead to deepening gender inequality in the country and this in its turn obliges the government to take a number of political, legal, socio-economic steps.

A number of international gender account reports confirm that there are a number of problems in the sphere of political representation of women. And this in its turn affects the rating of Azerbaijan among the world countries. Though the national legislation creates equal opportunities for men and women, yet the traditional mental values creates certain obstacles for the realization of these opportunities. One of the important issues in this sphere is the expansion of the participation of women in the adoption of decisions and propagation of their social activity. It will exert positive influence on the expansion of the positive influence on the participation of women in the political life of the country.

If even the national legislation of Azerbaijan ensures full gender equality to the citizens, it is a long term process, which requires the realization of a number of complex measures into life.

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Y ve Z Kuşağının Sosyal Medya Kullanımlarında Birbirlerine Bakış Açısı Üzerine Bir İnceleme

Gülden AYDIN

OSTIM Technical University
gulden.aydin@ostimteknik.edu.tr
Orcid: 0000-0003-4685 328X

Saim KARABULUT

OSTIM Technical University
saim.karabulut@ostimteknik.edu.tr
Orcid: 0000-0002-4435-1780

ÖZET

Dünyada, insanlar ve kitle iletişim araçları arasında etkileşimli bir iletişim süreci vardır. Bireylerin birbirleriyle etkileşim içinde oldukları yeni medya teknolojileri türüne sosyal medya adı verildi. Bu anlamda zamanlarının çoğunu sosyal medyada geçiren bireyler günlük yaşamlarının yanı sıra çevrim içi bir yaşam da sürdürürler. Bu çalışmada sosyal medyada en çok zaman geçiren ve etkilenen gruplardan olan Y ve Z kuşakları üzerine bir inceleme yapılmıştır. Kullanımlar ve Doymular teorisine göre bireyler bilgilenme, eğlenme, sosyalleşme gibi çeşitli ihtiyaçlarını doyuma ulaştırmak amacıyla sosyal medya kullanmaya yönelmektedir. Bu durum bireylerin hangi ihtiyaçlar doğrultusunda sosyal medya kullanmaya yöneldiği ve bir sosyal ağ sitesini diğerine göre daha fazla kullanmayı tercih etme sebebinin ne olduğu sorusunu doğurmaktadır. Bu nedenle, bu çalışma Y ve Z kuşağının sosyal medya kullanım motivasyonlarını ‘kullanımlar ve doymular yaklaşımı’ çerçevesinde belirlemeyi hedeflemektedir. Bu çalışma, Y ve Z kuşağının günümüzün popüler sosyal medya uygulamalarından olan Instagram ve Facebook’u hangi motivasyonları elde etmek amacıyla kullandığını ve bu iki kuşağın birbirini nasıl gördüklerini kullanımlar ve doymular teorisi çerçevesinde ortaya koymayı amaçlamaktadır.

Anket ile yapılan araştırmada, 285 kullanıcıya hazırlanan ölçek soruları soruldu. Çalışmada, nicel veri toplama tekniklerinden biri olan anket uygulanmış olup, elde edilen veriler analiz edilerek yorumlanmıştır. Anket analizi ile 3 farklı ana soru bağlamında odaklanarak veriler incelenmiştir. Bunlar ‘evet/hayır’, ‘hiç/nadiren/bazen/sıklıkla/çoğu zaman’, önemli değil/çok az önemli/ biraz önemli/çok önemli/aşırı önemli seçenekleri olmuştur. Y ve Z kuşağı Instagram ve Facebook kullanıcılarının sosyal medya kullanım biçimleri, amaçları ve ilgi alanları elde edilen verilerle ilişkilendirilmiştir.

Anahtar Kelimeler: Kullanımlar ve doymular yaklaşımı, Sosyal medya kullanımı, Y ve Z kuşağı

An Investigation on the Perspectives of Y and Z Generations In Their Use of Social Media

ABSTRACT

An interactive communication process between people and mass media exists in the world. The new type of media technologies, where individuals interact with each other, is called social media. In this context, individuals who spend most of their time on social media live their daily lives as well as online life. In this study, a research was conducted on millennials Y and Z from groups who have spent the most time on social media and have been affected. According to the theory of uses and gratifications, individuals' main motivation behind using social media is to saturate their various needs, such as information, entertainment and socialization. This raises the question of what needs individuals are seeking to use social media and why makes one social network site more preferable than the other. Therefore, this study aims to determine the social media usage motivations of generation Y and Z within the framework of the Uses and gratifications theory. This study aims to illustrate what motivations does the Y and Z generation have to use Instagram and Facebook, one of today's popular social media applications, and how these two generations see each other, in the context of their theory of uses and gratifications.

The survey included scale questions prepared for 285 users. In the study, one of the quantitative data collection techniques, questionnaire, was applied and the obtained data was analyzed and interpreted. The data were analyzed by focusing on three different main questions with survey analysis. These were 'yes/no', 'never/rarely/sometimes/often', not important/slightly important/somewhat important/quite important/extremely important. The social media usage patterns, purposes and interests of the Y and Z generation Instagram and Facebook users are associated with the data obtained.

Keywords: Uses and gratification theory, Social media use, Y and Z generations.

GİRİŞ

Teknolojinin ilerlemesiyle birlikte internet; hayatımızın her evresinde yer etmiş, toplumları etkilemiş ve sosyal-ekonomik faktörler ışığında değişimi hızlandırmıştır. İnternetin hayatımızdaki varlığı genişledikçe insanlar ve kitle iletişim araçları arasında etkileşimli olan iletişim sürecine sosyal medya da dâhil olmuştur. Birbirleriyle etkileşim içinde oldukları yeni medya teknolojileri türünden biri olan sosyal medyada zamanlarının çoğunu geçiren bireyler adeta çevrim içi bir yaşam da sürdürmektedir. Sosyal medya kullanımı teknolojinin ilerleme evresine bağlı olarak da kuşaklar arasında farklılık göstermektedir. Sosyal medyada en çok zaman geçiren kuşaklar arasında Y ve Z kuşakları gelmektedir.

Bu çalışmada amaç, Y ve Z kuşağının sosyal medyayı nasıl, ne amaçla kullandığı ve iki kuşağının birbirlerinin sosyal medya kullanımını nasıl gördüğü üzerine bir incelemedir. Bunun yanı sıra çalışmada Y ve Z kuşaklarının ne sıklıkla ve ne derece önemle sosyal medya platformlarından Instagram ve Facebook içeriklerini nasıl değerlendirdikleri kullanımlar ve doyumlar yaklaşımı çerçevesinden ölçülmeye çalışılmıştır. Ayrıca bu yaklaşımdan hareketle Y ve Z kuşağının sosyal medya kullanımını yönlendiren motivasyonel etkenlerin neler olduğu ve bu iki kuşağın sosyal medyada birbirlerini nasıl gördükleri verilerle yorumlanarak iletişim alanındaki literatüre katkı sağlanması amaçlanmıştır. Yapılan gözlemler çerçevesinde birkaç hipotez oluşturulmuştur. Bu hipotezleri destekleyici/yerici kanıtlar bulmak adına anket yapılmıştır. Çalışmada anket ile Y ve Z kuşağı Instagram ve Facebook kullanıcılarına ulaşılmıştır. Kullanıcılara farklı ölçeklerde 25 soru yöneltilerek elde edilen sonuçlar ışığında analizler yapılmıştır. Çalışmanın ana hipotezini Y kuşağının bakış açısına göre Z kuşağı sosyal medyayı nasıl kullanıyor? Z kuşağının bakış açısına göre Y kuşağı sosyal medyayı nasıl kullanıyor? Y kuşağına göre sosyal medya hangi amaçla kullanılmalı? Z kuşağına göre sosyal medya hangi amaçla kullanılmalı? soruları oluşturmaktadır.

I. ARAŞTIRMA METODOLOJİSİ

1.1. Araştırmanın Amacı

Bu çalışmada Y ve Z kuşağının sosyal medyayı nasıl, ne amaçla kullandığı ve iki kuşağının birbirlerinin sosyal medya kullanımını nasıl gördüğü üzerine bir inceleme yapılması amaçlanmıştır. Anket uygulaması ile birlikte analiz yapıp, çalışma Kullanımlar ve Doyumlar Yaklaşımı ışığında Y ve Z kuşağının sosyal medya kullanımı değerlendirilmiştir.

Çalışmada Kullanımlar ve Doyumlar Yaklaşımı çerçevesinden Y ve Z kuşağının sosyal medya kullanımını yönlendiren motivasyonel etkenlerin neler olduğu ve bu iki kuşağın sosyal medyada birbirlerini nasıl gördükleri verilerle yorumlanarak iletişim alanındaki literatüre katkı sağlanması amaçlanmaktadır.

1.2. Araştırmanın Yöntemi

Bu çalışmada, araştırmanın yönteminde araştırma konusu hakkında evrensel olarak bilmemiz gereken kavramlar, tanımlar ve bugüne dek hazırlanmış diğer bilimsel çalışmalar incelenmiştir. Kuramsal çerçeve oluşturulurken, kuşaklar (Sessiz, Baby Boomer, X, Z ve Y Kuşakları), sosyal medya evleri, Facebook, Instagram ve ülkemizdeki sosyal medya kullanım alışkanlığı kavramları araştırılmış ve bu kavramlar ile ilgili söylemler incelenmiştir. Çalışma konusunun esas materyali olarak tanımlanan çalışma alanı, genel özellikleri ile araştırılmıştır.

1.2.1. Anket Analizi

Yapılan gözlemler çerçevesinde birden fazla hipotez oluşturulmuştur. Bu hipotezleri destekleyici kanıtlar bulmak için anket yapılmıştır. Katılımcılar ile gerçekleştirilen çalışmadan elde edilen verilerle oluşturulan sonuçlar ışığında analizler yapılmıştır. Toplamda 285 kişi ile yapılan anket çalışmasının 196 Z kuşağı 89 Y kuşağı üzerinde gerçekleştirilmiştir.

Çalışmada hipotez olarak; Y kuşağının bakış açısına göre Z kuşağı sosyal medyayı nasıl kullanıyor? Z kuşağının bakış açısına göre Y kuşağı sosyal medyayı nasıl kullanıyor? Birbirine yakın kuşaklar arasındaki farklılık sosyal medyaya nasıl yansıyor? gibi soruların yanıtları anket ile irdelenmiştir. Anket içeriği hazırlanırken; hipotezlerden yola çıkılarak sorular sorulmuş ve cevaplar aranmıştır. Çevrim içi soru sorma tekniği kullanılarak Google Forms platformu üzerinden gerçekleştirilen ankette 25 soru sorulmuştur. Araştırma verilerinin çözümlenmesinde Google Forms platformunun vermiş olduğu grafikler ve yüzdelik oranlar kullanılmıştır.

1.2.2. Kullanımlar ve Doyumlar Yaklaşımı

Kişilerarası iletişim literatürü kapsamında araştırmanın kuramsal çerçevesi ‘kullanımlar ve doyumlar yaklaşımı’ üzerinden oluşturulmuş olup, temel amaç “Y ve Z kuşağının sosyal medya kullanımlarında birbirlerini nasıl gördüklerini ve bu kuşakların sosyal medyayı hangi amaç için kullandıklarını sorgulamak” olarak belirlenmiştir.

Y ve Z kuşağının sosyal medya platformlarına üye olmalarını, en çok tercih ettikleri platformların hangileri olduğunu, bunları hangi sıklıkta, ne amaçlarla ve özellikle de ne tür motivasyonlarla kullandıklarını saptamak ise bu araştırmanın temel savını oluşturmaktadır.

Kullanımlar ve Doyumlar Yaklaşımı’nın temeli 1940’lı yıllara dayanmaktadır. Radyo dinleme ve gazete okumanın arkasında yatan motivasyonları araştırmak için yapılan çalışmalar bulunmaktadır (Biliciler, 2018).

Kullanımlar ve doyumlar yaklaşımının tarihsel geçmişiyle ilgili olarak McQuail, yaklaşımın kaynağı ve temelini şu görüşler olduğunu belirtmektedir: “izleyici hakkında daha çok şey bilme isteği, izleyici deneyiminde bireysel farklılıkların önemini bilmesi, popüler medyanın içine çektiği izleyicileri sayesinde var olan şaşkınlık, uygun araç olarak örnek olay medya ve psikolojik durumları açıklamaya yardım” (Denis, 1985).

Kullanımlar ve doyumlar yaklaşımında süreç bireyin gereksinimleri ile başlamaktadır. Sosyal ve psikolojik ihtiyaçlarını doyuma ulaştırmak amacıyla birey kitle iletişim araçlarına yönelmektedir. Her bireyin kendi ihtiyacına göre farklı güdülleri ve farklı kitle iletişim aracı seçimleri olmaktadır. Birey kendi bilinçli tercihiyle kitle iletişim aracını kullanarak bu ihtiyacını doyuma ulaştırmaktadır (Biliciler, 2018).

Doyum kavramı “doyum arayışı” ve “doyum kazanımı” olarak gruplandırılmıştır. “Doyum arayışı, izleyicinin psikolojik ya da kültürel bir gereksinimine ilişkin seçeceği kitle iletişim aracını belirlemeyi ifade ederken; doyum kazanımı ise, tercih edilen kitle iletişim aracının içeriğinden elde edilen doyumunu ifade etmektedir (Bayram, 2007).

Her bireyin doyum sağlayacağı iletişim aracıyla, bundan elde edeceği doyum farklılık gösterebileceği gibi bu farklılık kuşaklar arasında da değişmektedir. Kullanımlar ve doyumlar yaklaşımı, kullanıcıyı ve isteklerini ön planda tutmaktadır. Yaklaşımına göre, kullanıcıların doyuma ulaştırılması gereken çeşitli sosyal ve psikolojik ihtiyaçları vardır ve medya seçimini de bu ihtiyaçlar doğrultusunda gerçekleştirerek, pasif konumdan aktif konuma geçmektedirler (Biliciler, 2018).

Araştırmada kullanılan ‘kullanımlar ve doyumlar yaklaşımı’, bireylerin sosyal ve psikolojik ihtiyaçlarını medya sayesinde gidermesini içermektedir. Ayrıca iletişimde iletiyi gönderenin niyetinin değil, izleyicinin çıkardığı anlamın önemli olduğu vurgulanmaktadır (Ayhan & Balcı , 2009).

Bu görüşten hareketle kullanıcıların paylaştığı içerikten ziyade nasıl anlaşılacak istendiği kurgusu daha ön plana çıkmaktadır. Araştırmada ‘kullanımlar ve doyumlar yaklaşımı’ çerçevesinde Y ve Z kuşağının sosyal medyada ne kadar zaman geçirdiği, hangi amaçla kullandığı, nasıl bir iletişim tercih ettiği, kendinden farklı olan Y veya Z kuşağının sosyal medya kullanımını hakkında hangi fikirde olduğunu saptamaya yönelik dört ifade yer almaktadır.

1.3. Araştırmanın Sınırlılıkları

Araştırmanın sınırlılıkları Türkiye’deki sosyal medya kullanıcılarından oluşmaktadır. Bu araştırma Y ve Z kuşağı ile sınırlandırılmış ve kullandıkları sosyal medya platformları olan Facebook ve Instagram üzerinden incelenmiştir. Analiz, seçilen anket çalışması sonucunda hedef kitlelerden elde edilen 285 (45.3% kadın, 54.7% erkek) veriyle sınırlıdır. Araştırmacılar tarafından geliştirilen ve uygulanan değerlendirme aracı olan anket çalışması ve hedef kitleye yönelik sosyal medya boyutunu ele alan literatürden elde edilen verilerle sınırlıdır.

1.4. Araştırmanın Örnekleme

Bu araştırmanın örnekleme sosyal medya ağlarından Facebook, Instagram kullanan Y ve Z kuşağını kapsamaktadır. Anket bir çevrim içi form üzerinden yayınlanmış ve hedef kitleden 285 kullanıcı (129 kadın, 156 erkek) formu doldurmuştur. 285 kullanıcıya uygulanan ankette 196’sı Z kuşağını (92 Kadın/ 104 Erkek) 89’u Y kuşağını (37 Kadın/ 52 Erkek) oluşturmaktadır.

II. ARAŞTIRMANIN KURAMSAL ÇERÇEVESİ

Çalışma Türkiye’de kuşaklar üzerine yapılmıştır. Y ve Z kuşağının sosyal medyaya bakış açıları üzerine bir literatür taraması ve anket çalışmasını kapsamaktadır. Sosyal medya hesapları Instagram ve Facebook ile sınırlandırılmıştır.

2.1. Kuşak Kavramı ve Tarihsel Gelişimi

Türk Dil Kurumunun felsefe tanımı incelendiğinde kuşak kavramı, “aşağı yukarı benzer yıllarda doğmuş olup aynı çağın koşullarına sahip olan dolayısıyla birbirine benzer sıkıntıları, yazgıları yaşamış benzer ödevlerle yükümlü olmuş kişiler topluluğu” olarak tanımlanır. Bir diğer tanım ise tarih felsefesi ve kültür tarihi perspektifinden yapılmıştır. Buna göre kuşak, yeni bir anlayışta ve yeni bir yaşama duygusunda, yeni biçimlerde birleşen, eskiden belirgin çizgilerle ayrılan bireyler topluluğudur (Türk Dil Kurumu , 2022).

Akademik araştırmalarda kuşaklararası ayırım yapılırken kesin çizgilerle ayırmanın güç olduğu yönünde bir ortak kanı mevcuttur. Dolayısıyla, aynı döneme denk gelen zaman aralıklarında doğmuş, benzer değer yargılarını, davranış ve yaşam biçimlerinin paylaşan, belli bir dönem olay ve eğilimleri ile şekillenmiş aynı düşünce ve eylemlere sahip kişiler topluluğu ‘kuşak’ olarak tanımlanabilir.

Her ülkede aynı dönemde doğmuş insan toplulukları aynı kuşak özellikleri göstermeyebilir. Batı ülkelerinde gösterilen farklı yıl ve olay aralıkları Türkiye için tam uymamaktadır. Bu nedenle Türkiye’de yapılan kuşaklararası ayırım 1925-1945 arası için Sessiz Kuşağı; 1946-1964 arası için Bebek Patlaması Kuşağını (Baby Boomers); 1965-1979 arası için X kuşağını; 1980-

1999 arası için Y kuşağını ifade ederken, 2000 ve sonrasında da M (ya da Z) kuşağı olarak ayrılmaktadır (Arslan & Staub, 2015).

Kuşaksal farklılıkların tartışıldığı akademik çalışmalarda, kuşaksal farklılıkların iddia edilen aksine kendi içlerinde bile homojenlik göstermediği ve yazında elde edilen bulguların tutarsız ve zıt sonuçlar içerdiği de tartışılmaktadır (Soulez & Soulez, 2014).

Tarihsel süreç içerisinde toplumları anlamak akademik çalışmaların temel konularından olmuştur. Bu konuların araştırılması sürecinde çok çeşitli araçlara başvurulmuştur. Son dönemde bu araştırma araçlarından en popüler olanlarından birisi de kuşaklardır. Kuşak kavramı ilk olarak Alman sosyolog Karl Mannheim tarafından ortaya konmuştur (Taylor, 2008).

Manheim, kuşakları 'sosyal ve entelektüel hareketlerin yapısını anlamada vazgeçilmez bir rehber' olarak tanımlamıştır. Inglehart tarafından kuşak kavramı daha sonradan kuşak sınırlandırmaları ve diğer tartışmaları içine alan ilk kapsamlı çalışma yapılmıştır. Bu kuram literatürde "Strauss-Howe Kuşak Kuramı" olarak bilinmektedir. Kurama göre, belli dönemlerde doğup büyüyen ve aynı yaş grubu içerisinde yer alan bireylerin benzer davranış özellikleri gösterdiği ve her yeni kuşakla bu davranış özelliklerinin değişebildiği öne sürülmektedir (Aka, 2018).

Toplumsal olaylar (savaş, ekonomik kriz gibi) kaynak dağılımını kökten etkileyebileceği gibi o toplumunun değer yargıları, tutum ve davranışlarını da etkileyebilmektedir. Bu toplumsal olaylar devam ederken, aynı zamanda, toplumdaki bireyler bir değişim ve dönüşüm geçirmektedirler. Bu durum, belirli bir yaş aralığında doğan, aynı toplumsal olaylara maruz kalan bireylerin benzer eğilimlere sahip olma gibi ortak bilişsel davranışları paylaşabilmelerini sağlar. Bu ortak bilişsel davranış tutumlarının uzun vadeli devam edebileceği varsayılmaktadır. (Moss ve Lee, 2010).

2.1.1. Kuşak Türleri

Bu çalışmada kuşak türleri sırasıyla sessiz kuşak, bebek patlaması (baby boomers), X kuşağı, Y kuşağı ve Z kuşağı olarak ele alınacaktır.

2.1.1.1. Sessiz Kuşak

Çağımızın en yaşlı üyelerinin dahil olduğu kuşağı ifade etmektedir. Kıtlık, ekonomik buhran, işsizlik, gibi bütün majör sorunlara maruz kalan kuşağı temsil etmektedirler. Daha istikrarlı bir hayat, otoriteye sadık, disiplinli, pragmatik ve doğrudan iletişim araçları (posta, yazılı iletişim vb.) ile basit bilgi alımını tercih etmek gibi çeşitli özelliklere sahiptirler (Arslan & Staub, 2015).

2.1.1.2. Bebek Patlaması (Baby Boomers)

Bu kuşak ikinci dünya savaşı sonrasına denk gelen 1946-1964 yılları arasında doğmuş bireyleri kapsamaktadır. Kuşağın adı ikinci dünya savaşı sonrasındaki nüfus patlaması ile ilişkilendirilmiştir. Savaş sonrası doğan 1 milyar bebeğe 'Baby Boomers' tanımlaması yapılmaktadır. Sosyal, politik ve ekonomik noktada ülke yapılarında meydana gelen ciddi değişimler bu kuşağın düşünce yapısını da değiştirmiştir. Bu kuşağın değerlendirilmesi ülke ve olaylara göre değişiklik göstermektedir. İnsan hakları hareketleri ve radyonun revaçta olması gibi tüm toplumu ilgilendiren çeşitli gelişmeler bunlardan sayılabilir. Bu kuşak, büyümenin, refahın ve çeşitli mal ve hizmetlere hasret duygusu olan ve bu nedenle harcamaya ve eğlenmeye eğilimli bir kuşaktır (Arslan & Staub, 2015).

Bebek patlaması kuşağının en belirgin özelliği 68 kuşağı da dediğimiz X kuşağının mimarları olmasının yanında iş yerine sadık, çalışma saatlerine uyumlu, kariyeri en ön planda tutan, takım çalışmalarına önem veren, kanaatkar ve gerektiği zaman teknolojiyi kullanan gelenek ve kültürlerine bağlı bir kuşaktır (Altuntuğ, 2012).

2.1.1.3. X Kuşağı (1965-1979)

İlk olarak kişisel bilgisayarın satışı ile başlayan teknoloji alışkanlıklarının altyapısı bu kuşak dönemine rast gelmektedir. Daha doğru bir ifade ile akademik arenada bu kuşağın gelişen teknoloji alışkanlıklarının altyapısını oluşturduğu söylenmektedir. Bebek patlaması kuşağının çocukları olarak dünyaya gelen bu kuşak, Türkiye’de büyük bir bölümü iş hayatında çalışanlardan oluşmaktadır. Bu dönemde oluşan refah sonucu artan maliyetler ve ülkelerin bunu karşılayamaması tüketim fazlasının oluşmasına sebep olmuş ve enflasyonist bir durum ortaya çıkmıştır. 70’li yıllarda yaşanan petrol krizinin sebep olduğu sorunlar bu kuşağın kayıp kuşak olarak adlandırılmasına sebep olmuştur. X kuşağı zorlu bir dönemde büyümelerinin bir sonucu olarak gelecek korkusu ve kaygısı taşımalarından dolayı daha çok para kazanmak ve kariyer yapmak temel karakteristik özelliklerinden olmuştur (Altuntuğ, 2012).

X kuşağı kendine güven duygusu hayli yüksek, teknolojiyi rahat kullanabilen bir yapıya sahip bireylerden oluşmaktadır. Stres ve baskı altında yaşamaktan ziyade daha sade ve yaptıkları işten keyif almayı tercih etmektedirler. Bu kuşağa dâhil hem erkekler hem de kadınlar iş yaşamında aktif olmaya başlamışlardır ve bu kuşağın en belirgin özelliği cinsiyet eşitliğine önem vermeleri ve bağımsız olmalarıdır (Taş & Kaçar , 2009).

Yaşam koşullarını belirli bir standardın üzerinde tutmak için az çocuk sahibi olurlar. Çalışmaya çok fazla önem vermeleri, maddiyat ve kariyer gibi faktörler x kuşağının diğer özelliklerindedir (Taş & Kaçar , 2009).

2.1.1.4. Y Kuşağı (1980-1999)

Günümüzde en kalabalık kuşak olarak tanımlanan Y kuşağının doğum yılları aralığı bir parametre ile sınırlandırılmamıştır. 1977 ile 2000 arasında çeşitli aralıklara sığdırılmaya çalışılan bu kuşak için “ele avuca sığmaz” tabiri çok kullanılmaktadır (Arslan & Staub, 2015).

Y kuşağına dâhil üyelerin üçte ikisi, beş yaşından önce bilgisayar ile tanıştıkları göz önüne alındığında teknoloji ile ne kadar iç içe oldukları görülmektedir. Dijital medya ile büyüyen bu kuşak arkadaş, aile, bilgi ve eğlenceye zaman ve mekân fark etmeksizin ulaşma imkânına sahiptir. Diğer kuşaklar ile kıyaslandığında en yaşlı ebeveynlere sahip olan bu bireyler çekirdek aile içerisinde yetişmişlerdir. Bu grubun aile yapısı incelendiğinde ailelerinin dörtte biri en az üniversite mezunu iken kalan dörtte biri boşanmış anne ve babaya sahiptir. Y kuşağında yer alan bireyler özgürlüklerine düşkün, teknoloji tutkunu olarak tanımlanmaktadır. Dahası bir kıyaslama yapıldığında, Y kuşağının X kuşağına göre fark yaratan özelliği teknolojinin hayatlarının merkezine alınmış olmasıdır. Teknolojiyi iyi kullanabilen bu kuşak teknolojiyi iş ve hayatın bir parçası olarak görmekte oyun oynamak veya vakit geçirmek amacı ile kullanmadıkları iddia edilmektedir (Arslan & Staub, 2015).

Teknolojiye en açık, her şeyi kaynağından öğrenmeye çalışan, 20’li 30’lu yaşların başında olan bu genç bireyler ayrıca farklı bir yönetim davranışı sergilemektedirler. Esnek çalışma programları, iş yerinde kariyere odaklı daha fazla aktiviteler ve geri bildirimlere önem

vermektedirler. Yöneticinin de çalışandan çok fazla şey öğreneceği kanısındadırlar. Takdir edilmeyi ve ön planda tutulmaya meyilli, otoriteye karşı tepkili, çabuk yükselme isteği olan, kendi kariyerlerini ve ihtiyaçlarını organizasyon önceliklerinin üstünde tutan, kendilerine güvenleri son derece yüksek sık iş değiştirmeye hevesli olan bu kuşak daha sürdürülebilir ve hesap verilebilir yönetim anlayışını benimsemiştir (Arslan & Staub, 2015).

2.1.1.5. Z Kuşağı

Özellikle teknolojinin baş döndürücü değişim ve dönüşüm hızında uzaktan da iletişim kurulabileceği gerçeği deneyimlendiği için Z kuşağına dâhil bireyler yalnız yaşama meyillidirler. Teknoloji kaynaklı sürekli odak noktalarını değiştirmeleri beraberinde birden fazla konu ile ilgilenebilme becerilerini de geliştirmiştir. ‘Network gençleri’ olarak tanımlayabileceğimiz Z kuşağının, dijital tabanlı medyayı yoğun bir şekilde kullandıkları gözlemlenmiştir. Kuşakların medya kullanım alışkanlıklarının hayata bakış açıları üzerinde önemli bir etmen olduğu yönünde çeşitli araştırmalar mevcuttur. Z kuşağının ilk üyelerinin önümüzdeki yıllarda çalışma hayatına girmiş olacağı düşünüldüğünden bu kuşağın henüz sosyal ve iş yaşamındaki davranışları araştırılmaya başlanamamıştır (Taş, Demirdöğmez, & Küçüköğlü, 2017).

2.2. Sosyal Medya

Günümüzde insanlar yüz yüze olmalarına gerek kalmadan kişilerarası ilişkilerini gerçekleştirmekte, iletişim kurmaktadır. Sözlü iletişim yerini sanal sohbete, sözsüz iletişimin temel unsurları olan mimik ve el kol hareketleri yerini resimli ikonlara bırakmaktadır (Özdayı, 2010).

Sosyal medya; zaman ve mekân sınırını ortadan kaldırmanın yanı sıra, hızlı ve kolay iletişime olanak sağladığından dolayı da günümüzde en temel iletişim araçlarından biri haline gelmiştir. Sosyal medya; kullanıcılara kendi içeriğini oluşturma özgürlüğü sunarak bireyin kaynak konumunda yer almasını sağlayan bir platformdur. Kullanımı kolay ve maliyetsiz olan bu platformlar kullanıcılara paylaşılan içeriklere hızlı bir şekilde müdahale edebilme imkânı sağlar. Zaman ve mekân kavramı olmadığından farklı ve geniş hedef kitlelere eşit zamanlı olarak erişim imkânı sunmanın yanı sıra çoklu kullanıma ve sanal paylaşımına da olanak sunmaktadır (Biliciler, 2018).

2.2.1. Sosyal Ağlar

Bireylerin sınırları belirlenmiş bir sistem içinde halka yarı/açık profil oluşturmaya, bağlantıda olduğu diğer kullanıcıların listesini açıkça vermesine, bu diğer kullanıcıların sistemdeki listelenmiş bağlantılarını görmesine ve aralarında gezmesine izin veren web tabanlı hizmetlerin tümüne sosyal ağlar denmektedir. Bu ağlara kayıtlı kişilerin yeni insanlarla tanışmaktan öte mevcut çevreleri ile iletişime geçtikleri görülmektedir. Bu ağların omurgasını yine ağın kayıtlı kullanıcısı olan, arkadaşlarının listesinin de yer aldığı kişi profilleri oluşturur. Profilin görülebilirliği genel olarak kişiye bırakılmıştır. Araştırmanın sınırlılıkları içinde olan Facebook ve Instagram da bu sosyal ağlar içerisinde yer almaktadır (Büyüksener, 2009).

2.2.1.1. Facebook

Facebook, 2004 yılında Harvard Üniversitesi öğrencilerinin birbirleriyle iletişimini sağlamak için aynı okulda öğrenci olan Mark Zuckerberg ve iki arkadaşı tarafından önce ‘Facemash’, kısa bir süre sonra da ‘TheFacebook.com’ adıyla kurulmuştur. Facebook, sunduğu çoklu ortam uygulamalarıyla kişilere sanal uzamda gerçek bir iletişim süreci yaşatmayı amaçlamakta ve kullanıcıları kendileri hakkında detaylı bilgiler vermeye teşvik etmektedir (Kaya, 2013).

2004 yılı sonunda üye sayısı bir milyona ulaşan Facebook, 2005 yılında önce liselere, sonra da Amerika dışındaki üniversitelere açılarak ‘TheFacebook.com’, adını ‘Facebook.com’ olarak değiştirmiştir. 2006 yılında büyük bir ticari değere ulaşan Facebook, üyelerin arkadaşlarını davet etme uygulamasına geçmiş, e-posta adresi olan tüm internet kullanıcılarını ağa dâhil etmeye başlamıştır. 2007 yılında Facebook mobil yazılımı geliştirmiş, akıllı telefonlara uygulama yüklenmeye başlamıştır. 2008’de anlık mesajlaşmaya olanak sağlayan ‘chat’ uygulaması getiren Facebook, 2009 yılında ‘beğen’ özelliğiyle paylaşımlar kullanıcının arkadaşları tarafından onaylanmaya ve paylaşılmaya başlamıştır.

Facebook, kullanıcı ihtiyaçlarını, iletişim teknolojisindeki gelişmeleri, yeni medyanın ortaya çıkarttığı iletişim deneyimlerini yakından izleyerek, yeni uygulamalar geliştirebilmiş, kamuoyunun iletişim taleplerine göre kendini güncelleyebilmiştir (Toprak, ve diğerleri, 2014).

Facebook’un kullanım nedenlerine dair birçok araştırma yapılmıştır. Yapılan niteliksel bir araştırmaya göre, Facebook’un kullanım nedenleri; “Sosyal çevreyle (aile, arkadaş vs.) iletişim hâlinde olmak, haber takibi, etkinlik takibi, grup üyeliği ve sayfa takibi” olarak sıralanmaktadır (Yıldırım, Özdemir, & Alparslan, 2018).

Niceliksel başka bir araştırmaya göre de; katılımcıların yarısından fazlasının Facebook’u; “eğlence, bilgilendirme/arkadaşlık, rahatlama/sosyal kaçış, sosyal etkileşim” amacı için kullandığı saptanmıştır (Karakoç & Gülsünler, 2012).

Bir diğer araştırmada ise Facebook’un kullanım amaçları; arkadaşlık, denetleme ve gözetleme, paylaşma, oyun oynama, siyasal iletişim, ticari etkinlik, örgütlenme, cinsellik, ihbar olarak sınıflandırıldığı bulgusuna ulaşılmıştır (Toprak, ve diğerleri, 2014).

2.2.1.2. Instagram

Teknolojideki ilerlemelerden önce insanlar “Instant” yani anlık olarak fotoğraf çekimi imkânı sunan fotoğraf çekme makinaları kullanırken büyük bir haz yaşıyorlardı. Instagram uygulamasının ismi dilimizdeki karşılığı anlık olan Instant kavramı ve dilimizdeki karşılığı telegraf olan bir mesaj gönderme çeşidi olarak tanımlanan “telegram” kavramının birleşiminden oluşmaktadır. Bu iki kavram sentezlenerek “InstantTelegram” sözcüğünü oluşturmuştur. “InstantTelegram” sözcüğü ise dilimizde “anlık fotoğraf gönderme” olarak çevrilmektedir. Bu sözcüklerin birleşimi Instagram uygulamasının isminin temelini oluşturmaktadır (Admış, 2020).

Dünyada ve ülkemizde en çok kullanılan sosyal ağlardan biri olan Instagram, fotoğraf paylaşım temelli olarak Ekim 2010’da erişime açılmıştır. 2012 yılı itibariyle Facebook tarafından satın alınan Instagram, başlangıçta yalnızca Iphone telefon cihazlarında kullanılabiliyorken, zamanla tüm Android cihazlar için uyumlu hale getirilmiştir. Instagram, kullanıcılarına fotoğraf ve video paylaşımına izin vererek ‘takipleşme’ etkinliği sayesinde bireylere takip ettiği hesapların paylaşım içeriklerine beğeni ve yorum yapma imkânı sunmaktadır (Aktan, 2018 ve Ürkmez & Eskiçalı, 2021).

Instagram, ilk başta fotoğraf paylaşım platformu olarak hizmete sunulmuş ve daha sonra geliştirilerek video paylaşımı özelliği de eklenmiştir. Akıllı telefonlardan kullanılan platforma web sitesi üzerinden de giriş yapmak mümkündür. Web sitesinden kullanıldığında herhangi bir paylaşım yapılmasa da diğer üyelerin paylaşımları görüntülenebilmektedir. Facebook

tarafından 1 milyar dolara satın alınan Instagram, kullanıcılarına farklı fotoğraf filtreleri ve etiketleri sunmaktadır. Bunun yanı sıra video paylaşımı, 24 saat sonra kaybolan hikâye paylaşımı, konum paylaşımı, görüntülü konuşma ve yazılı mesajlaşma özellikleriyle birlikte canlı yayın yapabilme imkânı da sağlamaktadır. Ayrıca yapılan paylaşımlar diğer platformlarda da paylaşılabilir.

2.2.2. Türkiye’de Sosyal Medya Kullanım Alışkanlığı

Teknolojideki ilerlemeler, internet kullanımının yaygınlaşması, internete erişimin kolaylaşması, internete erişim için gerekli cihazların çeşitliliğinin ve kullanımının artması, sosyal medya ile internetin iç içe geçmesi gibi sebeplerden dolayı sosyal medya bağımlılığı kavramı ortaya çıkmıştır. İlk olarak Ivan Goldberg tarafından 1995’te kullanılan internet bağımlılığı kavramı problemleri internet kullanımından kaynaklı ortaya çıkan belirtiler kümesini tanımlamak için kullanılmıştır (Özbek, 2021).

Sosyal medya günümüzde her yaşta her kesimin ilgi duyduğu bir mecra haline gelmiştir. Sosyal medyanın gelişmesiyle kullanıcılar oyun oynama, iletişim kurma, video izleme gibi birçok sebeple sosyal medyayı kullanmaya başlamıştır. Sosyal medyaya pratik bir şekilde erişim ve kullanım imkânı sunan akıllı telefonların ve tabletlerin de yaygınlaşması ile birlikte sosyal medyaya duyulan ilgi günden güne artış göstermiştir. Sosyal medyaya duyulan ilgi her geçen gün artarak birlikte ülkemizde ve dünyada sosyal medya bağımlılığı sürekli olarak artmaktadır (Ayğar & Uzun, 2018).

We Are Social ve Hootsuite ortak çalışması sonucu Dijital 2022 raporunu yayınladı. Raporda insanlar dünya ortalamasında günde ortalama 2 saat 27 dakika sosyal medyayı kullanmaktadır. Bu, internette harcadığımız zamanın yaklaşık %35’i (aynı çalışmanın 2021 raporuna göre internette geçirilen süre yaklaşık 6 saat 54 dakika ve Türkiye’de ise bu süre 7 saat 57 dakikadır) demektir. Bu oran da geçen yıla göre yüzde +1.4 (2 dakika) arttı. Bununla birlikte, sosyal medyanın internette harcanan toplam süredeki payı, COVID-19 pandemisinin başlangıcından bu yana düşüş eğilimi gösterdi. Analizler bunun nedeninin, insanların son iki yılda çeşitli yeni çevrim içi etkinlikleri benimsemesinden kaynaklandığını gösteriyor.(We Are Social & Hootsuite, 2022).

III. BULGULAR

Araştırmada Y ve Z kuşağının sosyal medya kullanımlarını ölçmek ve birbirlerine nasıl gördüklerini analiz etmek için 25 soruluk anket hedef kitleye uygulanmıştır. 285 kullanıcıya uygulanan ankette 196’sı Z kuşağını (92 Kadın/ 104 Erkek) 89’u Y kuşağını (37 Kadın/ 52 Erkek) oluşturmaktadır. Ankette her soru ayrıca ele alınarak bireylerin kullanımlar ve doyumlar yaklaşımı ile ilişkisi irdelenmiştir. Yaş, cinsiyet gibi demografik soruların ardından, bireyin sosyal medya kullanımı, yaptığı paylaşımlar, yaptığı paylaşımların türü, hangi şartlarda paylaşımlarını geri çektiği, sosyal medyayı hangi amaçla kullandığı, Z kuşağının sosyal medyada Y kuşağını nasıl gördüğüne, Y kuşağının sosyal medyada Z kuşağını nasıl gördüğüne, Z ve Y kuşağının çevresindeki bireylerin fikirlerini ne derece önemseydiğine yönelik sorular yöneltilmiştir. Tüm bunlar neticesinde elde edilen bulgular, kullanımlar ve doyumlar yaklaşımı çerçevesinde değerlendirilerek araştırmanın hipotezinde ortaya konulan sorulara cevap aranmıştır.

285 kullanıcıya yapılan ankette sadece 3 kullanıcı sosyal medyayı kullanmadığını belirtmiştir. Z kuşağından; 157 kullanıcının ‘gündemi takip’ için, 144 kullanıcının ‘eğlence’ için, 96

kullanıcının ‘sosyalleşmek’ için, 64 kullanıcının da ‘network’ oluşturmak için ve 34 kullanıcının da ‘e-ticaret’ için kullandığı görülmektedir. Y kuşağından; 105 kullanıcının ‘gündemi takip’ için, 48 kullanıcının ‘eğlence’ için, 23 kullanıcının ‘sosyalleşmek’ için, 21 kullanıcının da ‘network’ oluşturmak için ve 20 kullanıcının da ‘e-ticaret’ için kullandığı görülmektedir. Bu verilerden yola çıkarak Y ve Z kuşağının sosyal medya kullanım amaçlarının benzer yönde olduğunu söyleyebilir.

Çalışmanın sınırlılıklarını oluşturan sosyal medya ağlarından Instagram ve Facebook kullanımının Y ve Z kuşaklarında; Z kuşağında 173 kullanıcının Instagram, 61 kullanıcının Facebook, 60 kullanıcının da hem Instagram hem de Facebook hesapları vardır. Y kuşağında ise 185 kullanıcının Instagram, 48 kullanıcının Facebook, 43 kullanıcının da hem Instagram hem de Facebook hesapları vardır. Bunun yanı sıra Y ve Z kuşağının sosyal medyada geçirdikleri süreye verdikleri cevaplar irdelendiğinde; 1-2 saat aralığında süre geçirenlerin oranı %34 olarak görülürken, 3-4 saat aralığında ise bu orana yakın olarak %30,5 olarak analiz edilmiştir. Z kuşağının yaş aralığı dikkate alındığında Y kuşağına oranla sosyal medyayı daha fazla kullandıkları saptanmıştır. Çalışmanın kuramsal çerçevesinden yola çıkarak Z kuşağının teknolojiyi kullanma kabiliyetinin ve hızının Y kuşağına göre daha aktif olduğu çıkarımında bulunulabilir. 5-6 saat ve 6+ üzeri sosyal medyada zaman geçiren Z kuşağı toplam sayısı 42 iken Y kuşağında bu sayı 11 kullanıcı olmuştur. Oransal olarak değerlendirildiğinde 5-6 saat süre kullanım gerçekleştiren kullanıcı oranı %11,6 saat ve 6+ üzeri süre ise %7 olarak rastlanılmıştır.

Bu veriler ışığında, Z kuşağının yaş aralığı göz önüne alındığında Y kuşağına göre ‘boş zaman’ın daha fazla olduğu ve sosyal medyada Y kuşağına göre daha uzun süre vakit geçirdiği çıkarımında bulunulabilir. Y ve Z kuşağının sosyal medyada hangi trendleri takip ettiği incelendiğinde; Y kuşağına göre Z kuşağının sosyal medyayı hangi amaçla kullandığı ve Z kuşağının Y kuşağına göre sosyal medyayı hangi amaçla kullandığı veriler ile analiz edilmiştir. Buna göre, Y kuşağı gözünden Z kuşağı sosyal medyayı en yüksek olan %66,7 oran ile ‘popüler kültür’ü takip etmek amacıyla kullanmaktadır. Bunun yanı sıra birbirine yakın oranlarla ‘moda’ (%49,8), ‘diğer’ (%49,1), ‘magazin’ (%48,4), ‘siyaset’ (%34) ve ‘gezi’ (%32,6) takip etmektedir. Aynı kapsamda Y kuşağının kullanım amacı incelendiğinde, Z kuşağı Y kuşağının sosyal medyayı en yüksek katılım oranı ile (%61,8) ‘diğer’ seçeneği olmuştur.

Ankete katılım oranları ele alındığında ‘siyaset’ (%37,5), ‘popüler kültür’ (%34,7), ‘magazin’ (%20), ‘gezi’ (%18,2) ve ‘moda’ (%12,3) olduğu gözlemlenmiştir. Anket sonuçları araştırmacılar tarafından veri analizi yapılmadan önceki temel çıkarım ile paralellik göstermektedir. Şöyle ki, Y kuşağının Z kuşağına göre sosyal medya kullanım amaçları farklı sonuçlar vermiştir. Y kuşağı siyaseti takip etmek amacıyla sosyal medyayı kullanırken Z kuşağının popüler kültür ve modayı takip için sosyal medyayı kullandıkları gözlemlenmiştir. Dahası, Y kuşağı ve Z kuşağının her ikisinde de sosyal medyayı takip etmek amacıyla yüzdeler oranlara göre ‘magazin’ seçeneği dördüncü sırada yer almıştır.

Kullanıcılara yapılan bir diğ er ‘evet/hayır’ anket soruları irdelendiğinde Y ve Z kuşağının aynı fikirde olduğunu düşündükleri kişileri destekledikleri söylenebilir. Z kuşağı %71 Y kuşağı %56 oranlarıyla aynı fikirde olduğunu düşündükleri kişileri desteklemeye ‘evet’ demiştir. Bir diğ er soruda başkaları tarafından olumsuz değerlendirilme kaygısı hissetme durumu sorulduğunda Y ve Z kuşağının tersi bir yönde değerlendirilmiştir. Z kuşağı %54 oranında ‘evet’ diyerek olumsuz değerlendirilme kaygısı taşıdığını hissederken Y kuşağı ise %77 oranında ‘hayır’ diyerek bu noktada kaygı taşımadığını ifade etmiştir.

Sosyal medyanın kamuoyunu oluşturma gücünün olup olmadığı sorulduğunda Z kuşağı %69 oranında Y kuşağı ise %93 oranında evet demiştir. Sosyal medyada tanışıp yakın arkadaşlıklar kurduğunuz kişiler olduğuna dair sorulan ankette Z kuşağı %54 oranında ‘evet’ derken Y kuşağı %76,4 ‘hayır’ demiştir. Kurumsal çerçeveden hareketle Z kuşağının içinde yaşadığı dönem değerlendirildiğinde Y kuşağına göre gerçek hayatta tanımayıp sosyal medya aracılığıyla tanışarak yakın arkadaşlıklar kurduğu söylenilebilir.

Tablo-1: Y ve Z kuşağının Sosyal Medya Kullanımları

...		HİÇ	NADİREN	BAZEN	SIKLIKLA	ÇOĞU ZAMAN
Yeni insanlar tanımak için	Z KUŞAĞI	67	61	38	16	5
	Y KUŞAĞI	43	34	9	1	2
Günlük hayatta tanımadığımız kişileri takip	Z KUŞAĞI	41	86	43	18	10
	Y KUŞAĞI	19	37	18	4	1
Mesleki bağlantılar kurmak için	Z KUŞAĞI	34	50	55	38	17
	Y KUŞAĞI	23	18	24	16	8
Takipçi ve beğeni sayısını önemsiyor musunuz?	Z KUŞAĞI	88	38	54	10	6
	Y KUŞAĞI	52	11	17	8	1
Trendleri ne sıklıkla takip ediyorsunuz?	Z KUŞAĞI	32	60	53	39	12
	Y KUŞAĞI	24	22	25	5	3
Gelen tepkiler üzerine kendinizi ne sıklıkta yalnız hissedersiniz?	Z KUŞAĞI	124	38	26	3	2
	Y KUŞAĞI	63	13	11	0	0
Sosyal medyayı kullanmadığınızda kendinizi ne sıklıkta yalnız hissedersiniz?	Z KUŞAĞI	80	61	23	19	14
	Y KUŞAĞI	52	19	12	2	3
Beğenilmeyince paylaşımlarınızı geri çekmeyi düşünür müsünüz?	Z KUŞAĞI	117	38	24	11	2
	Y KUŞAĞI	54	19	15	1	0
Sosyal medya paylaşımlarınızda “yapmış” gibi ne sıklıkla davranıyorsunuz?	Z KUŞAĞI	140	35	15	5	1
	Y KUŞAĞI	72	11	3	1	0

Tablo 1'e göre, ankete katılan kullanıcılara farklı seçenekleri (hiç, nadiren, bazen, sıklıkla, çoğu zaman) olan bir soru tipi yöneltildiğinde; her iki kuşağın da yeni insanlar tanımak için sosyal medyayı kullanmadığı, gerçek hayatta tanımadığı kişileri ‘takip etmek’ için sosyal medyayı ‘nadiren’ kullandığı, mesleki bağlantılar kurmak için ‘bazen’ kullandığı, takipçi ve beğeni sayısını önemsemedikleri, gelen tepkiler neticesinde ve sosyal medyayı kullanamadığında yalnız hissetmediğini ve paylaşımlarında ‘yapmış’ gibi davranmadıkları ifade edilebilir.

Bu tabloya göre, Z kuşağı trendleri takip etmek için sosyal medyayı ‘nadiren’ kullanırken Y kuşağının bazen kullandığı gözlemlenmiştir. Ankete katılan kullanıcılara ‘önemli değil’, ‘çok az önemli’, ‘biraz önemli’, ‘çok önemli’, ‘aşırı önemli’ seçenekleri olan sorular yöneltildiğinde; her iki kuşağında sosyal çevresinin sosyal medyada tartışmalı siyasi konular hakkındaki düşüncelerini önemli bulmadığı (Z kuşağı 96 / Y kuşağı 45), daha önce analizi yapılan bir diğer soruda sosyal medyanın kamuoyu oluşturma gücüne inanan her iki kuşak toplumsal olaylarda da sosyal medyayı ‘çok önemli’ (Z kuşağı 78/ Y kuşağı 50) bulduğu çıkarımına varılabilir.

SONUÇ

Günümüz teknoloji çağında iletişimde çok kritik bir rol oynayan sosyal medyanın önemi gün geçtikçe artmaktadır. Anket yoluyla sosyal medya ağlarından Facebook ve Instagram kullanıcıları olan Y ve Z kuşağına odaklanan çalışma, 285 katılımcı verisiyle sınırlandırılarak veri analizi yapılmıştır. Aynı zamanda ilgili hedef kitlelere yönelik bir literatür taramasından elde edilen veriler kullanılmıştır. Veriler kullanımlar ve doyumlar yaklaşımı ışığında analiz edilmiştir. Yaş, cinsiyet, sosyal medya kullanımı, paylaşımlar, yapılan paylaşım türleri, paylaşımların geri çekilme durumları ve hangi şartlarda bunun gerçekleştirildiği, sosyal medya kullanım amacı, iki kuşağın birbirini sosyal medya da nasıl gördükleri ve birbirine katılma sıklıkları gibi sorular yöneltilmiştir. Y ve Z kuşağının sosyal medya kullanım amaçlarının benzer yönde olduğu söylenebilir. Buna göre her iki kuşakta da yöneltilen sosyal medyayı kullanım amacı sorusunda en çok işaretlenen şık ‘gündemi takip’ olmuştur. Y kuşağında katılımcıların çoğunluğu Facebook, Z kuşağında ise katılımcıların çoğu Instagram kullanmaktadır. İki kuşağın sosyal medyada geçirdikleri süreler 1-2 saat aralığı %34 oranında, 3-4 saat aralığı oranı %30,5 oranında çıkmıştır. Z kuşağının sosyal medyayı Y kuşağına göre daha fazla kullandıkları saptanmıştır. Z kuşağının 5-6 saat ve 6+ üzeri sosyal medyada zaman geçiren Z kuşağı toplam katılımcı sayısı 42 iken bu katılımcı sayısı Y kuşağında 11 olmuştur.

Anket analizleri sonucu elde edilen veriler araştırmaya başlamadan önce öne sürülen hipotezleri desteklemiştir. Çalışma sonucunda birbirine yakın olan Y ve Z kuşaklarının sosyal medya kullanım amaçları benzer özellikler gösterse de belli konularda farklılıklar da göstermiştir.

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Issues Facing the Agriculture Sector in Karnataka

Assoc. Prof. Dr. Suchitra S

Department of Economics,
Davangere University
Davangere
marutesh77@gmail.com

Research Scholar Marutesh S

Institution or University
Department of Economics,
Davangere University
Davangere

ABSTRACT

In Karnataka the average annual per capita water availability has declined from 5000 cubic meter in year 1950 to 1545 cubic meter in year 2011 and estimated to reduce further to 1341 and 1140 cubic meter in year 2025 and 2050, respectively. Agriculture sector, which provide 54.6% of total employment to growing population, alone consumes more than 90% of total groundwater draft in irrigation. Over the years, groundwater has become dominant source of irrigation due to its independent access and timely availability of water. Recognizing the gravity of water scarcity in many parts of the country, government has started formulating its water policy pivotal to improve technology. The successful adoption of water efficient technologies has two preconditions namely technical know-how and its accessibility through institutional support systems. Government has taken many initiatives to intensify outreach of efficient irrigation technology to farm.

Keywords: Agriculture Sector, Karnataka, Technology, Farm

INTRODUCTION

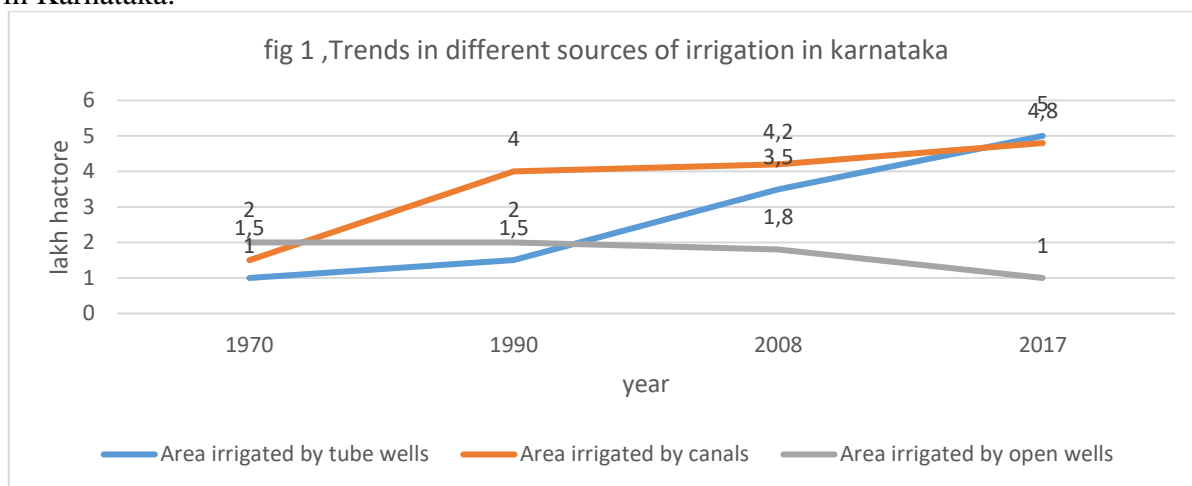
Karnataka is one of the most waters starved states in India and is characterized by highest concentration of drought prone area. With all the available supply of surface and groundwater in the state (761 TMC), only 34 % of the gross cropped area is irrigated leaving bulk of the area under dryland agriculture relying on monsoon. Thus, the demand for irrigation water is increasing, as irrigation is very critical input for enhancing agricultural productivity and farmer’s income. Since agriculture is the major consumer of surface and groundwater (90 %), the biggest challenge is reducing the consumptive use of water in agriculture so that the saved water could be optimally utilized to bring more area under irrigation.

Focus

Given the climate change scenario and increased demand for water from competing sectors, promoting most efficient, equitable and sustainable use of water becomes the priority of policy focus. In this regard, the trends in the growth of different sources of irrigation and the key issues facing irrigation sector are analysed along with policy interventions. This policy brief is based on analysis of relevant data including intensive reviews.

Trends in the growth of different sources of irrigation

An analysis of irrigation profile of Karnataka since 1970’s indicates that the proportion of area under canal irrigation is getting stagnant and also falling gradually, while the proportion of area under bore-well irrigation has been rising sharply (Fig 1). On the contrary, the area under tank irrigation has been rapidly falling and exhibited a negative growth rate. The trends indicate over dependence of agriculture on borewell irrigation. Fig 1. Trends in Different sources of irrigation in Karnataka.

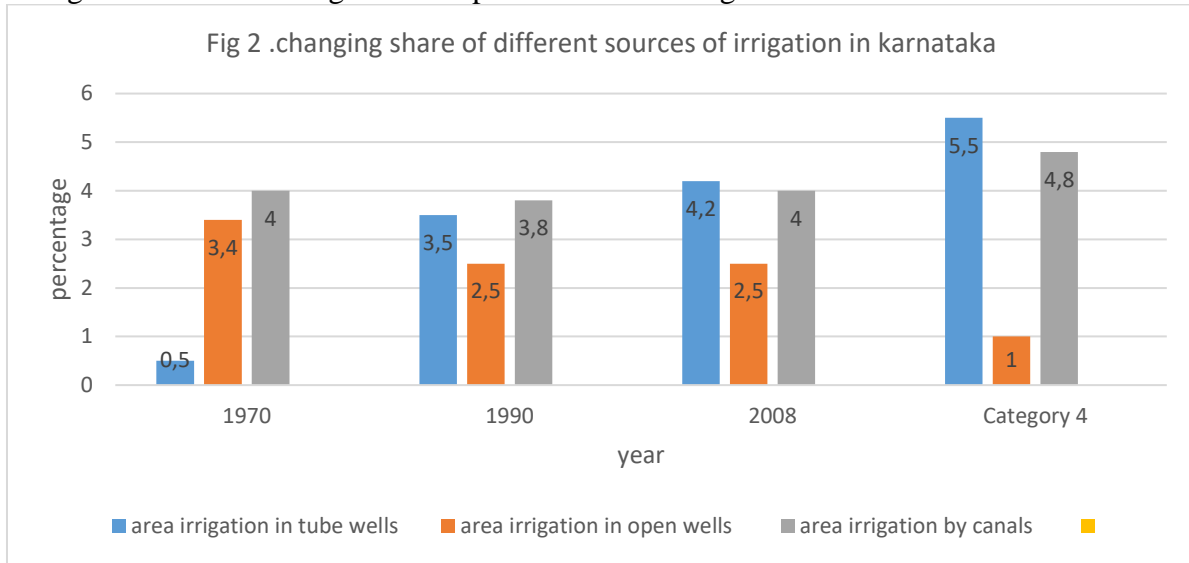


Source: Data drawn from Directorate of Economics & Statistics, 2017-18

Changing share of different sources of irrigation

As evident from the Fig 2, out of the total irrigated area in the state, around 56 % is from groundwater and the remaining is from canal and tank irrigation. Thus, the share of groundwater often referred to as minor irrigation, its share has exceeded the share of major irrigation (canal). Over the years, the share of bore-well irrigated area is increasing while open well irrigated area is drastically reducing. Similarly, the share of canal irrigation has declined marginally from 49 % to 40 %, while the share of tank irrigation was around 29 % during the 1970’s and this steeply

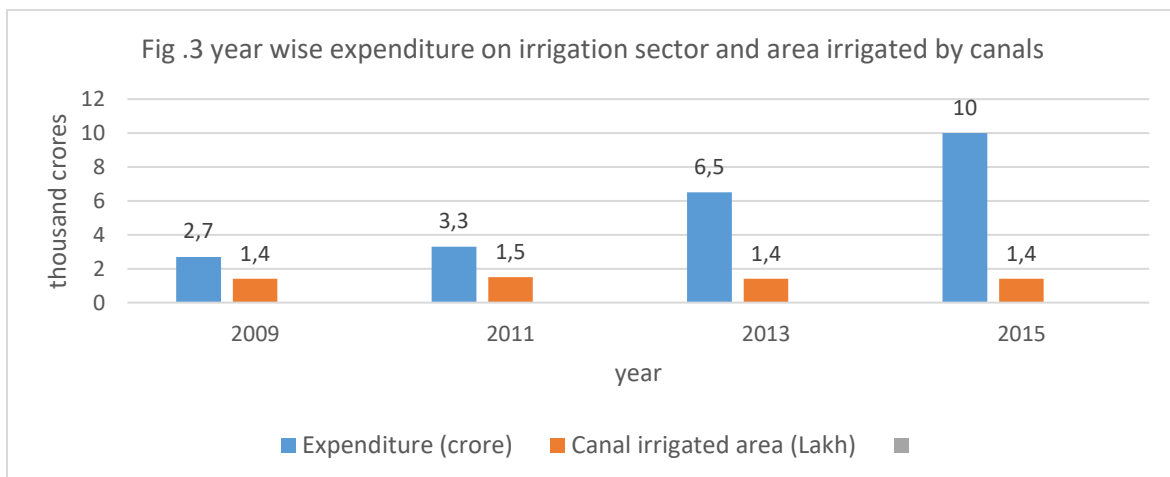
reduced to around 4 % during 2017. Thus, there is a heavy pressure on groundwater extraction for agriculture use leading to overexploitation of the fragile resource.



Source: Computed from Annual Season and Crop Reports, Directorate of Economics & Statistics Major Issues in Surface Irrigation

1. Large widening gap between irrigation potential created and utilized

As evident from the Fig 3, the government expenditure on major and medium irrigation projects surged sharply since 2009 towards creating additional potential. But the net irrigated area remains more or less stagnant during this period. Thus, the increase in expenditure is not in commensurate with the increase in area under irrigation. The potential created in major and medium and minor (surface water) is around 31 lakh ha, while utilized area is around 16.4 lakh hectares (WRD, GOK, 2017). Thus, there is a substantial gap between potential created and utilized. It is to be noted that creating one hectare of irrigation potential through major and medium schemes costs around Rs 7.51 lakh at 2016 prices; obviously, the cost per hectare of potential utilized will be much higher. Since Command Area Development Authority (CADA) is not showing impressive performance due to low funding and other reasons, the gap is continuing.



Source: Computed from the Annual Reports, Water Resource Dept, GOK

2. Poor water management resulting in inefficiency

The irrigation practices followed in the canal irrigated area are still dominated by traditional methods like flower flooding. In these methods, about 60% of water is lost in conveyance, evaporation, percolation & seepage. Studies indicated that canal irrigation water use efficiency is hardly 30 percent, (Rudrapur 2013, Gulati and Banerjee, 2016). It was estimated that around 70% of the irrigation water is wasted in irrigated commands depriving the dry areas for irrigation (Envi Stats, India 2018). There is disproportionate use of water between head and tail end regions leading to inequity in water distribution. In addition, paddy and sugarcane crops alone consume around 74% of total agricultural water in the state starving other crops from irrigation. The designed cropping pattern based on volume of water available in the reservoir is hardly followed in the command. The coverage of improved irrigation technologies like micro irrigation is yet to reach, as water is highly subsidized and its scarcity value is ignored. Further, reckless use of water in the irrigated commands has led to environmental problems like salinity, alkalinity and water-logging (Chinnappa & Nagaraj 2007) imposing additional costs to ameliorate.

3. The scarcity value of water is ignored

In agriculture, water is neither priced nor valued properly. In comparison with surface water, groundwater is relatively expensive and thus farmers are motivated to invest on micro irrigation technologies in response to economic scarcity. But in case of canal water, the price of surface water is not reflecting the economic scarcity. Hence there is no incentive for adoption of smart irrigation technologies. Since water is under-priced, there is a tendency by the farmers to use water sub-optimally.

4. Poor revenue generation from the existing water rates

As surface water is virtually subsidized, the revenue generation from water rates has been extremely low not even covering the operational cost of supplying water. Further, water is not charged on volumetric basis or marginal cost of supply. Thus, incentive to use water more judiciously is lacking. Many studies have indicated that the prevailing irrigation charges for different crops in India neither promotes use efficiency nor cost recovery reflecting poor performance (Nagaraj et al, 2003, Gulati and Banerjee 2016). Over the years, revenue generation from water charges has been shrinking and the proportion of working expenditure devoted towards O and M is also declining resulting in poor maintenance of the irrigation infrastructure.

5. Low adoption of improved water efficient technologies

Studies indicated that improved irrigation technologies like micro irrigation (MI), aerobic rice, SRI methods not only save substantial volume of water but also enhances productivity. For instance, aerobic rice technology saves >50% of water, but aerobic rice is not popular. Water saving through MI varied from 12% to 84% in vegetables, 23 to 100% in fruit crops and in other crops like sugarcane, 60%, cotton 60% and groundnut 40%. While, productivity increase varied from 12% to 47% in case of vegetables, 23 to 90% in fruits, 33% in sugarcane, 25% in cotton and 66% in cottons against the conventional practices (Kumar et.al 2008, Kumar and Palanisami, 2010). Despite multiple benefits from MI, the adoption level is extremely low due to lack of reliable supply and timely scheduling of water. The digital tools in monitoring, managing and efficient use of water through automation are not reflected in canal irrigated areas. Majority of the farmers are showing disinterest in adopting

most efficient methods of irrigation, since they are expensive and having binding constraints. The productivity per drop of water is low in command areas as against controlled irrigation in case of bore-wells (Gulati and Banerjee, 2016). Even with irrigation reforms by including Participatory Irrigation Management (PIM) and Water Users Associations' (WUA) turned out to be a fiasco and did not yield desirable outcomes in improving economic efficiency of water use.

6. Lack of coordination between Departments

The water resource department controls water in the reservoir but seldom made attempts to measure water applied volumetrically for irrigation. They are more focused on new infrastructure development than improving efficient water delivery, management and maintenance of existence infrastructure. Further, several spills over projects are still pending without completion leading to cost escalation. While, the agricultural experts are more concerned about implementing improved package of practices for augmenting productivity, as water distribution is beyond their purview. Thus, there is lack of outreach from both the departments in quantification of water requirements and efficient use of water.

Key issues in Tank Irrigation

Decline in the importance of tank irrigation

The state had around 40,000 irrigation tanks with a command area of about 6.84 lakh ha spread across 32000 villages during 1980's. This reflected the necessity and prominence of tank irrigation in Karnataka. However, due to siltation, poor maintenance, changes in land use and land cover and encroachment in the catchment, reduction in inflow of water, lack of participation by the community and gradual erosion of traditional community institutions, the tanks have been degraded and actual irrigated area got reduced to about 2.40 lakh Ha which is less than 35% of designed command.

Reduction of number of tanks

There has been reduction in the number of tanks from 40,000 to 36,508 as well as sharp reduction in the area irrigated over time. There are estimates (Govindaiah 1994) indicating that of the total tanks, around 31% are defunct and about 80% of these tanks are medium and small. These percentages are only indicative, and the actual proportion of defunct tanks may be much higher than reported in different areas of Karnataka. The declining trend is the cause of concern for sustaining the groundwater use and in restoring the ecological functions of the tank.

Heavy siltation

Heavy silting of tanks is a common problem across all tanks in the state (Chandrakanth & Romm 1990). Though, de-siltation of irrigation tanks was a traditional institutional mechanism involving all the households in the village, the practice has been discontinued by the farmers. This is due to inter alia; 1) reduction in the cattle population in the villages posed a major constraint for silt transportation 2) high opportunity cost of silt transportation 3) acute scarcity of labour 4) silt application involves additional cost and farmers not being able to recover the additional cost from the modest returns realized from dry land agriculture.

Declining public investments on maintenance of tanks

Lack of adequate funds as well as interest in operation and maintenance of tanks are the key factors for dismal performance of tank irrigation. There has been increase in expenditure over

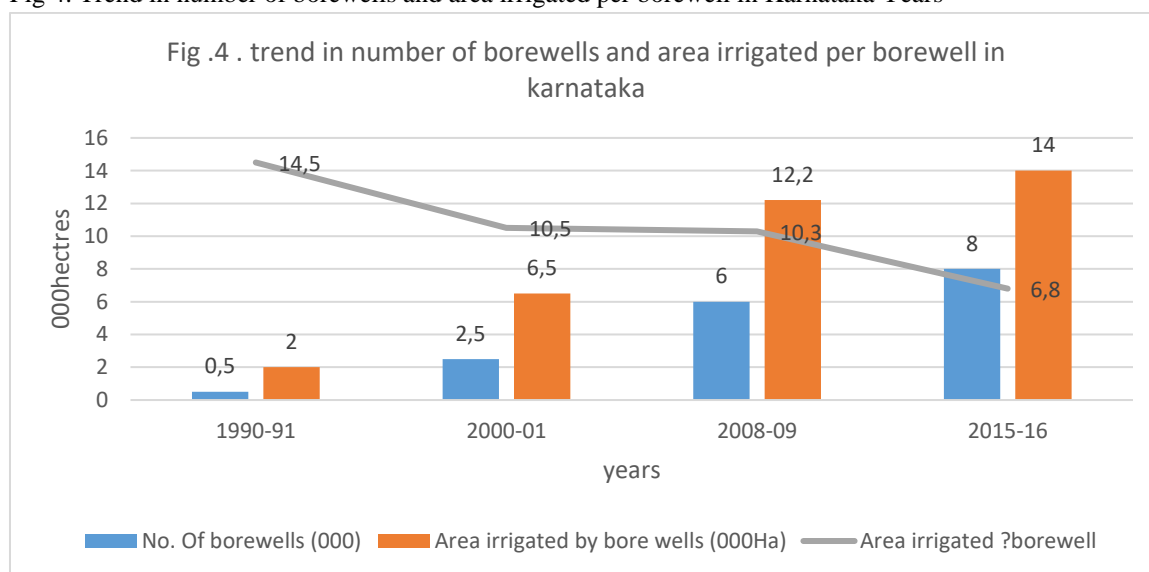
the years in absolute terms towards operation and maintenance from 1959 to 1970. The increase in outlay on O and M per ha was marginal till 1978-79. After 1980, the investment almost remained stagnant. The real investment per ha of tank command in 1970 was Rs 180 and it rose to Rs 361 in 1980 and remained stagnant till 1985 and thereafter reduced to Rs 324/ha over the years, thus from Rs 150/ha of command area in 1970 to Rs 304/ha of command area in 1989.

Key Issues in Groundwater

Groundwater overexploitation

Groundwater exploitation in the state is highly skewed, exploiting more intensively in semiarid districts of North and South interior Karnataka. Though the trend in the growth of number of borewells as well as area irrigated by borewells is increasing (Fig 4), the area irrigated per borewell is drastically declining from 2.8 ha to 1.54 ha/bore-well. The growth in bore-well witnessed a remarkable growth rate of 10.7% per annum from (1990-2016) creating a profound impact on groundwater resource extraction. The stage of groundwater development in the state is around 65%. However, in over exploited area it is around 125% as against 87% in critical areas implying distorted development. Currently, more than half of the state’s cultivated area is under critical to over-exploited category (Suresh Kumar 2019). Overall, in 45 Taluks groundwater is overexploited, 8 Taluks are in critical and 26 are in semi-critical. In semiarid districts like Kolar, Chikkaballapur and Chitradurga the borewell depth has increased alarmingly from 800 ft to 1500 ft depth with 20 HP IP sets that require more power. The average investment on bore-well in Eastern Dry Zone is around 2.5 lakhs, while that in Central Dry Zone, it hovers around Rs. 1.1 to Rs. 1.36 lakhs (Kiran Kumar, 2019). The adverse impact of over exploitation of groundwater is more pronounced in the districts of Kolar, Chikkaballapur, Bangalore rural, Tumkur, Chitradurga, Belgaum in terms of high failure rate of bore-wells, drastic fall in the groundwater levels & increased usage of power (Suresh Kumar 2019). Due to overexploitation of groundwater >3 lakh dug wells have dried, shallow bore-wells have completely failed and discharge in the deep bore-wells decreasing (Krishna Raj and Chandrakanth 2016). With deepening bore-wells and increased depth, the quality of groundwater has been deteriorating.

Fig 4. Trend in number of borewells and area irrigated per borewell in Karnataka Years



Source: Computed from Annual Season and Crop Reports, Directorate of Economics & Statistics Drastic fall in the groundwater table

On an average, the water table has dipped by 24.6 per cent (from 8.20 to 10.20 meters) implying that water table is declining at a rate of 0.3 meter per annum. The situation of water table depletion is alarming in the overexploited areas where around 40 per cent decline in water table has been observed during same period with a rate of depletion of 0.6 meter per annum. (CGBW, 2017). Due to drastic fall in water table, extraction cost of groundwater has increased around 15 to 30 percent of the total cost of cultivation of crops which is not accounted by farmers (Chandrakanth, 2015). Further, majority of the resource-poor farmers (small and marginal) either have lost or losing access to water.

Usage of poor-quality high-power IP-sets and its implications

An energy audit of 10% sample of the functioning pump-sets indicated that 91% operate with inefficient pump-sets with efficient pump-sets has potential to save energy up to 45%, further with drip irrigation 75% reduction in energy. Since ISI quality IP-sets are more expensive, majority of the farmers are using substandard high-power pumps to lift water from deeper borewells leading to colossal wastage of power. Further, due to poor quality of power supply farmers are incurring more operational and maintenance expenditure on repairs of IP-sets.

Substantial investments on coping mechanisms

In response to groundwater scarcity, the farmers are resorting to different coping mechanisms to manage groundwater through drilling new wells, deepening existing wells, rain water harvesting for recharge, adoption of drip irrigation system, sprinkler irrigation, investment on improved storage structures, conveyance, shifting cropping pattern, buying water. These coping strategies involve substantial forced investments ranging from Rs 0.5 to 1 lakh due to reciprocal externalities. Thus, there have been manifestations of both physical and economic scarcity of groundwater.

Policy Interventions

1. Technological options to save water:

Since the market-based approach of pricing water is not pragmatic, as it is more of political-economic issue we need to explore technology-led options to reduce the demand for water. According to the Comprehensive Water Management Index (CWMI) report, adopting Micro irrigation (MI) techniques can save roughly 20% of groundwater used annually by irrigation in India. Evidence shows that up to 40% to 80% of water can be saved and water use efficiency (WUE) can be enhanced up to 100%, in a properly designed and managed MI system compared to 30-40 % under conventional practice (Kumar 2008). By improving water use efficiency in crops like sugarcane, maize and cotton substantial amount of water could be saved. Wherever paddy is grown improved technologies like SRI (System of Rice Intensification) and aerobic method of growing paddy should be encouraged. For sugarcane cultivation, make MI compulsory through sugar mills and link to NABARD for additional financial assistance. Further, MI should be promoted not only as water saving but also as a productivity augmented technology. Thus, scaling up improved irrigation technologies on large-scale results remarkable savings in water.

2. Efficient water management and delivery: There is an immense scope to improve water management excellence by introducing innovative measures through CADA and WUAs. In addition to modernizing canal networks, volumetric measurements of water should be

introduced to make accountability of water used at Nigam level. Demonstrate the tangible benefits of efficient irrigation management methods including the use of precision technologies like sensor networks tension meters and weather data. Reforms are required to transform the WRD and special irrigation institutions to accelerate the project delivery, minimize the cost escalation and ensure the irrigation potential created is put to efficient use. Introduce incentive structure that improves water use efficiency and strengthen cross-sectoral water governance.

3. Focus on demand side management of groundwater: This aims at minimizing irrigation requirements through improving efficiency. Shifting towards low water intensive crops like oil seeds, pulses and millets greatly reduces water demand and these crops are less resource intensive and relatively more profitable. In water scarce areas growing of sugarcane and paddy should be discouraged and shift to water abundant regions. Make compulsory the adoption of micro irrigation for groundwater irrigation with both state and central government's financial support.

4. Rainwater harvesting for groundwater recharge: While supply side of groundwater is being addressed by the State through schemes such as holistic approach of watershed development and tank rehabilitation. Thus, credible actions are necessary for demand and supply management on individual and community basis. Farmers should be educated regarding on-farm groundwater recharge in addition to recharge efforts at the community level. Thus, Government initiatives in watershed development and rejuvenating irrigation tanks in the drought prone districts towards rainwater harvesting should continue with expanding investments.

5. Augmenting supply through new projects: This needs liberal investments on the irrigation sector towards increased supply creation and storage. Though the share of tank irrigation has been shrinking over the years due to degradation of tanks, its revival is extremely important from the viewpoint of sustaining well irrigation, drinking water for livestock and other ecological and environmental needs. The Government plan to supply KC Valley treated sewage water into Kolar and Chikkaballapur tanks to improve groundwater recharge is laudable, but its long-term environmental effects need to be assessed.

6. Improving efficiency of I-P sets: Adopting energy efficient I-P sets not only saves power but also minimizes the annual repairs and maintenance cost. Thus, the existing I-Psets need to be replaced with ISI rated energy efficient pump-sets for which viable financial mechanism need to be created. The quality of electricity supply in rural areas needs to be improved. Further, farmers need to be encouraged to use solar pump sets to reduce dependency on electricity and provide subsidy liberally to buy solar pup-sets.

7. Enhancing productivity per unit of water: Diversification of high value less water intensive horticultural crops along with best technology package need to be promoted so that the net return per unit of water can be maximized. This needs both public and private investment to develop a value chain on a cluster basis. Promoting SRI method of cultivation of rice in head reach not only saves water but also enhances productivity.

8. Government programmes towards enhancing irrigated area: A comprehensive flagship programme to promote precision farming, the PMKSY has been launched keeping in view the importance of water and its judicious use in agriculture. The PMKSY aims at consolidating all

existing irrigation schemes to provide “end-to-end” solutions in the irrigation sector. This has 4 components viz., Accelerated Irrigation Benefit Programme (AIBP), PMKSY (har khet ko pani), PMKSY (per drop more crop) and PMKSY (watershed development) that need to be up scaled in order to reap the benefits to a large number of farmers.

CONCLUSIONS

With emerging climate change, the demand and supply gap of irrigation water in the state will continue to swell and this need to be addressed through demand and supply interventions. The current method of flow irrigation needs to be replaced by modern irrigation practices/methods mainly to improve efficiency in water use as well as to cut down water losses. Capacity building of water users to shift to more water efficient production methods can avert the scarcity situation. Pricing of water is a sensitive issue hence focusing on technological solutions is crucial with creating irrigation literacy. Improving water governance through monitoring and enforcement of water management measures through PIM and water user’s association will improve the water delivery system. Researchers seldom made attempts to measure water applied for irrigation considering both canal and bore-well water volumetrically. In addition, water has been treated as a free good and most studies concerning cost of cultivation exclude cost of water used for irrigation, relegating water use efficiency. Further, there is lack of concordance among research, irrigation-extension, and private-public participation for sustainable management of water resource. Thus, strengthening cross sectoral water governance is crucial for better coordination.

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Homeopathy as an Alternative Branch of Western Medicine: The Story of its Acceptance in Bengal (1860-1947)

Ph.D. Research Scholar Sulagna Som

Department of History, Jadavpur University

sulagnasom@gmail.com

Orcid: 0000-0001-9993-0897

ABSTRACT

With the growth of the new Western medical system in colonial India, imposed by the British, the indigenous traditional style of treatment in India is perpetually under challenge. Western Medical school refers to the broad category of medical practice that is sometimes called modern medicine or allopathic medical treatment. Beside the established orthodox allopathic medical treatment system, there was a recognizable casual growth of an alternative school of medical treatment which was an another branch of the western schools of medical treatment, homeopathy.

In British Bengal, homeopathy, a western medical enterprise that began in eighteenth-century Germany, was reconstructed as Vernacular medicine. With a unique medical ideology and the 'Law of Similars' or *Similia Similibus Curantur*, Homeopathy oppose the popular notion of medical ideology, popularized since the 1790s in Germany by physician Friedrich Chrisrian Samuel Hahnemann. The Allopathy or Western medical system, on the other hand, did not accept homoeopathy as their alternative branch. It was shunned and its authenticity was questioned with other branches of indigenous medicine. In the 19th century India, homeopathy was generally considered to be a rival cult and 'rebel child' of the orthodox western medical system. Though it was not recognized by the tradition western medical practitioners, there were so many factors which made this alternative medicines a popular one.

This paper will investigate the early years of homoeopathy in Bengal, as well as the colonial characteristics of western medicine and the struggle between allopathic and homoeopathic practitioners. mass reaction towards this (Homeopathy) new medical philosophy and the role of missionaries and homeopathic practitioners in India for establishing Homeopathy as an alternative branch of western medicine. With the archival references and other secondary sources, this paper will discuss also the newspaper battles, for and against homeopathy and will investigate the governmental attitude towards this medicinal branch and so on.

Keyword: Homeopathy, Western Medical System, Alternative Medical Branch, Babu Rajendralal Dutta, Mahendralal Sarkar, Vernacular Medicine

INTRODUCTION

In the early years of colonial India, the Western medical system and the Indigenous medical practice ran simultaneously, with greater governmental emphasis laid on western medicine. The western medical school refers to the broad category of medical practice that is sometimes called modern medicine or Allopathic medical treatment. The traditional Ayurveda and Unani-Tibb medical practices were marginalized by the British, and western medicine became the only medical practice that was patronized by the British government. At that time Homeopathy, another branch of western medicine came into India. But the orthodox western medical system, which was termed 'Allopathy' by Samuel Hahnemann, didn't welcome homeopathy as their other branch. It was marginalized, suppressed, and questioned for its authentication. In Colonial, India homeopathy was generally considered to be a rival cult and 'rebel child' of the orthodox medical system. In certain countries, the phrases "complementary medicine" and "alternative medicine" are interchangeable with "traditional medicine." The terms "complementary" and "alternative" are occasionally used to refer to health treatment that is regarded as an alternative to allopathic medicine. This, however, can be deceiving. In some countries, complementary/alternative medicine has the same legal standing as allopathic medicine, many practitioners are certified in both complementary/alternative medicine and allopathic medicine, and many patients see a complementary or alternative practitioner as their primary care provider. The thesis will study the rise and development of Homeopathy in Bengal, Detailing its gradual growth as an alternative branch of medical practice.

1. HEALTH CARE SYSTEM OF COLONIAL INDIA

Before we get into the history of Homeopathy in India, let's have a look at the state of Indian health care in the nineteenth century. Western medicine was growing in two directions in India then: competency-based growth, similar to other professional occupations, and university-based growth, based on scientific knowledge and research. Almost all nations, however, have medical councils that monitor medical education and practice rights. However, the earliest "doctors" who arrived in India on ships of the East India Company (EIC) had no formal medical training or education. Professional physicians, on the other hand, were fast growing in the west and had firmly established themselves in the Indian medical service by the second part of the eighteenth century.

1.1 Medical Education

Professionalization is characterized by the organization of education, and the training component is at the heart of all professional education. Medical education includes a graded collection of training courses that range from "paramedical" to medical specialties. The training, education, and skill sets frequently overlapped. These courses had a wide range of academic requirements. The debate about who should be called a doctor was at the heart of the situation. The IMG debated over the academic and professional criteria, as well as the social demands, that went into the Vernacular Medical Education courses. The course's distinguishing feature was the medium of teaching. One of the reasons why the British had introduced vernacular medical education was - the native doctors, were expected to take the place of Indian system practitioners. The so-called 'Native Doctor' of the Medical College, as the main enabler of this medical mission in the vast hinterland just outside the main cities, was actively at work and providing good service; service that was so well appreciated that, even in the absence of any European influence, they quickly supersede the antiquated *Koberaj* and *Hakeem*. In the article "English Training for Native Doctors," the IMG encouraged medical college and school

teachers to establish an English class for native doctors who would eventually become hospital assistants, allowing them to enter government employment. This emphasis on making them "useful employees of the state" was a shift in thinking. The critique of the vernacular course was that it stressed "parrot-like" rote learning without any practical or clinical education. They were optimistic that graduates of vernacular medicine would replace "*kobirajes* and quacks" in towns and villages.

1.2 Medical Acts

For a long time, medical practice in British India remained uncontrolled, and provincial councils were founded far later than the British Medical Act of 1858. Western medical practitioners were registered under the Province Medical Acts, which were adopted by provincial governments with the approval of the Governor-General. Medical Councils, which included both elected and nominated members, were in charge of registration. The British Medical Act, 1858 section 21, 22 served as the foundation for registration under the Provincial Medical Acts, and anybody with a medical degree or certification from one of the authorized universities, medical colleges, or schools may do so for a fee. Following the passage of the Indian Medical Degrees Act VII of 1916, the universal regulation of "western medical science" across India began. Other medical systems were not included. Importantly, there appeared to be an agreement to limit the scope of regulation to modern western medicine. Other systems like Ayurveda (*kabiraja*), Unani, and Homoeopathy were kept out of the terms of the acts, except for a couple of unusual instances, and this was approved by both the officials of IMG as well as the practitioners' councils. The relevance of the Medical Registration Act was highlighted in an article published in IMG in May 1897 titled "Medical Registration." The Bengal Medical Association, on the other hand, was skeptical of the government's objectives in passing the Medical Acts, which the administration flatly denied. The lack of open hostility between western medical practitioners and their traditional medicine colleagues is both unexpected and possibly laudable.

2. HOMEOPATHY IN INDIA

Throughout the nineteenth century, successive colonial administrations did not explicitly define the types of medical practice that may be taught or practiced in Bengal. British officials avoided designating any specific medical tradition or system as part of their deliberate propagation strategy. The term "allopathy" was rarely used in the early nineteenth-century medical literature or official bureaucratic letters.

After the late 1860s, several homeopathic tracts, manuals, monographs, and *Materia Medica* were published. The authors of the majority of these works made a concentrated effort to portray homeopathy as advanced and scientific. A few manuals, such as Datta's *Homoeopathic Series* (1875-8) and Berigny and Company's *Bengali Homoeopathic Series*, were serially produced over time (1870-6). Rather, the genre of popular medical periodicals devoted to health and medicine, in general, gave a place for debating differing medical theories and traditions.

2.1 Contribution of Samuel Hahnemann

Homeopathy was first mentioned by Hippocrates (462-377 B.C). But it was a German physician, Samuel Hahnemann (1755-1843 C.E.) who established homeopathy's basic principles: the law of similarity, direction of cure, principle of single remedy, and the theory of minimum diluted. To understand the place of homeopathy in colonial India we have to understand the philosophy of homeopathy also. In homeopathy, diseases are treated with remedies that in a healthy person would produce symptoms similar to those of the disease. Rather than fighting the disease directly, medicines are intended to stimulate the body to fight

the disease. It is a medicine of experience and not of speculation. It has been hailed as a philosophy of thought in which the science and art of medicine found a new interpretation.

The origin of homeopathy as a scientific method of treating diseases dated from Samuel Hahnemann's publication of his findings in 1796. From 1796 to 1810 Hahnemann held on his way experiments to prove that he had discovered a genuine law of medicine. Dr. Samuel Hahnemann discovered an effective method of treatment, a method of drug application for the treatment of the sick by individualization of cases, by a single, similar, and smallest dose of medicine (being attenuated) to affect the dynamic life-principle, the seat of the disease, on the only principle of "*Similia similibus current*" or Law of Similar's termed "Homeopathy." His method was straightforward yet not simple. In an article in *Homeopathic Bulletin*, Durga Kumar Ray, M.A., P.I., had stated that Homeopaths have made the system easier by treating illnesses homeopathically by labeling disorders with nosological titles and then recommending prescriptions for sophisticated medicines, specialized drugs, specific injections, patent medicines (homeopathic) and other treatments. They are the proponents of this simple method. Modernists. The physician's high and sole purpose is to restore the sick to health, to cure- if the so-called modernists can accomplish their mission using this easy manner, then let them do so and broadcast their accomplishments to the world at large.

In and around 1800 C.E., Hahnemann began to teach his doctrine which was associated with homeopathy. Following Hahnemann, a group of men, some of whom were his direct students, took the task to spread the Homeopathy practice over all parts of Germany, Austria, Italy, France, and England. In 1844 Dr. Quin, a student of Hahnemann, established 'The British Homeopathy Society'. In 1850 the London Homeopathic Hospital was founded and dispensaries sprang up wherever converts settled for practice. At that time India was under British Rule and naturally, Homeopathy took its first step in India with European doctors.

2.2 Advent of Homeopathy in Colonial India

Homeopathy was brought into India in the fourth decade of the nineteenth century, by Honigberger, Tonnere, Berigny, and others. Honigberger was known as "Cholera Doctor". He says that he learned Homeopathy from Hahnemann himself in Paris. Dr. Honigberger revisited India in 1839. At that time Maharaja Ranjit Singh was very ill and Dr. Honigberger was appointed to treat him. He followed the Homeopathic treatment and cured Maharaja.

Probably this was the first case of Homeopathic treatment in India. From his book, we came to know there were three homeopathic hospitals in India, the year before 1852. In 1846 a Homeopathic Hospital was started by surgeon Samuel Brooking at Tanjore and another one was in Puducutta in South India, under respective Rajas. In November 1851 a 'Native Homeopathic Hospital and Free dispensary' was started in Calcutta under the patronage of the Hon'ble Sir John Hunter Littler, Deputy Governor of Bengal and President of the Council of India, and Dr. Tonnere, a French Allopath who was converted to Homeopathy by conviction and practice was appointed as a physician in charge of the Hospital. But it failed to secure a firm footing in Calcutta. At that time there were some armatures in the civil and military services. Mr. Ed. D'Latour was one of the Judges of Sadder Dewani Adalat. He converted his immediate Junior, a deputy magistrate Maulavie Ziauddin Hosein to Homeopathy. Two doctors Mr. Cooper and Dr. J. R. Russel appointed in Fort William were known, as homeopaths and practitioners. A military pensioner of the subordinate service, Mr. Ryper, used to distribute Homeopathic medicines, free of cost at Cooley Bazar, Kidderpore, where he lived.

2.3 Contribution of Babu Rajendralal Dutta

The First Indian who adopted homeopathy was Babu Rajendralal Dutta. He was chiefly instrumental in founding The Native Homeopathic Hospital and Free Dispensary. Rajendralal Dutta began his career studying conventional medicine before switching to homeopathy and becoming a well-known homeopath. He helped Dr. Tonnerre in his Homeopathic practice in Calcutta. But the Hospital didn't last long and Dr. Tonnerre could not prove himself. But Rajendralal Dutta didn't lose his hope and kept on practicing Homeopathy. One of his great achievements was Iswar Chandra Vidyasagar's conversion to Homeopathy. Rajendralal cured Iswar Chandra's chronic disease. Another remarkable achievement of Rajendralal Dutta was his ability to cure the Gangrene of Raja Sir Radhakanta Deb's (Bahadur of Sovabazar Rajbati) foot with homeopathic medicine. That cure made a great sensation in the town and paved the way for the establishment and propagation of Homeopathy in Calcutta. But its exposure was highest in Bengal with the conversion of Dr. Mahendralal Sircar.

2.4 Contribution of Mahendra Lal Sircar

In 1860, he completed the final L.M.S test with honors in medicine, surgery, and midwifery, and in 1863, he received his M.D degree from Calcutta University, giving Mahendralal Sircar a lot of experience in medicine. In India, another branch of medical school was only becoming started at the time. It was the School of Homeopathy. Sircar had a deep distrust of homeopathy from the start. He first believed that homeopathy was stealing credit for diseases that were spontaneously treated by the human body's immune system.

For mass exposure, Rajendralal felt that converting a Western medical practitioner to Homeopathic practice was important. On the 27th of May, 1863, Mahendralal Sircar gave a lecture on the failure of homeopathy at a preliminary meeting for the formation of a medical organization as a section of the British Medical Association. At the First Meeting of Subscribers to the Projected Science Association, Rajendralal Dutta read Sircar's speech and was filled with hope that he had finally found a man to convert to Homeopathy. Sircar, on the other hand, was hesitant to devote time to studying even Rajendralal Dutta's Cases.

Kissory Chand Mitra, who was the editor of the *Indian Field* at the time, provided Mahendralal Morgan's Philosophy of Homeopathy to review for his magazine. Sircar felt he understood nothing about homeopathy after reading this book, so he approached Rajendralal Dutta for assistance. He evaluated Rajendralal Dutta's patients in 1865. Sircar wanted to investigate if the patients could heal on their own, without the need for drugs. Some were able to recuperate without the use of homeopathic globules. However, many people recovered and were treated with globules. Sircar was persuaded and began researching cases. He discovered that homeopathy was more successful than conventional medicine. It wasn't the quackery, as he had assumed.

Dr. Mahendralal Sircar became joint president of the British Medical Association, Calcutta branch in 1866, read a paper entitled "On the Supposed Uncertainty in Medical Science and on the relationship between disease and their remedial agents". in this meeting of the said Association and showed his immense respect toward homeopathy and his decision to pursue his career in Homeopathy. The story of Homeopathy cannot be written without Mahendralal's contribution and sacrifices for the sake of Homeopathy. His dramatic change from allopathy to Homeopathy, his tussle with Calcutta University over his medical views, his role in the scientific movement of Bengal, and his achievements for the intellectual upliftment of his countrymen in the foundation of the Indian Association for the Cultivation of Science at Calcutta.

3. HOMEOPATHY: STORY OF DENIAL AND ACCEPTANCE

The homeopathic treatment procedure was rejected by the traditional medical school. They believed it was not scientifically sound enough to be recognized as a medical therapy. Sircar's membership was refused in India after he announced his convictions at the Bengal Branch of the British Association's fourth meeting. For selecting homeopathy over allopathy, he had to suffer hostility, humiliation, and contempt from his colleagues. However, abandoning homeopathy was almost as upsetting to him as leaving medicine. People were convinced of Homeopathy because of his robust, confident approach toward his conviction. Mahendralal Sircar is important to understand the early years of Homeopathy in India.

There was a clear clash between Allopathy and Homeopathy practitioners. Allopathy practitioners could not leave their hold so easily. Eventually, Homeopathy practitioners also criticized Allopathy for its strong, powerful, and painful treatment procedure. State help was almost nil for Homeopathy. It was obvious because there was no other medical school that had dared to challenge the foundation of the orthodox "Allopathic" school. Hahnemann was the first, who used the term "Allopath". "Allos" means opposite and "pathos" means suffering. By this Hahnemann wanted to portray this medical school as a harsh medical practice. Do allopaths defend their ideology by denouncing homeopathy? Often! They didn't care about the criticism of the Homeopath school. Homeopaths responded immediately that Allopaths have official support.

3.1 Selling of Medical Degrees

Western Medical practitioners used to accuse Homeopathic practitioners of being quacks. And it was not wrong or deniable that many fraudulent used to sell homeopathy M.D degrees at the cost of 20 to 100 Rs. In an article of *Servant of Homeopathy*, it is stated that some so-called homeopathic colleges in India sell the title of Hahnemann Medical College and Hospital in Philadelphia, to the buyers. But the head of the institution had made it clear that their college had no connection with any college or hospital in India. The journal *Servant of Homeopathy* editor made everyone aware of this deception.

3.2 Acceptance of Homeopathy as an Alternative Branch of Medicine in India

Now we should discuss the acceptance of homeopathy in India among the people and the allopathy practitioners. Why do Indians accept Homeopathy as an alternative branch of western medicine? Not only western medicine but indigenous medicine as well. People in chronic poverty are attracted to it because of the low cost of treatment. The imaginative and readily credulous were tempted to the widely publicized and exaggerated claims of cases being cured by the single dose of Homeopathy drug. Many people are drawn to magic, but only a few people are drawn to Logic. Success has been published but not the failures. However, the ease with which Homeopathic medicine can be administered internally by the mouth or by olfaction and externally through rubbing or inunction on the skin has made it a home medicinal. Above all, Homeopathy has remained a perennial Healing Art due to the aforesaid reasons and the efficacy of its therapy within its realm.

In Mahendralal sircar's words "...homeopathy had made considerable progress in the metropolis of India before 1852 and that no less a personage than Sir John Littler Deputy Governor of Bengal and President of Council of India did not think it a dishonor to be the patron, not only in name but substantially of a homeopathic hospital."

The Native Hospital had the support of other eminent European gentlemen and the press like *Harkara*, the citizen, and the *Friend of India* had each a good word to say in favor of Homeopathy. The faith in homeopathy grew Since then and orthodoxy for allopathy has been more or less losing its ground. In the year 1867, the cause of Homeopathy in Calcutta was strengthened by the arrival of Dr. Leopold Salzer from Alexandria. By affecting many

remarkable cures, by his able and valuable contributions to the *Calcutta Journal of Medicine*, and by his other publications, he had made a materially advanced homeopathy treatment. In 1868, Mahendralal Sircar started the first medical periodical in the East, the *Calcutta Journal of Medicine*. The journal was spreading the knowledge of homeopathy in India and a growing appreciation of the Hahnemannian reform had been seen.

From 1870 to 1878 the course of Homeopathy in India may be said to have been comparatively a smooth one. The cheapness of its treatment attracts people suffering from chronic poverty. People began to believe that there was hardly any poisonous element in Homeopathy, even if the drugs were wrongly taken the same would not cause any danger. These factors made Homeopathy popular and more approachable.

3.3 Why Do People Choose Homeopathy for Treatment?

Many people, educated, half-educated, uneducated, lettered, unlettered, literate, or illiterate, had turned to Homeopathy as a profession or as amateur domestic prescribers after reading cheap editions of Homeopathic literature, Domestic guides, or moderately large volumes of *Materia Medica* by Indian authors, the majority of which were compilations of standard works on Homeopathy and inadequately translated into various vernaculars of the country.

Diagnosis is of little or no use in Homeopathic treatment, according to the vast majority of practitioners. Symptoms alone will help the choice of a remedy. But how a practitioner can determine the positive, terrible, or neutral symptoms of the disease? Only keen observation and medical knowledge can identify them for therapeutic purposes. There was also a contemporary view that homeopathic medications that have been attenuated and lost their poisonous nature can be properly prescribed without causing harm, even if they are carefully chosen.

These considerations had increased the popularity of Homeopathy and encouraged people to try it. They forget, however, that medicines, which can change unpleasant sensations and functions of the vital principle to sensations and a healthy state if administered incorrectly, can cause havoc in the sick, who become extremely sensitive due to disease, and especially in patients with extreme idiosyncrasies. However, by this price of prudence, very few practitioners would be prudent in giving a viable cure. And with the time homeopathy got acceptance by Indians and became a well-established branch of medical science.

For Indians, who practiced Homeopathy, Samuel Hahnemann had become a cult. They used to celebrate the birth anniversary of Hahnemann as a deity of medicine. In the editorial of *Servant of Homeopathy*, Satyen Roy stated— Today is the day of great celebration for the admirers of homeopathy because on this date the god of homeopathy was born on earth. Just as *Janmashtami* reminds us of the dalliance of Lord Krishna, April 10 reminds us of the life and work of Mahatma (Great Soul) Hahnemann by preaching the truth Buddha gave up the throne, by preaching the truth Jesus embraced death, by preaching the truth Hahnemann voluntarily accepted the poverty and left his country. According to Indian practitioners, especially Bengali Hindus, Hahnemann is the incarnation of God Vishnu. At the end of his editorial, he appealed to all the homeopathy practitioners to get united and acclaim in the name of Hahnemann. It is very interesting to note that Hahnemann had become one of the Avatar of Lord Vishnu (a deity of Hindu mythology) to the Indians.

One of the reasons why homeopathy in India has had slow progress is the blind faith in the doctrine of Hahnemann. A group of homeopathy practitioners titled themselves as true "Hahnemannians," clogging the possibility of innovations towards progress. They were so stringent about their knowledge that they were not ready to accept any further improvisation.

Or maybe they were not talented enough to innovate something, as many quacks held the fake degree of M.D. in Homeopathy.

CONCLUSION

The eighteenth century was defined by a multiplicity of theories and hypotheses about diseases' nature, aetiology, and treatment, and as a result, methodology, and treatment, and as a result, methodologies and therapeutic practices were as varied as the theories proposed. However, all of those theories had two major flaws: comprehensive and partial observations, as well as hasty and imprecise generalization. The medical men of that time did not follow the normal rules of logic. Doctors were fighting for their side of the shield, and not a single medic was thinking well enough to consider both sides.

Surinder M. Bharadwaj and Donald Warren focused on the processes of homeopathy's rapid indigenization' in the early 1980s, owing to a natural affinity between homeopathic and Ayurvedic principles. David Arnold and Sumit Sarkar examined homeopathy's modern, rational promises in their recent study on the Bengalis' cultural attraction. They maintained that, while the state was invested in the dissemination of colonial medicine, homeopathy's claimed German ancestry added to the Bengalis' cultural nationalist aspirations.

Dr. Shinjini Das has shown that, in Bengal's late-nineteenth-century joint market for medicine and printing, categories like "homeopathy" and "allopathy" were simultaneously formed. In doing so, it speaks of historical events that have revealed the enabling role of so-called "alternative," "heterodox," "sectarian," or "fringe" medicine in the development of medical "mainstream," "orthodoxy," or scientific medicine in British and American contexts. Scholars have also suggested that terminology like "orthodox," "scientific," and "alternative" can be used interchangeably in various situations when analyzed throughout time.

In this article I have tried to investigate the debate between Western Medical practice or Allopathy and Homeopathy, the response of the Indians and the British Government, the reason behind the mass acceptance and the politics of the medical profession, and how it established itself as an alternative branch of medicine in India. To understand the debate between the different branches of medicine in India, one must go through the different books written by Bengali Homeopathy doctors, different journals, books, manuals, and domestic guidelines on Homeopathy written in vernacular languages.

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Change in Airport Resource Management Model in Crises: Modifications of Slot Applications in the Covid-19 Pandemic Process

Instructor Sema BATTAL

Eskisehir Technical University
semab@eskisehir.edu.tr
Orcid: 0000-0003-2814-9766

Assoc.Prof.Dr. Savaş S. ATEŞ

Eskisehir Technical University
ssates@eskisehir.edu.tr
Orcid: 0000-0003-2462-0039

ABSTRACT

The resource management model, which is made by creating a certain order among airline companies that want to benefit from airport services at the same time, is called a slot. With the COVID-19 pandemic, there has been a sharp decline in air travel demand all over the world. Many countries have closed their borders and stopped flights. Despite this, some airlines continued to fly with almost empty planes. Although this situation may seem absurd, the main reason is that airlines have to continue flying to protect their slot rights. Nearly 43% of the passengers flying by air in the world use more than 200 slot coordinated airports. Under the slot allocation rules, airlines are required to use at least 80% of these slots allocated under normal conditions.

With the emergence of COVID-19, there has been a serious decrease in airline traffic and airlines have had to use less than 80% of the slots allocated to them. Due to the historically acquired slot rights (Grandfather rights), the use of slots below 80% brought along the risk of slot loss. For this reason, airlines are willing to either make empty flights or lose their slots. In this research, the concept of slot has been tried to be explained and how the slot applications of the airlines have been affected during the Covid-19 period has been compiled. As a result of the research, suggestions were made about how slot applications should be in an environment of uncertainty.

Keywords: Slot, Airport, Covid-19, Airport Resource Management Model

Krizlerde Havaalanı Kaynak Yönetim Modelindeki Değişim: Covid-19 Pandemi Sürecinde Slot Uygulamalarındaki Değişiklikler

ÖZET

Havalimanı hizmetlerden aynı anda yararlanmak isteyen havayolu işletmeleri arasında belirli bir sıra oluşturularak yapılan kaynak yönetim modeline slot adı verilir. COVID-19 salgını ile tüm dünyada hava yolculuğu talebinde keskin bir düşüş gerçekleşmiştir. Birçok ülke sınırlarını kapatmış ve uçuşları durdurmuştur. Buna rağmen, bazı havayolları neredeyse boş uçakları ile uçmaya devam etmişlerdir. Bu durum saçma gibi görünse de temel nedeni havayollarının slot haklarını korumak için uçuşa devam etme zorunluluğunun olmasıdır. Dünya üzerinde havayoluyla uçan yolcuların yaklaşık %43'ü 200'den fazla slot koordineli havalimanlarını kullanmaktadır. Slot tahsisi kuralları dâhilinde havayollarının normal şartlar altında tahsis edilen bu slotların en az %80'ini kullanmaları gerekmektedir.

COVID-19'un ortaya çıkmasıyla hava yolu trafiğinde ciddi düşüşler olmuş ve havayolları kendilerine tahsis edilen slotların %80'inden daha azını kullanmak durumunda kalmışlardır. Tarihsel kazanılmış slot hakları (Büyükbaba hakları) gereği %80'in altında slot kullanımı slot kaybı riskini de beraberinde getirmiştir. Bu sebeple havayolları ya boş uçuş yapmayı ya da slotlarını kaybetmeyi göze almaktadırlar. Bu çalışmada slot kavramı açıklanmaya çalışılmış ve Covid-19 döneminde havayollarının slot uygulamalarının nasıl etkilendiği derlenmiştir. Araştırma sonucunda belirsizlik ortamında slot uygulamalarının nasıl olması gerektiğine ilişkin önerilerde bulunulmuştur.

Anahtar Kelimeler: Slot, Havaalanı, Covid-19, Havaalanı Kaynak Yönetim Modeli

INTRODUCTION

The airline industry is growing at an astonishing rate. According to IATA data, it is estimated that the crisis will not seriously affect the number of passengers and that the number of passengers will continue to increase every year. In this context, it is expected that the number of passengers will exceed 8 billion by 2037 (IATA, 2020). The aviation system consists of three basic elements: airlines, airports, and aircraft manufacturing companies. These systems act in conjunction with each other (Erol & Karaman, 2016). It is not always possible for systems to grow and develop together. Airports are a service providers and due to the nature of the service sector, services cannot be offered to many people at the same time. For this reason, it may be necessary to establish a certain sequence among people who want to benefit from certain services at the same time. Airports coordinate this service order with a resource management model called slot due to the increasing the capacity of airport operators requires both time and large financial resources (Cengiz, 2012). The capacity of an airport should be a correct, practical, harmonious, impartial, and effective solution and should be done by taking into account the competition rules. IATA World-Wide Slot Guidelines (WSG) instructions are applied in the implementation of slot coordination (ACI, 2020). While slots are implemented at three airports in the USA (John F. Kennedy (JFK), LaGuardia (LGA), and Newark Liberty (EWR)), there are approximately 175 airports worldwide that implement slots (Czeyny Achim, 2019).

The aviation industry is sensitive to external factors such as oil crises, natural disasters, terrorist attacks, economic recessions, and disease outbreaks. Moreover, during the Covid19 pandemic, the aviation industry has been hit hard by flight cancellations, travel bans, and border closures. With the effect of the COVID-19 epidemic, there was a 49%-51% decrease in the seat sales capacity of airlines in 2020. In the first quarter of 2021, this rate decreased between 26% and 45% (AACO, 2020). The most important disease outbreak to affect air transport before the Covid-19 outbreak was SARS in 2003. Covid-19 has gone far beyond this epidemic and continues to take the aviation industry into the unknown (Sanchez, 2020). It is still unclear how much and how long the Covid19 epidemic will affect the aviation industry.

THEORETICAL FRAMEWORK

Ünal (2009) has examined the regulations that will ensure international air law, interstate equality, efficiency, safety, and security in civil aviation since the signing of the 1944 Chicago Convention on International Civil Aviation in his paper (Battal, Yılmaz, & Ateş, 2006). Gemici (2016) studied the issues of airspace and sovereignty in his study on private air law for the regulation of international civil aviation activities (Gemici, 2016). Karaman and Erol (2016) surveyed the factors that determine airport capacity, slot coordination processes, and management in their study (Erol & Karaman, 2016).

The developments in the civil aviation sector revealed the capacity problems in airports and tried to determine the effects of the concepts of slot and bilateral agreements on airlines (İnan, 2020). Alhan and Bozkurt (2020) examined the advantages and difficulties of airline companies' Code Share agreements with each other to develop their flight networks and earn more profits (Bozkurt & Alhan, 2020). It explains how the slot allocation was carried out in Turkish civil air transportation between 1992 and 2010 in their research by Yalçınkaya and Taşcı (2018) (Yalçınkaya & Taşcı, 2020). In this research, on the role of the state in slot distributions in the Turkish air transport sector, the mistakes made were examined and it was concluded that the slot allocation did not play a rational, stabilizing, and institutionalizing role as in the USA. Ateş and Üzülmez (2016) examined the slot coordination system used at Atatürk

Airport and made some suggestions for the improvement of the system in their research (Ateş, 2016).

Valido et al (2020) emphasized that slot plays a vital role for airlines by stating that with the European slot arrangement based on “grandparent rights”, traditional carriers can prevent other carriers from entering the market by increasing their flight frequencies (Valido, 2020). The study of Noto (2020) determined the slot allocations, the secondary trade, and the allocation inefficiencies in the slot allocations. He emphasized that the issue needs to be examined more carefully due to the concerns of misdistribution and reduced market concentration and higher competition in airport capacity regulation (Noto, 2020).

Zografos and Jiang(2019) worked on a slot planning model that simultaneously takes into account the efficiency and fairness of slot planning at busy airports and presents the decision-making process transparently (Zografos, 2019). The slot allocations of the busiest airports (Level 3) are governed by the rule and priority determined by the Worldwide Slot Guides (WSG) published by the International Air Transport Association (IATA) . Riberio et al., 2019 concluded that increasing the airline's slot usage rights to 85% or 90% would increase slot usage and reduce the number of unused, wasted slots in their study. They also observed that the capacity of airports could be increased by making some changes regarding the slot arrangements. Another study by Riberio et al. (2018) showed that by applying the "Priority-Based Slot Allocation Model" (PSAM), the efficiency of the existing slot application can be increased by providing slot allocations that better match the slot demands of the airlines (Riberio, 2018). Hideki (2012), on the other hand, examined airports in LaGuardia and O'Hare and argued that carriers using slot-restricted airports in the USA abuse the slot system and this can be overcome by modifying the system (Hideki, 2012). Dray (2020) analyzed the data of the first 150 airports according to the planned aircraft movements in 2015 for the period of 2000-2016 and determined that 55 of these airports were invested in new runways or a new airport with a higher capacity was opened during this period (Dray, 2020).

Truxal (2020) studied how the slot rules, which came into force on April 1, 2020, have changed with the Covid19 epidemic (Truxal, 2020). Moreover, Haanappel (2020) examined slot allocations and how the Covid19 epidemic affected slot allocations (Haanappel, 2020).

In the literature, it is seen that many articles have been written about why slots are needed, how they emerged, how they are applied, the problems that arise in slot allocations, grandfather rights, how improvements can be made, and the status of slot allocations in the COVID-19 period. In this study, the literature was searched and all the concepts related to the concept of the slot were brought together and the problems before COVID-19 and the problems experienced during this crisis were tried to be explained.

METHODOLOGY

The airport capacity problems, slot allocations, and the problems experienced during the COVID-19 period, which emerged with the increasing air traffic were examined in this research. The research questions are determined as what is the concept of slot in the field study, why such an application is needed, what is taken into account in slot allocations, and what solutions were sought. The descriptive analysis method, which is one of the qualitative research techniques, was chosen. Descriptive analysis is a type of analysis that includes processing qualitative data, and defining and interpreting findings in a predetermined framework (Yıldırım, 2016). The effects of the COVID-19 process, which started in March 2019 and continues today, on slot allocations were investigated.

While trying to explain the concept of slots and slot allocation methods, the doctorate and graduate level theses on the Higher Education Institution between 2010 and 2021 and the

articles published between the same dates were examined using the scholar google database. In addition, "IATA- Worldwide Slot Guidelines" (1 June 2020) and "SHT-Slot Allocation Order-2016" have also been reviewed. To monitor the changes in slot allocations during the COVID-19 period, articles in the literature, and websites of official institutions and organizations (IATA, ACI, EUROCONTROL) were scanned.

The main limitations of the research are that the process including the Covid-19 pandemic measures is not yet complete and it remains uncertain about when it will end. On the other hand, the possible change predictions in air transport of the measures including the Covid-19 pandemic period measures were followed and this information was tried to be included in the study.

FINDINGS AND DISCUSSION

Civil Aviation Sector started to grow rapidly with the liberalization of 1978. The use of the aviation industry has increased with many factors such as the proliferation of airlines, the increase in competition, and the decrease in ticket prices (İnan, 2020). Increasing air traffic has necessitated the inclusion of apron and parking area capacities and airspace capacities of airports within the scope of coordination and tariff regulation. Airport operators, air traffic authorities, and airline companies have common responsibilities to provide services following demand in air transport and to make the best use of capacity opportunities. For this reason, a procedure called "slot" is applied to make the traffic safe and controllable on roads and squares where air traffic is heavy. Slot applications are an application that includes the necessary regulations to ensure that they are used most efficiently by all domestic and foreign airline companies and other institutions and organizations that operate scheduled or non-scheduled domestic and international flights following the determined standards (uteddergi, 2020).

Worldwide, airports offering commercial passenger service are divided into three levels. According to IATA, Level 1 airports are the places where all the infrastructure capacities of the airport are sufficient to meet the demands of the users. Level 2 airports are places where there is a potential for congestion during certain times of the day, week, or season, which can be resolved with agreed schedule adjustments. Level 3 airports are where airlines and other aircraft operators must have a slot allocated by a coordinator to land or depart from the airport (Riberio, 2018). The level of airports is determined after a comprehensive demand and capacity analysis by airport management or other authorized bodies (IATA, 2020).

Some criteria are taken into account when determining the optimum landing and take-off capacity of the airport:

Runway Capacity: Performance of the runway systems at the airport, configuration availability, obstacles forming the airport periphery, geographical location restrictions, approach and departure routes, and Air Traffic Controller (ATC) competencies.

Parking Capacity: Number of airport parking spaces, restrictions on aircraft body size, and long-term parking opportunities.

Terminal / Passenger Flow Capacity: Starting from the airport entrance of the passengers; It can be defined as all the standard procedures that passengers will encounter until boarding or exiting the plane, including baggage search, check-in, customs, and passport procedures. In addition, night flight restrictions and other security restrictions are added to this list (İnan, 2020).

According to IATA; Since the aviation industry is global, it needs a global approach to demand management. For this reason, it is jointly published by WASG, IATA, Airports Council International (ACI), and World Airport. The Coordinators Group is the result of the work of WASG, airport operators, airlines, and slot coordinators.

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The Worldwide Airport Slot Guidelines (WASG) are built on four cornerstones to providing utility for busy airports:

- Access certainty
- Flexibility to mix and match slots to meet operational challenges and changing market needs
- Sustainability of costs
- It is the transparency of the allocation.

Principles of slot management; transparency, certainty, flexibility, and sustainability.

IATA Airports has determined that the primary purpose of slot coordination is to ensure that the existing airport capacity is used with maximum benefit. Other objectives of WASG are as follows (IATA, 2021):

- Facilitating consumers' choice of air services, improving global connectivity,
- Providing consumers with appropriate programs that meet demand, ensuring operational reliability throughout the season,
- Ensuring that slots are allocated in a clear, fair, transparent, and appropriate manner at busy airports,
- To ensure the full capacity of the airport infrastructure and to encourage regular inspections,
- To enable effective capacity notifications for seasonal slot allocation,
- Balancing airport access opportunities for existing and new airlines,
- Providing flexibility for the sector to respond to regulatory and changing market conditions,
- Minimizing congestion and delays.

On the other hand, some flights are exempted from slot allocation. These flights (IATA, 2021) are;

- VIP flights,
- Ambulance planes,
- Aid planes,
- State aircraft (military, customs, security),
- The standard number of seats that do not make scheduled flights are aircraft with a capacity of 12 or less.

The priority criteria in the evaluation of demand are (IATA, 2021):

- Vested rights;
- Scheduled Flights;
- Unscheduled Permanent Flights;
- Demands of airline companies that organize flights to the airport for the first time or that fall into the category of first-time flights in terms of the current number of flights;
- Priority of a purchased slot (add frequency, extend flight period, increase aircraft type)
- Airlines requesting priority in newly requested slots (those who request more frequencies, those who request longer flight periods, those who request annual flights)

The airline must have at least one serial slot in the same previous tariff period and have used at least 80% of these slots on site to have historical vested rights (also known as Grandfather rights). These airlines will also be given priority in slot change requests. A slot change can be not only a change in the flight time, but also a change in the type of aircraft,

flight number, and route. If the airline did not regularly use the slots purchased a year ago, it cannot benefit from historical rights in the new period. After the historical rights are distributed, all remaining slots are pooled and distributed according to the criteria specified in the WSG. The share of slots of airlines using their historically vested rights is quite high (Erol & Karaman, 2016). Therefore, airlines use their slots better with bilateral agreements and code share applications (İnan, 2020).

Rights related to historic slots are the most controversial aspect of current slot allocation practices. Historical slot rights provide stability for airlines, allowing them to maintain their dominant position in their home bases, maintain program regularity and thus make long-term investments. However, these rights can only be lost by violating the "use it or lose it" rules. Thus, the slot rights continue forever. This severely limits exchange at popular airports and puts non-resident airlines at a competitive disadvantage (Riberio, 2018). Another method is to trade or buy slots from competitors through binary trading after the primary slot allocation. During secondary trading, the airline may sell or exchange some of its slots. In addition, airlines can get the necessary slots to start new flights. Secondary trading takes place after the primary allocation and is finalized with the authorization of the airport slot coordinators (Pellegrini, Castelli, & Pesenti, 2012). In early 2015, Turkish Airlines purchased Scandinavian Airlines' afternoon slot for London Heathrow airport for \$22 million (havayolu101, 2021). Oman Air set a record of £58m in early 2016 for a pair of take-off and landing slots at Heathrow (thepointsguy, 2021).

Slot allocations in Turkey are made by SHGM (General Directorate of Civil Aviation) following IATA WASG (SHGM, 2020). Slot allocation practice in Turkey started in 1992. In 1992, the task of coordinating slot allocation in some airports with heavy traffic was given to Turkish Airlines Anonim Ortaklığı (THY) by the General Directorate of Civil Aviation. THY continued its coordination activities until 2006 under the guidance of IATA and EC 95/93. However, the execution of slot operations by the largest airline in the market has caused objections by Turkish and foreign airlines. The SHY-SLOT instruction was issued by the Ministry of Transport on 23.08.2005. The largest air operator in Turkey, State Airports Authority (DHMI) has put into effect the "Slot Implementation Principles". On 14.02.2006, the coordination task was transferred to the "Slot Coordination Center". Due to the problems in the implementation, the SHY-SLOT instruction was changed on 23.08.2006 and the "DHMI General Directorate Slot Implementation Instruction" was published on 10 March 2011. With the approval of the Minister, the "Air Transportation Department" was assigned to coordinate the slots (Cengiz, 2012).

With the COVID-19 pandemic, there has been a sharp decline in air travel demand all over the world. Many countries have closed their borders and stopped flights. Despite this, some airlines continued to fly with their almost empty planes, although this seems absurd, and considering the environmental damage, the airlines followed this path to protect their slot rights (Truxal, 2020).

Nearly 43% of the passengers flying by air in the world use more than 200 slot coordinated airports. Under the slot allocation rules, airlines are required to use at least 80% of these slots allocated under normal conditions. If they do not comply with this rule, they forfeit their slot rights in the next equivalent season. In some exceptional cases, regulators can ease this requirement (IATA, 2020). Regulators had to make exceptions for September 11, 2001, and two years later, in 2003, post-SARS (Haanappel, 2020).

In the COVID-19 pandemic, the European Commission has made arrangements for the allocation of slots at airports, taking into account the treaty on the functioning of the European Union. Since there is a significant decrease in demand with the COVID-19 outbreak, these

conditions are beyond the control of air carriers due to the measures taken by countries to contain the epidemic. An exceptional decision has been taken to protect the financial health of air carriers and protect airport slots, as well as to avoid the negative environmental impacts of largely empty flights. For the period from March 1, 2020, to October 24, 2020, slots have been suspended and the authority to extend the period has been given to the commission based on figures published by Eurocontrol.

On 26 November 2020, the Worldwide Airport Slot Board (WASB), composed of ACI World, IATA, and WWACG, published a joint recommendation for airport slot use for the summer 2021 season, as the COVID-19 process continues and remains uncertain. With the decline in demand resulting from the COVID-19 crisis, approximately 65% of flights did not take place in the first quarter of 2020. Because the current slot rules are not designed to handle a prolonged industry collapse. The slot rules, which were suspended in the previous period, gave the industry a chance to breathe. But international air traffic is expected to return to around 25% of 2019 levels by the summer of 2021. This situation reveals the necessity of a more flexible slot arrangement system. Slot coordination board due to the Covid-19 crisis has allowed the airline, which has returned (non-flying) a full series of slots by early February 2021, to retain the right to use those slots in the summer of 2022. Thus, it was recommended by the board to change the 80-20 condition applied in slot coordination to 50-50 for the summer 2021 season. They also added in their recommendations that emerging force majeure events such as short-term border closures or quarantine measures implemented by governments should be well defined (IATA, 2021).

CONCLUSION AND RECOMMENDATIONS

In the research, airport capacity problems, slot allocations, and problems experienced in the period of COVID-19 were examined. Regulation of air traffic has become a necessity for some airports due to the emergence of capacity problems of airports with increasing air traffic, and the need for large investment and time to solve capacity problems. The slot is resource management used in cases where the capacity does not meet the demand, the main goal is to distribute the demand in the right proportion. Slot allocations, a solution that adopts a structure and principles that keep competition in balance among airlines and ensure that competition is sustainable, while at the same time reducing traffic control, safety, environment, and noise pollution by regulating the use of airspace, are used in busy airports.

Airlines need to be able to buy and protect the slots. Airlines with historical slots are required to use 80% of their slots effectively. Losing unused slots is a major problem for them; slots are an important intangible asset for airlines. Slots purchased especially to go to airports operated with high capacity are indispensable for competition. In the research, it has been tried to reveal how the COVID-19 process affects the slot resource, which is so important for airlines. It has been tried to reveal the problems that exist in the COVID-19 pandemic sanction process related to the slots by scanning the literature and legislation.

Establishing a globally cohesive approach to airport slots is an essential part of aviation recovery. The air transport industry's unified position on what needs to be done to preserve connectivity and choice for the benefit of passengers is a clear signal to regulators of the extreme urgency of the situation. Therefore, it is vital for the aviation industry (ACI, 2020) to define the current crisis regarding this issue and act quickly and flexibly and make the necessary arrangements for them.

The effects on the airport design and operations during and after the Covid 19 period will manifest themselves in the social distance, which will especially affect the airport terminal capacity and the level of services provided. There will also be a need to accelerate the

deployment of biometric technologies, which will require improvements in the planning and implementation process (Francisco, 2020). It is even considered that the frequency of flights may need to be reduced due to the need to avoid long waiting times at airport terminals and social distancing measures after COVID-19 (Dabachine, 2020).

Airlines that are in a difficult situation due to COVID-19 may prefer to downsize. At the end of this process, there will definitely be airlines that shrink, reduce their flight frequencies and even withdraw their flights from some lines. It can be seen at the end of this process in bankruptcies, which is also an undesirable result.

In future research, studies can be conducted on the arrangements that IATA should make regarding the distribution of slots and how the slot allocations will be during the crisis. Changes in their capacity should be examined after the COVID-19 pandemic applications are completely lifted. The effects of the COVID-19 process on slot trading can be examined in future research.

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4th International CEO Communication, Economics, Organization & Social Sciences Congress

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Örgütsel Adalet Algısının Örgütsel Güven Üzerindeki Etkisi: Kamu Çalışanları Üzerinde Bir Araştırma

Pınar Kader Alparslan

Selçuk University
pinarcanalparslan@hotmail.com
Orcid: 000-0002-0114-2903

Prof. Dr. Ali Erbaşı

Selçuk University
aerbasi@selcuk.edu.tr
Orcid: 0000-0001-5709-9775

ÖZET

Çalışanların adalet algıları ve güven duyguları üzerine alan yazında çeşitli araştırmalar yapılmıştır. Bu araştırmaların bir kısmında kavramlar arasındaki ilişki incelenmiş ve adalet algısının güven duygusu üzerinde güçlü yönde etki yaptığı vurgusu ön plana çıkmıştır. Bu araştırmanın amacı, örgütsel adalet algısının örgütsel güven üzerindeki etkisini ve bu kavramların bazı demografik değişkenler ile ilişkisini kamu çalışanları örnekleminde incelemektir. Araştırmanın evrenini Konya'daki kamu kurumlarının çalışanları oluşturmaktadır. Araştırmada amaçlı örnekleme yöntemi kullanılmış olup Konya'daki beş kamu kurumundaki 217 çalışana anket uygulanmıştır. Sonuçta kamu çalışanlarının orta seviyede örgütsel adalet algısına ve düşük seviyede örgütsel güvene sahip oldukları belirlenmiştir. Ayrıca örgütsel adalet algısının örgütsel güven üzerinde istatistiksel açıdan anlamlı ve yüksek düzeyde pozitif etkisi olduğu görülmüştür. Buna göre örgütsel adalet algısı arttıkça çalışanların örgütsel güven düzeylerinde bir artış meydana gelmektedir. Araştırmanın demografik değişkenleri üzerinde yapılan incelemeler neticesinde çalışanların örgütsel adalet algılarının ve örgütsel güven düzeylerinin cinsiyet, medeni durum, yaş, eğitim durumu ve mesleki kıdem değişkenlerinin tamamında istatistiksel açıdan anlamlı şekilde farklılaştığı görülmüştür. Araştırmadan elde edilen bulgulardan yola çıkarak, yöneticilerine, çalışma arkadaşlarına ve örgüte güven duyulmasını isteyen yöneticilerin, örgüt ve örgütteki uygulamalar hakkında çalışanların adalet algılarını güçlendirmeleri ve buna yönelik stratejileri ele almaları gerektiği önerilmektedir.

Anahtar Kelimeler: Örgütsel Adalet, Örgütsel Güven, Kamu Çalışanları.

The Effect of Perception of Organizational Justice on Organizational Trust: A Study on Public Employees

ABSTRACT

Various studies have been conducted in the literature on employees' perceptions of justice and feelings of trust. In some of these studies, the relationship between the concepts was examined and the emphasis that the perception of justice had a strong effect on the sense of trust came to the fore. The aim of this research is to examine the effect of organizational justice perception on organizational trust and the relationship between these concepts and some demographic variables in the sample of public employees. The population of the research consists of the employees of public institutions in Konya. Purposive sampling method was used in the research and a questionnaire was applied to 217 employees in five public institutions in Konya (in Turkey). As a result, it was determined that public employees have a medium level of organizational justice perception and a low level of organizational trust. In addition, it has been observed that the perception of organizational justice has a statistically significant and highly positive effect on organizational trust. Accordingly, as the perception of organizational justice increases, there is an increase in the organizational trust levels of the employees. As a result of the examinations on the demographic variables of the research, it was seen that the organizational justice perceptions and organizational trust levels of the employees differed statistically in all variables of gender, marital status, age, education level and professional seniority. Based on the findings obtained from the research, it is suggested that managers who want to be trusted with their managers, colleagues and the organization should strengthen the employees' perceptions of justice about the organization and its practices, and consider strategies for this.

Keywords: Organizational Justice, Organizational Trust, Public Employees.

1. GİRİŞ

Örgütsel adalet kavramı, örgütsel davranış alan yazınında son yıllarda çokça inceleme konusu yapılan bir kavram halini almıştır. Bu bağlamda örgütsel ortamda çalışanların adalet algılarının yükseltilmesinin birtakım olumlu sonuçlar doğuracağına yönelik ampirik bulgulara rastlanmaktadır. Farklı örneklemeler üzerinde yapılmış olmakla birlikte bu konuda incelemeye alınan kavramlardan biri de örgütsel güven konusudur. Örgüt içindeki çalışanların adalet algısı arttıkça örgüte ve yöneticilerine güvenlerinin artacağı özel sektördeki işletmeler için temel beklentidir. Bu araştırmaların bir kısmında kavramlar arasındaki ilişki incelenmiş ve adalet algısının güven duygusu üzerinde güçlü yönde etki yaptığı vurgusu ön plana çıkmıştır. Ancak kamu sektöründe örgüt içi adalet uygulamalarının kanun koyucu tarafından garanti edildiği, bu nedenle örgütsel güven üzerinde herhangi bir etkisinin olmayabileceğini varsayan bakış açılarının da olduğu bilinmektedir. Ayrıca kamu sektöründe örgütsel adalet algısı ve örgütsel güven kavramlarının demografik değişkenlerle ilişkisini ortaya koyan araştırma sayısı azdır. Bu çalışmada, örgütsel adalet algısının örgütsel güven üzerindeki etkisini ve bu kavramların bazı demografik değişkenler ile ilişkisi kamu çalışanları üzerinde inceleme konusu yapılmıştır. Bu amaçla araştırmanın değişkenlerine yönelik teorik bir çerçeve sunulmuş, araştırmanın yöntemi ve bulguları aktararak sonuçları ortaya konulmuştur.

2. TEORİK ÇERÇEVE

2.1. Örgütsel Adalet

Örgütsel adalet, çalışanlara hiçbir şekilde ayırım yapılmadan tüm değer yargılarına saygılı olmaya odaklanmış bir kavramdır (Cremer,2005: 4). Daha genel bir bakış açısıyla örgütsel adalet, örgüt üyelerinin örgüte dair adalet algısı olarak tanımlanmaktadır. Ayrıca kimi çalışmalarda örgütsel adalet kavramı daha spesifik bir bakış açısıyla çalışanların yönetsel uygulamaların değer yargılarına ve etik kurallara uygunluğu konusundaki algıları olarak değerlendirilmektedir (Cropanzano, Bowen ve Gilliland, 2007: 34-38). Bu bakış açısına göre örgüt içerisindeki çalışanlar, örgütsel uygulamaların işleyişi, kendilerine yönelik sergilenen tutumları, görev dağılımını vb. birçok hususu sürekli sorgularlar. Sorgulamaların neticesinde bir yargıya ulaşırlar ve buna göre tepkisel bir davranış sergilerler. Öyle ki çalışanların çalışma arkadaşlarıyla yaptıkları iş bölümü, ödenek ve dinlenme koşullarını kapsayan uygulamalar ve örgüt içerisinde sosyal etkileşimin niteliğini gibi tüm hususlar çalışanların örgütsel adalet algılarını etkileyen unsurlar olarak karşımıza çıkmaktadır (Greenberg, 1990: 406). Ayrıca örgütsel adalet, çalışanın başarılarını artırmaya, yaptığı işe özen göstermeye, örgüte ve yöneticilerine bağlılık göstermelerine ve örgüte destek olmalarına imkân sağlar. Örgütsel adalet kavramı yalnızca yöneticilerin çalışanlara adil davranışlarıyla açıklanan bir kavram değildir. Aynı zamanda örgütsel adalet kavramı çalışanların yöneticilerin tutum ve davranışlarını bilmeleri, değerlendirmeleri ve buna göre davranış sergilemelerini de içeren bir kavramdır (Özmen, 2017: 4).

Literatürde örgütsel adaletin dağıtımsal, işlemsel ve etkileşimsel olmak üzere üç boyutunda söz edilmektedir.

Dağıtımsal adalet, 1965 yılında Adam's tarafından ilk geliştirilen ve örgüt içinde alınan kararların nihai sonuçlarına yoğunlaşan boyuttur. Moorman (1991: 845)'a göre; çalışanların ücret, terfi ve ödüllendirme aşamasında zihinlerinde yer eden algılardır. Örgüt üyelerinin çalışmalarının sonucunda elde ettikleri çıktılarını kendi algılarında yer eden anlayış ile karşılaştırmalarıdır. Genel bir bakış açısıyla dağıtımsal adalet, bir çalışanın örgüte verdiği emeğin karşılığında elde ettiği kazanımları, örgüt içindeki veya dışındaki benzer işi yapan

çalışanların emek ve kazanç ilişkisiyle karşılaştırmaları sonucu zihinlerinde oluşan adalet algısıdır.

İşlemsel adalet, örgütte çalışanların yönetsel olarak alınan kararların objektifliğine yönelik algılarını ifade eder (Moon ve Kamdar, 2008: 85). İşlemsel adalet kararların objektifliğine ilişkin algıyla birlikte ödemeler (Folger ve Konovsky, 1989: 118), terfi, ödüllendirme, performans gibi örgütteki çalışma koşulları ve işleyiş ile ilgili her türlü işlemin yorumlanmasını da içermektedir (Işık vd., 2012: 256). Genel bir bakış açısıyla işlemsel adalet, çalışanların örgütteki politika, prosedür ve uygulamaların adil olup olmadığına ilişkin algılarını ifade etmektedir.

Etkileşimsel adalet ise, yöneticilerin alt pozisyonlarda çalışan iş görenlere karşı anlayış ve hoşgörü çerçevesinde sergiledikleri tutumları ifade etmektedir (Skarlicki ve Folger, 1997: 436). Başka bir ifadeye göre etkileşimsel adalet; örgüt içerisinde çalışanların birbirleriyle olan ilişkileri ve üst yöneticiler ile aralarındaki iletişimin kalitesi ve etkileşimi konusundaki algıyı ifade etmektedir (Karaeminoğulları, 2006: 19). Genel bir bakış açısıyla etkileşimsel adalet, örgüt içindeki çalışanların, yöneticilerin örgüt üyeleriyle olan ilişkilerindeki adillğine ilişkin algılarıdır.

2.2. Örgütsel Güven

Güven, kendisini denetleme ihtiyacı olmaksızın karşı tarafın koyduğu kuralların sorgusuz kabul edilmesidir (Mayer vd., 1995: 709). Örgütsel güven ise; üst kademe yöneticilerin samimi davranışları, gerçekçi tutumları ve gereken desteğin verilmesi şeklinde çalışanların zihninde yer eden algıdır (Mishra ve Morrissey, 1990: 449). Başka bir tanımda örgütsel güven; örgüt içinde ümit edilen durumlar, karşılıklı iletişim, sorumluluk üstlenmeye yönelik çalışanların pozitif uyumu olarak ele alınmaktadır (Shockley-Zalabak vd., 2000: 35). Güler (2014: 2)'e göre örgütsel güven; yöneticinin çalışanlarına karşı dürüst davranması, örgüt içindeki çalışanların iletişiminin güvenilir olması ve örgütün vermiş olduğu sözleri yerine getirmesidir. Lewicki vd. (1998: 450) ise örgütsel güveni, örgütteki çalışanların samimi şekilde çalışmalarını olarak ele almaktadır.

Örgütsel güven üzerine yapılan çalışmalar sonucunda farklı boyutlar ortaya çıkmıştır. McAllister (1995) ve Cummings ve Bromiley (1996) örgütsel güvenin bilişsel, duyuşsal ve niyetsel olmak üzere üç boyutu olduğunu ileri sürmüşlerdir. Yıldırım (2014) kavramı bilişsel ve duyuşsal olarak iki boyutta ele almıştır. McCauley ve Kuhnert (1992) üst kademeye olan güven, alt kademeye olan güven ve aynı düzeylere olan güven olarak inceleme konusu yapmıştır. Alan yazındaki çalışmalar incelendiğinde daha çok yöneticiye güven, çalışma arkadaşlarına güven ve örgüte güven şeklinde yapılan sınıflandırmanın ön plana çıktığı görülmektedir (Börü vd., 2007: 50). Yöneticiye güven; yöneticilerin adil, düşünceli, tutarlı, açık sözlü ve çalışanları destekleyeceğine dair oluşan inancı ifade eder (Şimşek vd., 2020: 462). Örgüte güven, çalışanların sunulan vaatlerin gerçekleşeceğine ve verilen sözlerin tutulacağına olan inancıdır (Mishra, 1990: 445). Çalışma arkadaşlarına güven ise, bir çalışanın örgüt içindeki diğer çalışanlara olan güvenini ifade etmektedir.

Güven duygusunun eksik olduğu örgütlerde çalışanların yaptıkları işte isteksizlik, motivasyon düşüklüğü, işten ayrılma niyetinin artması ve yaratıcılık yeteneğinin azalması gibi etkilerin ortaya çıktığı rapor edilmektedir (Tokgöz ve Seymen, 2013: 63). Bu tür sonuçlarının dışında çalışanların örgütsel güvenlerini etkileyen faktörlerin tespitine yönelik yapılan araştırmalar oldukça önemli ve değerlidir. Örgütteki çalışanlarda güven duygusunun yerleşmesi için, örgütsel planlamanın süreçlere uygun şekilde olması, adaletli olunması ve yöneticilerin dürüstlük anlayışından uzaklaşmadan çalışanlara vermiş olduğu sözleri yerine getirmesi gerekmektedir (Golford ve Drapeau, 2003: 91). Buradan hareketle örgüt içindeki çalışanların

örgütsel güvenleri üzerinde örgütsel adalet algısının ne düzeyde etkisi olduğunu belirleyebilmek amacıyla H₁ hipotezi oluşturulmuştur.

H₁. Örgütsel adalet algısının örgütsel güven üzerinde etkisi vardır.

Ayrıca çalışanların örgütsel adalet algılarının bazı demografik özelliklere göre farklılaşp farklılaşmadığını inceleyebilmek için H₂ hipotezi ve buna bağlı 5 alt hipotez oluşturulmuştur.

H₂. Çalışanların örgütsel adalet algıları, bazı demografik özelliklere göre farklılaşmaktadır.

H_{2a}. Çalışanların örgütsel adalet algıları cinsiyete göre farklılık göstermektedir.

H_{2b}. Çalışanların örgütsel adalet algıları medeni duruma göre farklılaşmaktadır.

H_{2c}. Çalışanların örgütsel adalet algıları yaşa göre farklılaşmaktadır.

H_{2d}. Çalışanların Örgütsel adalet algıları eğitim durumlarına göre farklılaşmaktadır.

H_{2e}. Çalışanların örgütsel adalet algıları mesleki kıdeme göre farklılaşmaktadır.

Çalışanların örgütsel güven düzeylerinin bazı demografik özelliklere göre farklılaşp farklılaşmadığını inceleyebilmek için H₃ hipotezi ve buna bağlı 5 alt hipotez oluşturulmuştur.

H₃. Çalışanların örgütsel güvenleri bazı demografik özelliklere göre farklılaşmaktadır.

H_{3a}. Çalışanların örgütsel güvenleri cinsiyete göre farklılaşmaktadır.

H_{3b}. Çalışanların örgütsel güvenleri medeni duruma göre farklılaşmaktadır.

H_{3c}. Çalışanların örgütsel güvenleri yaşa göre farklılaşmaktadır.

H_{3d}. Çalışanların örgütsel güvenleri eğitim durumlarına göre farklılaşmaktadır.

H_{3e}. Çalışanların örgütsel güvenleri mesleki kıdeme göre farklılaşmaktadır.

3. YÖNTEM

Araştırmanın evrenini Konya'daki kamu kurumlarının çalışanları oluşturmaktadır. Araştırmada amaçlı örnekleme yöntemi kullanılmış olup Konya'daki 5 kamu kurumundaki toplam 400 çalışana anket dağıtılmıştır. Anketlerden 232 tanesi geri dönmüş (Anket geri dönüşüm oranı %58), eksik doldurulduğu belirlenen anketler çıkarılarak 217 anket analizlerde kullanılmıştır.

Araştırmanın veri toplama aracı olan anketlerde üç bölümden oluşan bir tasarım yapılmıştır. Anketin birinci bölümünde çalışanların örgütsel adalet algılarını ölçmek amacıyla, Colquitt (2001) tarafından geliştirilen ölçek kullanılmıştır. Dağıtımsal adalet, işlemsel adalet, kişiler arası adalet ve bilgisel adalet olmak üzere dört boyut ve 17 maddeden oluşan örgütsel adalet ölçeği Gichira (2016), Mukherjee vd. (2016), Dağlı (2016) ve Cihangiroğlu (2009) gibi araştırmacılar tarafından da kullanılmıştır. Anketin ikinci bölümünde çalışanların örgütsel güven düzeylerini ölçmek amacıyla, Scott (1981) tarafından 29 madde olarak oluşturulan, sonrasında 17 maddeye kısaltılan ve Kanten (2012) tarafından 18 ifadeli olarak kullanılan üç boyutlu örgütsel güven ölçeği kullanılmıştır. Anketin üçüncü ve son bölümünde ise katılımcılara ait bazı demografik özellikleri içeren sorular yer almıştır.

Katılımcıların demografik özelliklerine ilişkin bulgular Tablo 1'de sunulmuştur. Buna göre katılımcıların %48,4'ü kadın ve %51,6'sı erkek, büyük çoğunluğu orta yaşlarda, yarıdan fazlası lisans mezunu, çoğunluğu evli ve 10 yıldan uzun mesleki kıdeme sahiptir.

Tablo 1. Demografik Değişkenlere Ait Frekans Dağılımları (n=217)

Demografik Değişken	Kategori	Frekans	Oran (%)
Cinsiyet	Kadın	105	48,4
	Erkek	112	51,6
Yaş	18-22	12	5,5
	23-27	16	7,7
	28-32	25	11,5
	33-37	25	11,5

	38-42	42	19,4
	43-47	41	18,9
	48-52	34	15,7
	53-58	21	9,7
	59-65	1	0,5
Eğitim Durumu	İlköğretim	1	0,5
	Ortaöğretim	1	0,5
	Lise	25	11,5
	Önlisans	35	16,1
	Lisans	25	57,6
	Lisansüstü	30	13,8
Medeni Durum	Evli	145	66,8
	Bekar	72	33,8
Mesleki Kıdem	1 yıldan az	13	6,0
	1-3 yıl	17	7,8
	4-6 yıl	19	8,8
	7-9 yıl	21	9,7
	10-15 yıl	32	14,7
	16-20 yıla	36	16,6
	20 yıl daha fazlası	79	36,4

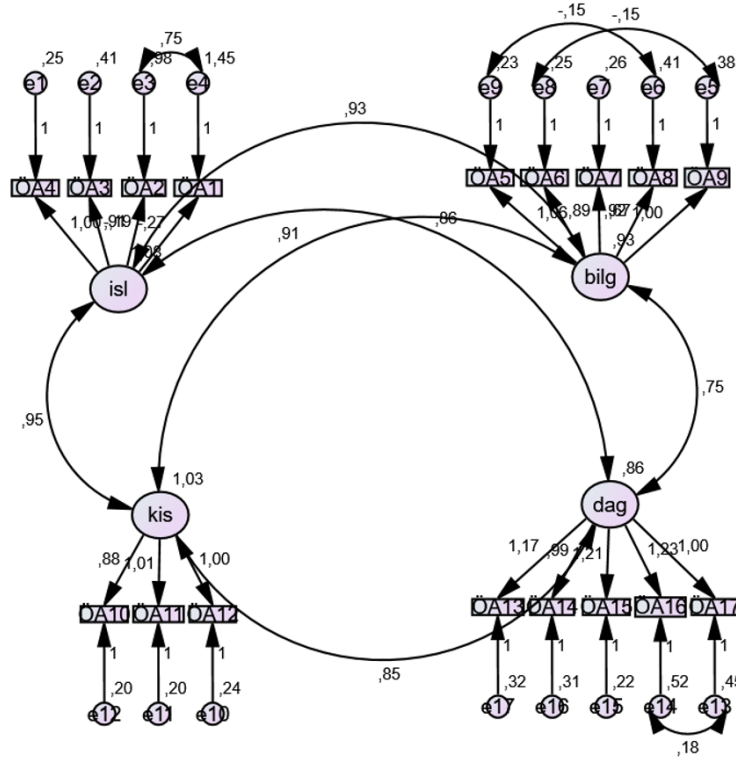
Araştırmadan elde edilen verilerin normallik incelemesini yapabilmek için basıklık ve çarpıklık indekslerine bakılmıştır. Örgütsel adalet ölçeğine ait basıklık değeri (-0,356) ve çarpıklık değeri (0,206) ile örgütsel güven ölçeğine ait basıklık değeri (-0,135) ve çarpıklık değeri (0,538) olarak belirlenmiştir. Basıklık ve çarpıklık değerlerinin +1,5 ile -1,5 aralığında olması durumunda verilerin normal dağılıma uygun olduğu dikkate alındığında (Tabachnik ve Fidell, 2013) her iki ölçek için normallik koşullarının sağlandığı değerlendirilmiştir. İlgili değerlere ilişkin bulgular, değişkenlere ait ortalama değer ve standart sapmaya ilişkin bulgularla birlikte Tablo 2’de sunulmuştur. Ortalama değerler incelendiğinde katılımcı kamu çalışanlarının orta düzeyde örgütsel adalet algısı ve düşük düzeyde örgütsel güvene sahip oldukları görülmüştür. Ancak her iki ölçek için elde edilen ortalama değerler, düşük-orta sınırına çok yakın olduğu dikkat çekmektedir.

Tablo 2. Değişkenlere Ait Ortalama Değerler ile Basıklık ve Çarpıklık İndeksleri (n=217)

Değişken	Ortalama	Standart Sapma	Basıklık	Çarpıklık
Örgütsel Adalet	2,6823	0,8052	-,356	,206
Örgütsel Güven	2,6480	0,95147	-,135	,538

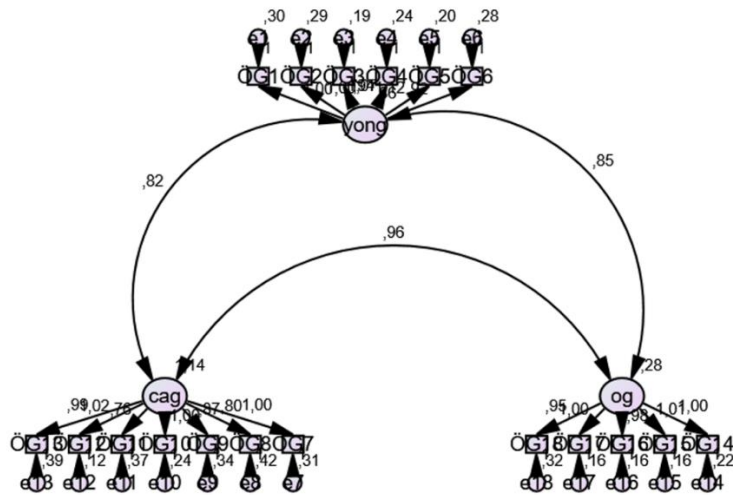
Ölçeklere faktör analizi uygulamadan önce Kaiser Meyer Olkin (KMO) ve Bartlett değerleri incelenmiştir. Örgütsel adalet ölçeğine ait KMO değeri 0,938 ve Bartlett değerleri ($\chi^2=3721,708$, $df=136$, $p=0,000$) ile örgütsel güven ölçeğine ait KMO değeri ise 0,957 ve Bartlett değerleri ($\chi^2=4873,328$, $df=153$, $p=0,000$) verilerin faktör analizi yapmak için uygun olduğunu göstermiştir.

AMOS 24.0 programı kullanılarak yapılan doğrulayıcı faktör analizi (DFA) neticesinde elde edilen örgütsel adalet ölçeği modeli Şekil 1’de sunulmuştur. Elde edilen örgütsel adalet ölçeği modeline ait uyum iyiliği indeks değerleri ($\chi^2/df=319,903/109=2,935$, $NFI=,917$, $DFI=,896$, $IFI=,943$, $TLI=,929$, $CFI=,943$, $RMR=,067$, $GFI=,855$) kabul edilebilir seviyelerde uyumu göstermektedir.



Şekil 1. Örgütsel Adalet Ölçeği Doğrulamalı Faktör Analizi (DFA) Modeli

DFA neticesinde elde edilen örgütsel güven ölçeği modeli Şekil 2’de sunulmuştur. Elde edilen örgütsel güven ölçeği modeline ait uyum iyiliği indeks değerleri ($\chi^2/df=376,727/132=2,854$, NFI=,925, DFI=,913, IFI=,950, TLI=,942, CFI=,950, RMR=,044, GFI=,845) kabul edilebilir seviyelerde uyumu göstermektedir.



Şekil 2. Örgütsel Güven Ölçeği Doğrulamalı Faktör Analizi (DFA) Modeli

4. BULGULAR

Araştırmanın modeline uygun olarak örgütsel adalet algısının örgütsel güven üzerindeki etkisini inceleyebilmek için basit regresyon analizi yapılmıştır. Elde edilen bulgular Tablo 3'te sunulmuştur. Buna göre örgütsel adalet algısının örgütsel güven üzerinde ($R^2=0,735$; $p=0,000$) istatistiksel açıdan anlamlı etkisi olduğu görülmüştür. Sonuçta "*H₁. Örgütsel adalet algısının örgütsel güven üzerinde etkisi vardır.*" hipotezi kabul edilmiştir.

Tablo 3. Örgütsel Adalet Algısının Örgütsel Güven Üzerindeki Etkisine Yönelik Basit Regresyon Analizi

Bağımlı Değişken	Bağımsız Değişken	t	B	F	p	R ²
Örgütsel Güven	Sabit	0,588				
	Örgütsel Adalet Algısı	24,390	0,857	594,858	0,000	0,735

Örgütsel adalet algısı ve örgütsel güven düzeylerinin cinsiyete göre farklılaşmalarını inceleyebilmek için bağımsız örneklem t testi yapılmış ve elde edilen bulgular Tablo 4'te sunulmuştur. Erkek çalışanların örgütsel adalet algıları ($\bar{x}=2,93$) kadın çalışanlardan ($\bar{x}=2,41$) daha yüksek bulunmuş ve bu farklılığın istatistiksel açıdan anlamlı olduğu belirlenmiştir ($p<0,05$). Buna göre "*H_{2a}. Çalışanların örgütsel adalet algıları cinsiyete göre farklılık göstermektedir.*" hipotezi kabul edilmiştir. Ayrıca erkek çalışanların örgütsel güven düzeyleri ($\bar{x}=2,92$) kadın çalışanlardan ($\bar{x}=2,35$) daha yüksek bulunmuş ve bu farklılığın istatistiksel açıdan anlamlı olduğu belirlenmiştir ($p<0,05$). Buna göre "*H_{3a}. Çalışanların örgütsel güven algıları cinsiyete göre farklılaşmaktadır.*" hipotezi kabul edilmiştir.

Tablo 4. Örgütsel Adalet Algısı ve Örgütsel Güven Düzeyinin Cinsiyete Göre Farklılaşmasına Yönelik Bağımsız Örneklem t Testi Bulguları

Değişken	Grup	n	\bar{x}	Standart Sapma	t	df	p
Örgütsel Adalet Algısı	Kadın	105	2,4157	,68852	4,975	215	0,000
	Erkek	112	2,9322	,82905			
Örgütsel Güven	Kadın	105	2,3508	,79854	4,664	215	0,000
	Erkek	112	2,9266	1,00117			

Örgütsel adalet algısı ve örgütsel güven düzeylerinin medeni duruma göre farklılaşmalarını inceleyebilmek için bağımsız örneklem t testi yapılmış ve elde edilen bulgular Tablo 5'te sunulmuştur. Bekar çalışanların örgütsel adalet algıları ($\bar{x}=3,01$) evli çalışanlardan ($\bar{x}=2,51$) daha yüksek bulunmuş ve bu farklılığın istatistiksel açıdan anlamlı olduğu belirlenmiştir ($p<0,05$). Buna göre "*H_{2b}. Çalışanların örgütsel adalet algıları medeni duruma göre farklılaşmaktadır.*" hipotezi kabul edilmiştir. Ayrıca bekar çalışanların örgütsel güven düzeyleri ($\bar{x}=3,16$) evli çalışanlardan ($\bar{x}=2,39$) daha yüksek bulunmuş ve bu farklılığın istatistiksel açıdan anlamlı olduğu belirlenmiştir ($p<0,05$). Buna göre "*H_{3b}. Çalışanların örgütsel güven algıları medeni duruma göre farklılaşmaktadır.*" hipotezi kabul edilmiştir.

Tablo 5. Örgütsel Adalet Algısı ve Örgütsel Güven Düzeyinin Medeni Duruma Göre Farklılaşmasına Yönelik Bağımsız Örneklem t Testi Bulguları

Değişken	Grup	n	\bar{x}	Standart Sapma	t	df	p
Örgütsel Adalet Algısı	Evli	145	2,5193	,73154	4,395	214	0.000
	Bekar	71	3,0124	,85659			
Örgütsel Güven	Evli	145	2,3916	,75593	6,019	214	0.000
	Bekar	71	3,1612	1,0985			

Örgütsel adalet algısı ve örgütsel güven düzeylerinin çalışanların yaş aralıklarına göre farklılaşmalarını inceleyebilmek için Anova yapılmış ve elde edilen bulgular Tablo 6’da sunulmuştur. Buna göre her iki değişkenin yaş gruplarına göre anlamlı düzeyde farklılaştığı tespit edilmiştir. Örgütsel adalet algısı ile ilgili bulgular daha detaylı incelendiğinde yaş ilerledikçe çalışanların örgütsel adalet algılarının yükseldiği belirlenmiştir. En uç noktadaki ayrımın yaş aralığı 18-22 aralığında olan grup ($\bar{x}=1,65$) ile yaş aralığı 53-58 aralığında olan grup ($\bar{x}=3,42$) arasında olduğu gözlemlenmiştir. Buradan yola çıkarak “*H_{2c}. Çalışanların örgütsel adalet algıları yaşa göre farklılaşmaktadır.*” hipotezi kabul edilmiştir. Örgütsel güven ile ilgili bulguların detayları incelendiğinde yaş ilerledikçe çalışanların örgütsel güven düzeylerinin yükseldiği belirlenmiştir. En uç noktadaki ayrımın yaş aralığı 18-22 aralığında olan grup ($\bar{x}=1,36$) ile yaş aralığı 53-58 aralığında olan grup ($\bar{x}=3,22$) arasında olduğu gözlemlenmiştir. Buradan yola çıkarak “*H_{3c}. Çalışanların örgütsel güven algıları yaşa göre farklılaşmaktadır.*” hipotezi kabul edilmiştir.

Tablo 6. Örgütsel Adalet Algısı ve Örgütsel Güven Düzeyinin Yaş Aralıklarına Göre Farklılaşmasına Yönelik Anova Testi Bulguları

Değişken	Kaynak	Kareler Toplamı	df	Ortalama Kare	F	p
Örgütsel Adalet Algısı	Gruplararası	43.489	8	5.436	11.709	0.000
	Grupiçi	96.567	208	.464		
	Toplam	140.056	216			
Örgütsel Güven	Gruplararası	73.004	8	9.125	15.490	0.000
	Grupiçi	122.541	208	.589		
	Toplam	195.545	216			

Örgütsel adalet algısı ve örgütsel güven düzeylerinin çalışanların eğitim seviyelerine göre farklılaşmalarını inceleyebilmek için Anova yapılmış ve elde edilen bulgular Tablo 7’de sunulmuştur. Buna göre her iki değişkenin eğitim seviyesine göre anlamlı düzeyde farklılaştığı tespit edilmiştir. Örgütsel adalet algısı ile ilgili bulgular daha detaylı incelendiğinde lisansüstü ($\bar{x}=3,92$), lisans ($\bar{x}=2,62$), önlisans ($\bar{x}=2,45$), lise ($\bar{x}=2,28$), ortaokul ($\bar{x}=2,05$), ilkokul ($\bar{x}=1,47$) örgütsel adalet algı düzeyleri belirlenmiştir. Buna göre eğitim seviyesi yükseldikçe çalışanların örgütsel adalet algılarının yükseldiği söylenebilir. Sonuçta “*H_{2d}. Çalışanların örgütsel adalet algıları eğitim durumlarına göre farklılaşmaktadır.*” hipotezi kabul edilmiştir. Örgütsel güven ile ilgili bulgular daha detaylı incelendiğinde lisansüstü ($\bar{x}=3,13$), lisans ($\bar{x}=2,61$), önlisans ($\bar{x}=2,24$), lise ($\bar{x}=2,12$), ortaokul ($\bar{x}=2,05$), ilkokul ($\bar{x}=1,00$) örgütsel güven düzeyleri belirlenmiştir. Buna göre eğitim seviyesi yükseldikçe çalışanların örgütsel güvenlerinin yükseldiği söylenebilir. Sonuçta “*H_{3d}. Çalışanların örgütsel güven algıları eğitim durumlarına göre farklılaşmaktadır.*” hipotezi kabul edilmiştir.

Tablo 7. Örgütsel Adalet Algısı ve Örgütsel Güven Düzeyinin Eğitim Seviyesine Göre Farklılaşmasına Yönelik Anova Testi Bulguları

Değişken	Kaynak	Kareler Toplamı	df	Ortalama Kare	F	p
Örgütsel Adalet Algısı	Gruplararası	33.628	6	5.605	11.059	0.000
	Grupiçi	106.428	210	.507		
	Toplam	140.056	216			
Örgütsel Güven	Gruplararası	55.985	6	9.331	14.040	0.000
	Grupiçi	139.560	210	.665		
	Toplam	195.545	216			

Örgütsel adalet algısı ve örgütsel güven düzeylerinin çalışanların mesleki kıdemine göre farklılaşmalarını inceleyebilmek için Anova yapılmış ve elde edilen bulgular Tablo 8’de sunulmuştur. Buna göre her iki değişkenin mesleki kıdeme göre anlamlı düzeyde farklılaştığı tespit edilmiştir. Örgütsel adalet algısı ile ilgili bulgular daha detaylı incelendiğinde 20 yıldan fazla kıdemi olanların ($\bar{x}=3,09$), 16-20 yıl arası kıdeme sahip olanların ($\bar{x}=2,58$), 10-15 yıl arası kıdeme sahip olanların ($\bar{x}=2,52$), 7-9 yıl arası kıdeme sahip olanların ($\bar{x}=2,76$), 4-6 yıl arası kıdeme sahip olanların ($\bar{x}=2,40$), 1-3 yıl arası kıdeme sahip olanların ($\bar{x}=2,10$), 1 yıldan az kıdeme sahip olanların ($\bar{x}=1,83$) örgütsel adalet algı düzeyleri belirlenmiştir. Buna göre 7-9 yıl arası kıdeme sahip olanlar hariç mesleki kıdem yükseldikçe çalışanların örgütsel adalet algılarının yükseldiği söylenebilir. Sonuçta “*H_{2e}. Çalışanların örgütsel adalet algıları mesleki kıdeme göre farklılaşmaktadır.*” hipotezi kabul edilmiştir. Örgütsel güven ile ilgili bulgular daha detaylı incelendiğinde ayrışmanın 7-15 yıl arası mesleki kıdeme sahip olanlar ile 0-6 yıl ve 16-20+ yıl mesleki kıdeme sahip olanlar arasında olduğu görülmektedir. Sonuçta “*H_{3e}. Çalışanların örgütsel güven algıları mesleki kıdeme göre farklılaşmaktadır.*” hipotezi kabul edilmiştir.

Tablo 8. Örgütsel Adalet Algısı ve Örgütsel Güven Düzeyinin Mesleki Kıdeme Göre Farklılaşmasına Yönelik Anova Testi Bulguları

Değişken	Kaynak	Kareler Toplamı	df	Ortalama Kare	F	p
Örgütsel Adalet Algısı	Gruplararası	31.520	6	5.253	10.164	0.000
	Grupiçi	108.536	210	.517		
	Toplam	140.056	216			
Örgütsel Güven	Gruplararası	56.951	6	9.492	14.382	0.000
	Grupiçi	138.593	210	.660		
	Toplam	195.544	216			

5. SONUÇ

Bu araştırma, kamu çalışanlarının örgütsel adalet algısının örgütsel güven düzeyleri üzerindeki etkisini ve bu kavramların bazı demografik değişkenler ile ilişkisini incelemeyi amaçlamıştır. Bu amaca ulaşabilmek için Konya’daki 5 kamu kurumundaki 217 çalışana anket uygulanmış ve elde edilen veriler analize tabi tutulmuştur. Araştırmada kullanılan ölçeklere ait geçerlilik ve güvenilirlik analizlerinden sonra katılımcılara ait demografik bulgular aktarılmıştır. Araştırma değişkenlerine ait ortalama değerler incelendiğinde, katılımcı kamu çalışanlarının orta seviyede örgütsel adalet algısına ve düşük seviyede örgütsel güvene sahip oldukları belirlenmiştir. Araştırma kapsamında oluşturulan modele uygun olarak hipotezler testleri neticesinde örgütsel adalet algısının örgütsel güven üzerinde istatistiksel açıdan anlamlı ve yüksek düzeyde pozitif etkisi olduğu bulunmuştur. Buna göre “*H₁. Örgütsel adalet algısının örgütsel güven üzerinde etkisi vardır.*” hipotezi kabul edilmiştir. Sonuçta örgütsel adalet algısı arttıkça çalışanların örgütsel güven düzeylerinde bir artış meydana gelmektedir. Başka bir deyişle kamu örgütlerinde örgütsel adaletin hissedilmesi çalışanların örgüte olan güvenlerini artırmaktadır.

Elde edilen bu sonuç, literatürde yapılmış benzer araştırmaların sonuçlarıyla örtüşmektedir. Öyle ki Baş (2010) ilköğretim öğretmenlerinin, Eroğlu (2014) çalışma hayatında aktif olarak çalışanların, Arslan ve Yavuz (2019) bir otel işletmesinde çalışanların örgütsel adalet algıları ve örgütsel güven düzeyleri arasında anlamlı ilişki tespit etmiştir. Nair ve Sallah (2015), Polat (2007), Dirks ve Ferrin (2002), benzer çalışmalar yaparak örgütsel adalet ve örgütsel güven arasında pozitif yönlü ve anlamlı ilişki belirlemişlerdir.

Araştırmanın demografik değişkenleri üzerinde yapılan incelemeler neticesinde çalışanların örgütsel adalet algılarının cinsiyet, medeni durum, yaş, eğitim durumu ve mesleki kıdem değişkenlerinin tamamında istatistiksel açıdan anlamlı şekilde farklılaştığı görülmüştür. Bu bulgular, literatürde yapılmış benzer araştırmalar ile karşılaştırıldığında farklı sonuçlar elde edilmektedir. Örneğin Aktuğ (2016) çalışanların örgütsel adalet algısının cinsiyete göre anlamlı farklılaştığını, buna göre erkek çalışanların kadınlara göre örgütsel adalet algılarının daha yüksek olduğunu bulgulamıştır. Ayrıca çalışmada çalışanların örgütsel adalet algısının yaş ve eğitim seviyesine göre anlamlı farklılaştığı belirlenmiştir. Araştırmamızda elde edilen H_{2a} , H_{2c} ve H_{2d} hipotezlerinin sonuçları, bu araştırmanın bulgularını desteklemiştir. Aktepe (2021) öğretmenlerin örgütsel adalet algısının cinsiyete göre anlamlı farklılaştığını, ancak yaş, medeni durum, eğitim ve mesleki kıdem gibi demografik değişkenler açısından anlamlı bir farklılaşma olmadığını tespit etmiştir. Araştırmamızda elde edilen H_{2a} hipotezinin sonucu bu araştırmanın bulgularını desteklerken; H_{2b} , H_{2c} , H_{2d} ve H_{2e} hipotezlerinin sonuçları, bu araştırmanın bulgularını desteklememiştir.

Araştırmanın demografik değişkenleri üzerinde yapılan incelemeler neticesinde çalışanların örgütsel güven düzeylerinin cinsiyet, medeni durum, yaş, eğitim durumu ve mesleki kıdem değişkenlerinin tamamında istatistiksel açıdan anlamlı şekilde farklılaştığı görülmüştür. Bu bulgular, literatürde yapılmış benzer araştırmalar ile karşılaştırıldığında farklı sonuçlar elde edilmektedir. Örneğin Aktuğ (2016) çalışanların örgütsel güven algılarının cinsiyet ve medeni durum açısından anlamlı farklılaşmadığını, yaş gruplarında ve mesleki kıdemlerine göre anlamlı farklılaşmaların olduğunu bulgulamıştır. Araştırmamızda elde edilen H_{3c} ve H_{3e} hipotezlerinin sonuçları bu araştırmanın bulgularını desteklerken; H_{3a} ve H_{3b} hipotezlerinin sonuçları bu araştırmanın bulgularını desteklememiştir. Aktepe (2021) öğretmenlerin örgütsel güven algılarının yaş, eğitim, cinsiyet, medeni durum ve mesleki kıdem gibi tüm demografik değişkenler açısından anlamlı farklılaştığını belirlemiştir. Araştırmamızda elde edilen H_{3a} , H_{3b} , H_{3c} , H_{3d} ve H_{3e} hipotezlerinden elde edilen bulgular, bu araştırmanın bulgularını desteklemiştir. Araştırmadan elde edilen bulgulardan yola çıkarak; yöneticilerine, çalışma arkadaşlarına ve örgüte güven duyulmasını isteyen yöneticilerin, örgüt ve örgütteki uygulamalar hakkında çalışanların adalet algılarını güçlendirmeleri ve buna yönelik stratejileri ele almaları gerektiği önerilmektedir. Ayrıca araştırmanın veri toplama aracı, Konya'da bulunan beş kamu kurumundaki kamu çalışanlarına uygulanmıştır. Bu kapsamda tüm kamu çalışanları için genel çıkarımlar yapmak mümkün değildir. Araştırmanın daha geniş örneklem ve farklı evrenlerde yapılması suretiyle elde edilen verilerin karşılaştırılması mümkün olabilir. Ayrıca araştırmada incelenen örgütsel adalet algısının örgütsel güven üzerindeki etkisinde farklı liderlik özellikleri veya diğer örgütsel davranış unsurlarının aracı etkisi inceleme konusu yapılabilir.

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OPENING CEREMONY	
Friday 20 May 2022 9:30-10:00	Opening Speeches National Anthem of the Republic of Türkiye Kerim KARADAL, Coordinator Assoc. Prof. Dr. Tamara ISHCENKO , Alfred Nobel University, Congress Ukraine Country Coordinator Prof. Dr. Sergii KHOLOD , Rector of Alfred Nobel University Dnipro, Ukraine, Co-Chair Prof. Dr. Farhod AHROROV , Vice Rector of Samarkand Branch of Tashkent University of Economics, Uzbekistan, Co-Chair Prof. Ir. M. Aman Wirakartakusumah , Rector of IPMI International Business School (Sekolah Tinggi Manajemen IPMI) Prof. Dr. Murat Yülek , Founding Rector of Ostim Technical University (Türkiye) Asst. Prof. Dr. Sachin GUPTA , Mohanlal Sukhadia University, Congress India Country Coordinator Prof. Dr. Prabhat Kumar Singh , Rector of Mohanlal Sukhadia University, India, Co-Chair Prof. Amarika Singh , Vice Chancellor, Mohanlal Sukhadia University, India
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<u>Keynote Speakers Session</u>	
Friday 20 May 2022 10:00- 11:30	<p style="text-align: center;"><u>Moderator:</u></p> <p>Assoc. Prof. Dr. Duygu HIDIROĞLU- Türkiye</p> <p style="text-align: center;"><u>Keynote Speakers:</u></p> <p>Prof. Dr. Siham EL-KAFAFİ, Director of Arrows Research Consultancy, New Zealand</p> <p>Prof. Dr. Hernán E. Gil FORLEO, University of Buenos Aires, Argentina</p> <p>Carles Agustí I Hernández, International Governance Consultant & SDG Manager (Barcelona/Spain) Spain</p> <p>Prof.Dr. Khaled Hussainey, University of Portsmouth (United Kingdom)</p> <p>Assoc. Prof. Dr. Mehmet Naci EFE, Head of International University of Gorazde (Bosnia & Herzegovina)</p>
<u>Channel</u> <u>Link:</u>	<u>https://duan.zoom.us/j/6923710105</u>



Guest Speakers Session	
Friday 20 May 2022 11:30- 12:00	<p style="text-align: center;"><u>Moderator:</u></p> <p>Dr. Kujtim Hameli, University "Ukshin Hoti" Prizren – Kosovo</p> <p style="text-align: center;"><u>Keynote Speakers:</u></p> <p>Asst. Prof. Dr. Ir. Amelia Naim Indrajaya, MBA – Head of CSMSR, IPMI International Business School, Jakarta, Indonesia</p> <p>Dr. Bahrullah Safi, Educationist and Business Consultant, Acacia University, Arizona, USA.</p> <p>Assoc.Prof. Murteza HASANOĞLU, Azerbaijan State Administration Academy, Azerbaijan</p> <p>Asst. Prof. Dr. Sachin GUPTA, Mohanlal Sukhadia University</p>
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CEO Congress Zoom
20 May 2022, Friday

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 1	12:00-13:30	Moderator	Dr. Ir. Amelia Naim Indrajaya, MBA Dr. Ir.Firdaus Basbeth
<ol style="list-style-type: none"> 1. Strategies and Innovations in Strengthening Islamic Financial Product Branding in Indonesia - Eka Sri Dana AFRIZA 2. Payment Convenience, Transaction Speed and Reliability Toward Customer's Buying Decision of Misterdigital.id - Yulita Fairina Susanti Ph. D, Muhammad Jody Siregar, Sony Wiwiek Antonio MBA 3. Behavioral Intention to Use LMS using Technology Acceptance Model an Empirical Study In STM-IPMI - Boby Herman Parluhutan TAMBUNAN, Dr. Firdaus BASBETH 4. The Moderating Role of Member's Rank Does it Affect Customer Retention - Mahonri LUKAS, Dr. Ir.Firdaus BASBETH,MM 5. Perceived Faculty Readiness and Student Satisfaction During Online Learning in Covid Pandemic - Rio Kurniawan, Dr. Ir.Firdaus Basbeth 6. Behavioral Intention to Use LMS Using Technology Acceptance Model an Empirical Study In STM-IPMI - Boby Herman Parluhutan TAMBUNAN, Dr. Ir.Firdaus Basbeth,MM, Dr. Ir. Amelia Naim Indrajaya, MBA 7. Repurchase Intention of Youth Generation on Local Fashion Goods in Indonesia: Perspective of Perceived Value, Trust, and Brand Image - Raynaldo Kharismananda, Liza Agustina Maureen Nelloh, Dety Nurfadilah 			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 2	13:30-15:00	Moderator	Assoc. Prof. Dr. Duygu HIDIROĞLU Asst. Prof. Dr. Luan VARDARI
<ol style="list-style-type: none"> 1. Entrepreneurship Financing through Local Equity Market and Access to Loans on Gender Perspective: Regression Analysis of Country Effects - Assoc. Prof. Dr. Duygu HIDIROĞLU 2. Science for Society: Saga of Science Organisations in Eastern India - Sukalyan GAIN 3. Representation of Women in Media and Other Sectors: A Study on Gender Perception - Research Scholar Nelofar ARA, Dr. Umar Farouk MOHAMMED, Dr. Sukanya Das 4. Management Communication, Cooperation and Integration - Samra JUSUFI, Asst. Prof. Dr. Luan VARDARI 5. Analysis of Published Articles in the Field of Audit in Western Balkan Countries - Asst. Prof. Dr. Luan VARDARI, MSc. Qëndrim BYTYQI 6. The Role and Impact of Management on Employee Performance and Motivation in SME's - Edisa KORO, Asst. Prof. Dr. Luan VARDARI (Türkçe Sunulacak) 7. Cities, Migrants, and Their Inclusion in the Urban Development - Dr. Namrata Singh PANWAR 			



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CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 3	15:00- 16:30	Moderator	Prof. Dr. Irene GUMIRAN R K Roshni Raj Lakshmi
<ol style="list-style-type: none">1. The Slow but Imminent Death of the Film Spectator - Dr. Chandrasekharan PRAVEEN2. A Community –Based Examination on the Status of Cyberbullying Among Social Media Users in the Philippines: Basis for Information Dissemination - June Michael B. ANTONE3. Effect of Meditation on Impulsivity in Adolescents: A Review Article - R K Roshni Raj Lakshmi4. Effect of Mind Sound Resonance Technique on Trail Making Test in Adolescents: A Controlled Trial - R K Roshni Raj Lakshmi5. The Key Benefits and Challenges from the Adoption of International Financial Reporting Standards (IFRS) in the Textile Sector of Pakistan - Asst. Prof. Dr. Shams UR RAHMAN, Mr. Luigi Pio Leonardo CAVALIERE, Mr. Jawad KABIR6. A Bird’s Eye View on The Students Performance-Based Assessment – Prof. Dr. Irene GUMIRAN			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 4	16:30- 18:00	Moderator	Assoc. Prof. Dr. Azer Dilanchiev Asst. Prof. Dr. Muhammad YASEEN
<ol style="list-style-type: none">1. Orientalists and Quran - Asst. Prof. Dr. Muhammad YASEEN2. Enhancing Digital Education towards Teaching and Learning in Covid-19 Situation - Dr. Velankanni ALEX, Dr. Ferdin Joe JOHN JOSEPH, Mr. Luigi Pio Leonardo CAVALIERE3. The Shadow Pandemic: Impact Of COVID-19 on Women - Akeel Naveed RAJA, Anshu SHARMA4. Chemical Weeds Management Strategies in Wheat Under Changing Agro Climatic Conditions of Dera Ismail Khan, KP., Pakistan, Dr. Iqtidar Hussain, Muhammad Jawad Nazir5. From Margins to the Metropolitan: The Political Economy of Folk Painters of 19th Century Colonial Calcutta - Debbarna MUKHERJEE6. Economic Recovery by Developing Business Strategies: Mediating Role of Financing and Organizational Culture in Small and Medium Businesses - Muhammad Umair, Assoc. Prof. Dr. Azer Dilanchiev			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 5	18:00- 19:30	Moderator	Prof. Dr. Macario G. GAYETA Dr. Charuta Gajbhiye
<ol style="list-style-type: none">1. Empowering the Specially-abled through Skill Development Education - Dr. Charuta Gajbhiye2. Cultural Heritage Tourists in the CALABARZON Region Philippines: Basis for Tourism Development Plan - Prof. Dr. Macario G. GAYETA3. Nepalis of Sikkim - Reendima Gurung4. Revisiting the Political Revolution of Bhagat Singh: An Erroneous Insight in Punjab, India - Asst. Prof. Dr. Mr Jobanpreet Singh5. Shackles of Tradition and Pursuance of Modernity: Sociological Aspects - Dr. Meenakshi RANA, Dr. Harry6. Humanitarian Issues In The Ukraine-Russia Conflict - Asst. Prof. Putri HERGIANASARI, Asst. Prof. Triesanto Romulo SIMANJUNTAK, Ms. Rizki Amalia YANUARTHA, Mr. Luigi Pio Leonardo CAVALIERE			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 6	19:30- 20:30	Moderator	Mr. Souvik DASGUPTA
<ol style="list-style-type: none">1. Child Labour- A Case Study of Child Labour Working in Domestic Households - Ms. Kavita LAMA2. Regional Entrepreneurship: Stories, Accountability, Resource Acquisition, Decision Making and Impact of Covid-19 - Res. Asst. Anurag VYAS, Asst.Prof.Dr. Sachin GUPTA3. Issues Facing the Agriculture Sector in Karnataka - Assoc. Prof. Dr. Suchitra S, Research Scholar Marutesh S4. Spiritual Intelligence as a Correlate of Job Performance Among Nurses in Lautech, Osogbo, Osun State, Nigeria - Assoc. Prof. Dr. Solomon OJO (Offline)5. The Written Communicative Language, Its Effect and Its Impact on The Development of Modern Social Media - Adnan Faihan MAHMOOD (Offline)			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
20 May 2022 Session 7	20:30- 22:00	Moderator	Nelofar Ara Mr. Raveenthiran Vivekanantharasa
<ol style="list-style-type: none">1. The Non-native English-Speaking Teachers' Identity and Paradigm Shift in English Language Teaching: Current trend in Thai Educational Context - Ms. Sirikarn THONGMAK, Mr. Afraseyab KHATTAK, Mr. Luigi Pio Leonardo CAVALIERE2. Sustainable Development and Digitalization of SMEs in Africa, Dr. Imen BACCOUCHE, Dr. Afef KHALIL, Mr. Mohammed El Amine ABDELLI, Mr. Luigi Pio Leonardo CAVALIERE3. Challenges Faced by Teachers when Following Online Teacher Professional Development (TPD) Courses in Sri Lanka - Mr. Raveenthiran Vivekanantharasa4. Defining and Redefining Woman Health: A Theoretical Standpoint - Shewani Kumari, Nelofar Ara5. A Sociological Study on Cardiovascular Disease among Men and Women in Kashmir - Research Scholar Nargis KHATOON, Research Scholar Nelofar ARA6. Uniqueness Of Haider Ali and Tipu Sultan Among the Eighteenth-Century Indian Rulers - Mr. Arindam PARUA7. Sufi Shrines: A Spiritual Space for Women in Kashmir - Gulzar Hussain			



CEO Congress Zoom
21 May 2022, Saturday

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 8	08:30- 10:30	Moderator	Dr. Rey TY Prof. Dr. Wiwiek Mardawiyah Daryanto
<ol style="list-style-type: none">1. The Ukraine Crisis from the Perspectives of Conflict and Peace Studies - Dr. Rey TY2. Profitability, Liquidity, Activity, and Solvency Analysis of Halal Fast Food Restaurant: PT. Fast Food Indonesia (FAST) in Seven Years Period - Shafa Iqlima Dzikro, Prof. Dr. Wiwiek Mardawiyah Daryanto, MM, CMA3. Analysis of Indonesian Crude Palm Oil (CPO) Competitiveness During Changes of Domestic Policy - Mr. Imanda INDOMO, Prof. Dr. Wiwiek Mardawiyah Daryanto, MM, CMA4. Policy Based on an Approach to Economic Resilience During the Covid-19 Pandemic for the Development of the Value Chain of Indonesian Dairy Farmers - Assoc. Prof. Dr. Sri SULANDJARI, Mr. Luigi Pio Leonardo CAVALIERE5. Paradox State and Warning for Natural Resources Management in Kalimantan - Dr. Semuel RISAL, Ms. Rizki Amalia YANUARTHA, Putri HERGIANASARI, Mr. Luigi Pio Leonardo CAVALIERE6. Homeopathy as an Alternative Branch of Western Medicine: The Story of its Acceptance in Bengal (1860-1947) - Ph.D. Research Scholar Sulagna SOM7. B'nei Menashe: Claim and Consequences; A Case Study - Mr. Shuvam SARKAR8. The Legal and Political Implications Over Resources Which Transcend Borders and Spill Over in Conflicts - Msc. Rakela ISMAILAJ NONA, Prof. Dr. Ismail ZEJNELI, Prof. Dr. Alba DUMI9. Impact of Digital Currency on Indian Monetary System - Dr. Deepa Soni			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 9	10:30- 12:00	Moderator	Assoc. Prof. Dr. Aksana CHMYHA Assoc. Prof. Dr. Micaela TAULEAN
<ol style="list-style-type: none">1. On the Ways of Using Drama Techniques for Developing Intercultural Competence - Assoc. Prof. Dr. Micaela TAULEAN2. The Legal Status of Collegial Permanent Bodies of Belarusian and Polish Parliaments: Comparative Legal Analysis - Assoc. Prof. Dr. Aksana CHMYHA3. The Control Powers of Parliament Members of Belarus and Poland (Comparative Legal Analysis) - Assoc. Prof. Dr. Aksana CHMYHA4. Corporate Social Responsibility in Micro Small and Medium Industries - Gobind Gurbani5. The Great Resignation: A Quantitative Analysis of the Factors Leading to the Phenomenon - Ms. Sunandita KUNDU, Mr. Soham DAS, Mr. Snehashis NAG6. Conceptual Boundaries Regarding Controlling And Budget System. State of The Art. - PhD. student Ionela URSU7. ESG Funds: A Route to Sustainable Investment - Assoc. Prof. Dr. Shikha GUPTA			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

Offline Session	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 10	12:00- 13:00	Moderator	Mr. Souvik DASGUPTA Mr. Rajib DEY
<ol style="list-style-type: none">1. The Unruly Rivers: Decoding the Colonial Exploitations and The Hydro-Political Confrontations in The Indus Water System (1840-1947) - Mr. Souvik DASGUPTA2. From Prosperity to Crisis: Extinction of Native Rice Species as a Result of Green Revolution - Amineeta PAL3. Advertising, Buying Decision and Health Drink for Children - Mr. Rajib DEY4. Encountering The Wild: The Development of Forest Management Policies in Assam with A Special Reference to The Hollongapar Gibbon Sanctuary - Mr. Rajib DEY, Mr. Souvik DASGUPTA5. Effects of Climate Change on Coastal Landforms - Souryabrata PAL			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 11	13:00- 14:00	Moderator	Assoc. Prof. Dr. Savaş S. ATEŞ Assoc. Prof. Dr. Sadık SERÇEK
<ol style="list-style-type: none">1. Küreselleşmeye Yönelik Yaklaşımlar Açısından Uluslararasılaşmanın Önemi - Assoc. Prof. Dr. Arzu GÜRDOĞAN2. Turizm İşletmelerinde Örgüt Kültürünün Örnek Olay ile İncelenmesi - Assoc. Prof. Dr. Arzu GÜRDOĞAN3. Change in Airport Resource Management Model in Crises: Modifications of Slot Applications in the Covid-19 Pandemic Process - Lecturer Sema BATTAL, Assoc. Prof. Dr. Savaş S. ATEŞ4. Türkiye’de İslami Bankacılığın Doğuşu ve Karşılaştığı Zorluklar - Assoc. Prof. Dr. Sadık SERÇEK, Yıldız YILDIZ5. Tüketici Mahkemelerinin Sigorta Uyuşmazlıkları Bakımından Görevi - Res. Asst. Gökhan GÜNCAN6. CRITIC/Entropi Destekli ROV Yöntemi ile Bir Havayolu İşletmesinin Performans Analizi - Asst. Prof. Dr. Eda ÇINAROĞLU7. Y ve Z Kuşağının Sosyal Medya Kullanımlarında Birbirlerine Bakış Açısı Üzerine Bir İnceleme - Gülden AYDIN, Saim KARABULUT			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 12	14:00- 15:30	Moderator	Assoc. Prof. Dr. Murteza HASANOĞLU Dr. Parviz RUSTƏMOV HACI OĞLU
<ol style="list-style-type: none">1. Avrasya Enerji Jeopolitiğinde Ukrayna’nın Konumu - Asst. Prof. Dr. Halit HAMZAOĞLU2. Gençlerin Sivil Toplum Kuruluşlarındaki Gönüllülük Faaliyetleri: “Nahçıvan Gönüllüleri” Örneği - PhD. Candidate Arzu QASIMOV3. Azerbaycan Yönetiminde Toprak Bütünlüğü Mücadelesi (100 Yıl Önce) - Assoc. Prof. Dr. Rana BAYRAMOVA4. X-XIII Yüzyıllarda Azerbaycan’da Siyasi Ve Hukuki Düşünce Tarihinde Ütopik Fikirler - Assoc. Prof. Dr. Terane ZEYNALOVA5. Orta Doğu ve Doğu Avrupa Ülkelerinde Kadınların Siyasi Etkinliği - Lecturer Mammadova Aysan Nüsret6. Faizsiz Finansal Piyasaların Yönetiminde Kutsal ve Klasik Kaynakların Önemi - Dr. Parviz RUSTƏMOV HACI OĞLU7. İkinci Karabağ Savaşı sonucunda Güney Kafkasya’nın ulaşım ve iletişim sisteminde bir transit ülke olarak Azerbaycan’ın önemi - Shaig Aliyev			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 13	15:30- 17:00	Moderator	Assoc. Prof. Dr. Murteza HASANOĞLU Sevda Aliyeva
<ol style="list-style-type: none">4. Innovative Reforms and Digitalization in Public Administration of The Republic of Azerbaijan - Assoc. Prof. Dr. Murteza HASANOĞLU, Sara MAHMUDOVA5. Azərbaycan Təsviri və Dekorativ-Tətbiqi Sənətində Zəfər Mövzusu - Emil Raul oğlu Ağayev6. Appreciation of Gender Inequality in the Republic of Azerbaijan - Sevda Aliyeva7. Doğu Avrupa Ülkelerinin Entegrasyon Politikasında Amerika Birleşik Devletleri ve Avrupa Birliği'nin Rolü - Lecturer Efendiyeva Gunel MAMMAD8. The Current State of Practice For Phasing Content And Technology İn Continuous Pedagogical Education – Dr. Afet SULEYMANOVA9. Örgütsel Adalet Algısının Örgütsel Güven Üzerindeki Etkisi: Kamu Çalışanları Üzerinde Bir Araştırma - Pınar KADER ALPARSLAN, Prof. Dr. Ali ERBAŞI			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 14	17:00- 18:30	Moderator	Prof. Dr. Z. Gönül BALKIR Asst. Prof. Dr. Bilge ÇAĞLAR DEMİR
<ol style="list-style-type: none">1. Hayvanların Korunmasında Evrensel Haklar: Hayvanlara Saygı Gösterilmesi Hakkı - Prof. Dr. Z. Gönül BALKIR, Lect. Başak BALKIR GÜLEN2. Antroposan Çağda Hayvan Onurunu Korumaya Çalışmak - Prof. Dr. Z. Gönül BALKIR, Lect. Başak BALKIR GÜLEN3. Postmodern Hareketler Işığında Grafik Tasarımın Reklam Çalışmalarına Yansımaları - Asst. Prof. Dr. Bilge ÇAĞLAR DEMİR4. İnsan Kaynakları Yönetimi Uygulamalarının Örgütsel Bağlılık Üzerine Etkisi - Dr. Alper Bahadır DALMIŞ, Arş. Gör. Halil Hazar EMEKSİZ5. Serbest Eczane Çalışanlarının Etik Davranış Göstermelerinde Sosyo-Demografik Özelliklerin Rolü: TRC12 Bölgesinde Kesitsel Bir Çalışma - Bilal AKSU, Gülşen KIRPIK6. Etik Liderlik ile Örgütsel Bağlılık İlişkisi: TRC31 Bölgesinde Serbest Eczane Çalışanları Üzerinde Bir Araştırma - Emrah KARAKAYA, Gülşen KIRPIK7. Covid-19 ve Havalimanlarında Kriz Yönetimi - Mehmet Cemil ACAR			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 15	18:30- 20:00	Moderator	Asst. Prof. Dr. Neha Paliwal Ms. Poulami RAY
<ol style="list-style-type: none">1. Exploring The Emergence of a Region and Its Socio-Political and Cultural Dynamics: A Case Study of Vidarbha (C.1st BCE to 8th CE.) - Ms. Poulami RAY2. Determinants of Internal Audit Effectiveness on Financial Reporting Quality and Competence of Internal Audit Staff in Nigeria Government Establishments (MDAs), The Mediating Effect of Auditor's Ethical Conduct: A Proposed Framework - Nura BADAMASI, Adura Binti AHMAD3. Innovative Efficiency and Growth Potential of India: A Comparative Analysis - Asst. Prof. Dr. Neha Paliwal4. Effect of Bank Specific and Macroeconomic Factors on Credit Risk of Islamic Banks in Pakistan - Asst. Prof. Dr. Shams UR RAHMAN, Mr. Luigi Pio Leonardo CAVALIERE, Mr. Mati ULLAH			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 16	20:00- 21:30	Moderator	Assoc. Prof. Dr Md. Mahfuzur RAHMAN Mr. Souvik DASGUPTA
<ol style="list-style-type: none">1. An Initial Process of Academic Mentoring in San Luis, Argentina - Sergio QUIROGA2. Corporate Social Responsibility As a Development Basis For A Tourist Enterprise - Assoc. Prof. Dr. Antonina VERHUN, Assoc. Prof. Dr. Julia BONDARCHUK3. Demographic and Socioeconomic Profile of Severely ill and Disabled Children in South Africa - Nwabisa MONA4. Beyond Economic Poverty: Imperative of Poverty Mentality in Achieving Sustainable Development Goals (SDGs) in Nigeria - James Tumba HENRY5. Political and Racial Complexities in Africa With Reference to Nadine Gordimer's Novel July's People – PhD Research Scholar Tabassum PRAVEEN, Assoc. Prof. Dr Md. Mahfuzur RAHMAN			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
21 May 2022 Session 17	21:30- 22:30	Moderator	Prof. Dr. Cojocaru MANOLE Assoc. Prof. Dr. Suchitra S
<ol style="list-style-type: none">1. The Pathology of 44th article of the IRI Constitution, and its Consequences in the Field of Economics and Politics - Dr. Rahman Parvaresh, Assoc. Prof. Dr. Hamid Salehi2. Biological Activity of The Extracts of Chlorophytum Borivilianum (Safed Musli) - Pragati Singh, Piyus Kumar Pathak3. Analysing The Impact of Covid-19 on The Health of Sex Workers in South Africa - Ms Yolanda FAKU, Ms Montanna Kiara GAMIET, Ms Mbalenhle GUTSHWA, Ms Nokwanda GASELA, Ms Nokwethemba GUMEDE4. Impact of Corporate Governance on Financial Reporting Quality of the Listed Consumer Goods Companies In Nigeria - Usman YAKUBU, Muktar HARUNA, Prof. Dr. Bala Sulaiman DALHAT5. IFRS Adoption and Value Relevance of Accounting Information in Listed Consumer Goods Companies in Nigerian - Muktar HARUNA, Usman YAKUBU, Prof. Dr. S. I. Ningi6. Renvoi in the Legal System of Afghanistan - Lecturer Ainullah Karimi (Offline)			

CEO Congress 22 May 2022 , Sunday

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 18	09:00- 10:00	Moderator	Emmanuel Obed Dadzie
<ol style="list-style-type: none">2. The effects of trade openness on financial integration - Emmanuel Obed Dadzie3. Understanding the Social Dimensions of Sārtha (Caravan): An Early Historic Perspective - Ph.D. Research Scholar Soumya GHOSH4. Mediating Role of Auditor's Ethical Conduct on the Relationship Between Usage of Information Technology, Management Support for Internal Audit Department, and Internal Audit Effectiveness: A Conceptual Framework - Nura BADAMASI, Adura Binti AHMAD5. A Study of Human Development Index of Southern Rajasthan: Future Prospects and Potentialities - Tamish AGARWAL6. Baburname'nin Yazıldığı Coğrafya ve Alışılmışın Dışında Bir Yaşam Öyküsü - Dr. Mukadder Güneri			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 19	10:00- 11:30	Moderator	Assoc.Prof.Dr. Gülşen AKMAN Asst. Prof. Esra AYDIN
<ol style="list-style-type: none">1. Kurumsal Kaynak Planlama ve Veri Görselleştirme Teknolojisi: Müşteri İlişki Analizi - Süleyman ER, Assoc.Prof.Dr. Gülşen AKMAN2. Lean Supplier Selection for a Packaging Company via Integration of CRITIC and EDAS Methods in the Context of Lean Supply Chain - Assoc.Prof.Dr. Gülşen AKMAN, Bahar ATAŞ, Res.Assist. Çağın KARABIÇAK3. My Supervisor Keeps Me in the Dark: Mushroom Management Style, Organizational Commitment and Organizational Cynicism - Asst. Prof. Esra AYDIN4. Was it Really Necessary to Go to a Hospital in a Parallel Universe without Covid-19 - Asst. Prof. Dr. Hatice GENÇ KAVAS5. The Economical Geopolitics of China in Central Asia - Assoc. Prof. Dr. Gülmira KERİM (offline)6. Evaluation of Sustainable Development Goals in Terms of Democracy, Participation and Governance - Res. Assist. Dr. Sinem ŞAHNAGİL			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 20	11:30- 12:00	Moderator	Esra YAŞAR
<ol style="list-style-type: none">1. Havayolu İşletmelerinin Finansal Performansının Entropi Tabanlı EDAS Yöntemiyle İncelenmesi - Instructor Esra YAŞAR, Instructor Didem ÖVER2. Türk Sinemasında Mizah ve Folklorun Beş İşlevi - Dr. Erhan HANCIĞAZ3. Türkiye'de Döviz Kuru ile BIST Hizmet Endeksi Arasındaki İlişkinin İncelenmesi: ARDL Yaklaşımı Analizi - Dr. Öğr. Üyesi Yunus YILMAZ, Serkan ÇELİK			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 21	12:00- 13:30	Moderator	Prof. Dr. Rahmi YÜCEL Asst. Prof. Dr. Özgür ÇARK
<ol style="list-style-type: none">1. Örgütsel Maneviyat ve İşe Adanmışlık - Asst. Prof. Dr. Özgür ÇARK2. İnsan Kaynaklarının Karanlık Yüzü - Asst. Prof. Dr. Özgür ÇARK3. Örgüt Kültürü Tipinin Zorunlu Vatandaşlık Davranışına Etkisinde Örgütsel Adalet Algısının Aracı Rolü: Türkiye'deki En Büyük 500 Şirket Üzerinde Bir Araştırma - Dr. Şerif DURMUŞ, Prof. Dr. Ali ERBAŞI4. Piyasa Değeri Ar-Ge Giderleri İlişkisi: BİST İmalat Sanayinde Bir İnceleme - Lecturer Bülent ORDU, Prof. Dr. Rahmi YÜCEL5. Bütçe Başarısı Açısından Yönetim Muhasebesi Bilgisi Kullanımı Geri Bildirim ve Hedeflerin Netliğinin Önemi: Yöneticiler Üzerinde Bir Çalışma - Prof. Dr. Rahmi YÜCEL, Dr. Derya YÜCEL			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 22	13:30- 15:00	Moderator	Assoc. Prof. Dr. Zühal ERGEN Asst. Prof. Dr. Fatma Merve EKİZ
<ol style="list-style-type: none">1. Türkiye’de Dijital Dönüşüm ve İşgücü Verimliliği İlişkisi - Asst. Prof. Dr. Fatma Merve EKİZ2. Sürdürülebilir Kalkınma ve Maliye Politikaları Arasındaki İlişki - PhD Student Esin GÜZHAN3. Cari Açık Problemi: Türkiye Üzerine Bir Değerlendirme - PhD Student Esin GÜZHAN4. Dijitalleşme Kaynaklı Vergi Sorunları ve Çözüm Arayışları - Mustafa Sefa MAZLUM5. Döngüsel Ekonomide Dünya ve Türkiye Üzerine Bir Değerlendirme - Dr. Zeynep HÖBEL6. İklim Değişikliğine Uyum Sürecinde Temiz Enerji İçin Vergi Politikaları ve Uygulamaları - Dr. Zeynep HÖBEL7. Tarihteki Üç Büyük Veba Salgımına Mali Açından Bakış - Burcu DURAK OLDAÇ			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 23	15:00- 16:30	Moderator	Prof. Dr. Veclal GÜNDÜZ Dr. Mehmet Nur ÇELİKASLAN
<ol style="list-style-type: none">1. Asya Bölgesi Ülkelerinin Yaşam Kalitesinin ÇKKV Yöntemleri ile Analiz Edilmesi - RA. Dr. Nazli ERSOY2. Türk-Amerikan İlişkileri: Silah Ambargoları - Dr. Mehmet Nur ÇELİKASLAN3. Paya Dayalı Vadeli İşlem ve Opsiyon Sözleşmelerine Dayanak Teşkil Eden Payların Fiyat Adımlarının Bir Kuruş Olarak Belirlenmesinin Etkileri - Dr. Güzhan GÜLAY4. Sustainability Studies in Borsa Istanbul and Bist Sustainability Index - Dr. Korkmaz ERGUN5. Etik Liderlik Davranışları ve Çalışanların Örgütsel Adalet Algısı: Nitel Bir Araştırma - PhD. C. İper İNCEKARA, PhD. C. Almula Umay KARAMANLIOĞLU, Prof. Dr. Ünsal SİĞRI6. Metaverse ve Çalışma Yaşamına Etkisi - Assoc. Prof. Dr. Senem NART, Lect. Dr. Cavit ÇOLAKOĞLU, Lect. Arda TOYGAR			

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 24	16:30- 18:00	Moderator	Shkelqim Hajrulla Dzenita DELALIC
<ol style="list-style-type: none">1. Virtual, Classic or Both? - Dzenita DELALIC2. A Statistical Method to Estimate An Unkonown Price in Financial Markets - Shkelqim Hajrulla, Dritan Osmani, Vasil Lino, Daniel Avdiu, Desantila Hajrulla3. The Estimation of Stock Market Using Probability Distributions - Shkelqim Hajrulla, Leonard Bezati, Daniel Avdiu, Desantila Hajrulla, Fatmir Hoxha4. A Comparative study of Economics Indicators of Developed and Developing Nations during the Pandemic - Dr.Yogesh Kumar Jain5. Creating Drip to Market Agro Corridor (DMAC) for Reducing Water Footprints in Agriculture: Best Practices of World’s Largest Drip Irrigation Project at Ramthal Marol, Karnataka, India - Mr. SURESH S., Ms. Manasa GOWDA			



4th International CEO Communication, Economics, Organization & Social Sciences Congress

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Session 25	18.00- 19.00	Moderator	Dr. Ashish JORASIA Dr. Nitasha JAMWAL
<ol style="list-style-type: none">1. New Education Policy 2020: A New Paradigm of Dual Degree Program - Dr. Ashish JORASIA, Mr. Ashutosh KUMAR2. Literature in Indian Cinema - Dr. Nitasha JAMWAL3. The Correlation of Student Engagement and Academic Performance: A Review of Literature - Research Scholar Sabina PARVEEN4. The Current State of Practice for Phasing Content and Technology in Continuous Pedagogical Education – Dr. Afet SULEYMANOVA			

4th CEO Congress
22 May 2022 , Sunday

CEO Congress Zoom Link	https://duan.zoom.us/j/6923710105		
22 May 2022 Closing Session	19.00- 19.30	Moderator	
Closing Session All congress participants are required to attend this session. The best paper award will be given.			